A Good Practice Example

Cambodia's Rural Roads Improvement Project (EGM)*

Gender Action Plan with DMF Gender Indicators Highlighted

**Project Outcome:**
- Safe, cost-effective, year-round road access in remote agricultural areas in seven provinces of Tonle Sap Basin
- Seven round road access in remote agricultural areas in seven provinces of Tonle Sap Basin

**Project Output 1:** Road Rehabilitation
- Road accidents decrease in the project area by 30% from baseline.
- Average travel times on project roads decrease by 25% from baseline.
- Average trip lengths on project roads increase by 40% from baseline.
- Share of rural road network in average or good condition increases to 20% from baseline.
- Project roads will be accessible year-round by 2014.
- At least 40% of unskilled laborers hired for road rehabilitation and maintenance will be female with pay equity.
- No child labor on civil works contracts
- Road shoulders will be sealed surface, enabling carts with wheels to reduce the burden on women and girls who haul water in rural areas.

**Project Output 2:** Road Asset Management
- Capacity building of local contractors on gender and labor-based appropriate technology
- Sex-disaggregated database to track the use of local labor
- Community contracts to women for road maintenance works
- At least 50% women roadside maintenance workers

**Project Output 3:** Road Safety and Safeguards Program
- All project roads in villages with speed bumps and road safety signage for safety of children and pedestrians
- A community-based road safety campaign with 50% women facilitators
- Inclusion of HIV/AIDS and human trafficking awareness and prevention programs during and after construction
- Baseline socioeconomic survey data will be disaggregated by sex by 2011.
- Emergency warning systems will engage women in the planning stages.
- Provisions will be included for women in actual operation of the systems.
- Climate change adaptation will include community-based work programs involving women in planting and caring for roadside trees and other plants.

**Project Output 4:** Climate Change Adaptation
**Project Output 5:** Efficient Project Management

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**Tips for Incorporating Gender in RRP Documentation for GEN/EGM Projects**

**Background:** Include at least one paragraph explaining women’s involvement in the sector, highlighting any constraints to their participation, access, and benefits.

**Impact/Outcome:** For GEN theme projects, the outcome statement and/or outcome indicators should mention gender issues or women's empowerment.

**Outputs:** Explain and present data on how each output (if relevant) will promote and facilitate women's participation. Any performance targets for women's participation and benefits should be mentioned here.

**Due Diligence (Poverty and Social Section):** Include at least one paragraph, preferably under a subheading “Gender Impacts” to explain how the project will benefit women and/or girls.

**Assurance/Covenants:** Include a loan assurance and/or covenant on gender action plan (GAP) implementation, if one was prepared.

**Design and Monitoring Framework (DMF):** Ensure that gender performance indicators and/or GAP gender targets for female participation and benefits are included in the DMF performance indicators column. For GEN projects, this should apply to outcome level and all outputs, whereas for effective gender mainstreaming (EGM) projects, this should apply to at least 50% of outputs. Where baselines exist, they should be included in brackets next to the corresponding indicator and/or target.

**Gender Action Plan:** GAPs must be a linked document to the report and recommendation of the President (mandated under Operations Manual C–2) and included in the Project Administration Manual (in Section VIII). GAPs specific to an individual periodic financing request (PFR) should be included in the core appendixes to the PFR. The GAP should mirror the outputs and outcomes of the project. Gender performance targets and indicators in the GAP should be consistent with those in the DMF.

**Policy Matrix:** Gender policy actions should be included in the policy matrix.

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**Why We Need Them**

- The Policy on Gender and Development* of the Asian Development Bank (ADB) adopts gender mainstreaming as a key strategy for promoting gender equality and women’s empowerment in all ADB operations.
- ADB’s Strategy 2020* includes gender equity as one of the five drivers of change, and the Corporate Results Framework includes gender targets: 45% of all operations and 55% of Asian Development Fund operations to be gender mainstreamed.*
- The gender categorization system* was developed to define, clarify, and make the concept of gender mainstreaming more tangible, and to ensure ADB-wide consistency and uniformity in its application.
- The gender categorization system is a four-tier system to measure, count, and report on the extent to which gender equality issues are integrated into project design. It is a mechanism for reporting ADB “at entry” gender mainstreaming performance against the corporate results targets.

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**Gender Categorization System at a Glance**

<table>
<thead>
<tr>
<th>Gender Equity Theme (GEN)</th>
<th>Effective Gender Mainstreaming (EGM)</th>
<th>GEN+EGM counted and reported as gender mainstreaming</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender Equity Categorizations</td>
<td>Some Gender Elements (SGE)</td>
<td>No Gender Elements (NGE)</td>
</tr>
</tbody>
</table>

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**Initial Identification of a Project’s Gender Mainstreaming Category**

Suggest a gender mainstreaming category based on the initial poverty and social analysis (IPSA) conducted during project concept development stage. Checklist for IPSA:

- What are the key gender issues in the sector and subsector that are likely to be relevant to this project or program?
- Does the proposed project or program have the potential to promote gender equality or women’s empowerment by improving women’s access to and use of opportunities, services, resources, assets, and participation in decision making?
- Could the proposed project have an adverse impact on women and/or girls or widen gender inequality, e.g., loss of land rights or employment, negative impacts due to resettlement, risks of HIV/AIDS, human trafficking?

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# How to Assign a Gender Mainstreaming Category

Projects and programs are assigned a gender mainstreaming category by operations departments at the concept stage. This is developed and refined during project design and processing, and confirmed at the Management/Staff Review Meeting and before Board approval, in consultation with the Poverty Reduction, Gender, and Social Development Division (RSGS) of the Regional and Sustainable Development Department.

## Gender Category, Outcome Expectations, and Design Criteria

<table>
<thead>
<tr>
<th>Gender Category</th>
<th>Outcome Expectations</th>
<th>Design Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender Equity Theme (GEN)</td>
<td>The project outcome directly addresses gender equality and/or women’s empowerment by narrowing gender disparities through:</td>
<td>▶ Gender analysis is conducted in design with collection of baseline sex-disaggregated data.</td>
</tr>
<tr>
<td></td>
<td>access to social services (e.g., education, health, and water supply and sanitation);</td>
<td>▶ Explicit gender equality and/or women’s empowerment outcomes are reflected in the DMF outcome statement with gender performance outcome indicators.</td>
</tr>
<tr>
<td></td>
<td>access to economic or financial resources or opportunities (e.g., job opportunities, financial services, land, and markets);</td>
<td>▶ GAP is included with gender-inclusive design features, clear gender targets and monitoring indicators, and/or components to narrow gender disparities and directly benefit women or girls.</td>
</tr>
<tr>
<td></td>
<td>access to basic rural or urban infrastructure (e.g., rural electrification, rural roads, pro-poor energy distribution, in urban services for the poor); and</td>
<td>▶ Ideally, gender targets and design features are reflected in all project outputs and the DMF.</td>
</tr>
<tr>
<td></td>
<td>enhancement of their voices and rights (e.g., decision-making processes and structures, political empowerment, or grievance mechanisms).</td>
<td>▶ RRP main host discusses gender issues throughout, and Due Diligence (poverty and social section) explains how the project will narrow gender disparities and benefit women.</td>
</tr>
</tbody>
</table>

Project outputs should be designed to clearly feed into delivering the project’s gender equity outcomes.

### Effective Gender Mainstreaming (EGM)

| Some Gender Elements (IGE) | The project outcome does not specifically address gender equality or women’s empowerment, but the project outputs are designed to deliver tangible benefits to women by directly improving their access to social services, economic or financial resources or opportunities, or basic rural or urban infrastructure, and/or by enhancing their voices and rights, which contribute to gender equality and women’s empowerment. | ▶ There is no requirement for EGM outcome statement/indicators to explicitly mention gender or women’s empowerment. |
| | All design criteria are same as GEN. But | ▶ Gender design features are required in majority of outputs. “Majority” means more than 50% of project outputs with at least three features in each output; and |
| | ◆ Should have at least one target/indicator in more than 50% of project outputs. | ▶ DMF should have at least one target/indicator in more than 50% of project outputs. |

### GEN/EGM Criteria in Design: Other Modalities

#### Policy-Based Loans/Asian Development Fund (ADF) Grants

A gender action plan (GAP) is not mandatory for policy-based operations. However, the policy matrix should include specific gender-related policy actions and/or measures that are likely to directly result in narrowing gender gaps or improving gender equality. The gender-related policy actions should be reflected in the program design and monitoring framework (DMF), and the main text of the report and recommendation of the President (RRP) should clearly and sufficiently demonstrate how the program actions will result in progress toward gender equality and women’s empowerment.

#### Sector Loans: A GAP is required for the overall project and for each subproject in sector loans.

#### Sector Development Loans/ADF Grants: For these combined project and program loans or ADF grants, a GAP is required for the project, and gender-based policy actions need to be included in the policy matrix of the program.

### Multitranche Financing Facilities (MFFs): A GAP is recommended for the entire facility and required for each periodic financing request (PFR). The facility-wide GAP should be integrated into the sector road map and categorized in the framework financing agreement. The PFR GAP should be included in the Facility Administration Manual (in section VIII). A covenant in loan agreement (to actions in the policy matrix of policy-based programs) is included to support implementation of the GAP or gender design features.

### Tips and Resources

- Don’t reinvent the wheel. RSGS compiles information on good practices and emerging innovative examples of gender mainstreaming in project design across all sectors and regions.
- Tap available resources. The Gender and Development Cooperation Fund and technical assistance resources (i.e., Japan Fund for Poverty Reduction, Technical Assistance Special Fund, and regional technical assistance) can be used for research/studies, project preparation, capacity development, policy/advocacy support and pilot activities, if necessary.
- Consult early on. RSGS can review draft GAPs and DMFs to assess desired gender quality.

### Measures to Mobilize Women

- Gender equality laws on land/property rights, local governance, and domestic violence; public expenditure reforms to improve education for women and maternal health; affirmative action in recruitment, employment, and retention of female civil servants; reform of pension and social security net programs to avoid sex-based social protection and benefits.

#### Non-Government Organizations with female staff, female extension workers, implementation agency or community mobilization staff with gender expertise to facilitate women’s participation; requirement to hire local men and women in project work with equal pay for equal work provision.

#### Gender Capacity Development

- Gender training for project executing or implementing agencies and service delivery agents; involvement of women’s ministry in project steering committees; hiring project-based gender specialists; use of sex-disaggregated data for project monitoring and impact assessment.

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**DMP** = design and monitoring framework; **GAP** = gender action plan; **RRP** = report and recommendation of the President.

*If technical assistance or other grant-financed components are included to address gender equality and women’s empowerment, it should be an integral part of the project design, the DMP, and project financing to qualify for EGM category.*
Projects and programs are assigned a gender mainstreaming category by operations departments at the concept stage. This is How to Assign a Gender Mainstreaming Category

Effective Gender Mainstreaming (EGM)
The project outcome does not specifically address gender equality or women's empowerment, but the project outputs are designed to deliver tangible benefits to women by directly improving their access to social services, economic opportunities or opportunities for basic or rural infrastructure, and by enhancing their voices and rights, which contribute to gender equality and women's empowerment.

Gender Category
- Gender Equity Theme (GEN)
- Gender-sensitive physical infrastructure
- Effective Gender Mainstreaming (EGM)
- Some Gender Elements (IGE)
- No Gender Elements (NGE)

Outcome Expectations
- Gender analysis is conducted in design with collection of baseline sex-disaggregated data.
- Explicit gender equality and/or women's empowerment outcomes are reflected in the EGM outcome statement with gender performance outcome indicators.
- GAP is included with gender-inclusive design features, clear gender targets and monitoring indicators, and/or components to narrow gender disparities and directly benefit women or girls.
- Ideally, gender targets and design features are reflected in all project outputs and the EGM.
- RRP main host discusses gender issues throughout, and Duke Dialogue (poverty and social section) explains how the project will narrow gender disparities and benefit women.

Design Criteria
- Gender analysis is conducted in design with collection of baseline sex-disaggregated data.
- Explicit gender equality and/or women's empowerment outcomes are reflected in the EGM outcome statement with gender performance outcome indicators.
- GAP is included with gender-inclusive design features, clear gender targets and monitoring indicators, and/or components to narrow gender disparities and directly benefit women or girls.
- Ideally, gender targets and design features are reflected in all project outputs and the EGM.
- RRP main host discusses gender issues throughout, and Duke Dialogue (poverty and social section) explains how the project will narrow gender disparities and benefit women.

Project outputs should be designed to clearly feed into delivering the project's gender equality outcomes.

Multitranche Financing Facilities (MFFs): A GAP is recommended for the entire facility and required for each periodic financing request (PFR). The facility-wide GAP should be integrated into the sector road map and conceptualized in the framework financing agreement. The PFR GAP should be included in the Facility Administration Manual (in Section VIII). A cover statement (to actions in the policy matrix of policy-based programs) is included to support implementation of the GAP or gender design features.

Policy-Based Loans/Asian Development Fund (ADF) Grants: A gender action plan (GAP) is not mandated for policy-based operations. However, the policy matrix should include specific gender-related policy actions and/or measures that are likely to directly result in narrowing gender gaps or improving gender equality. The gender-related policy actions should be reflected in the program design and monitoring framework (DMF), and the main text of the report and recommendation of the President (RRP) clearly and sufficiently demonstrate how the program actions will result in progress toward gender equality and women's empowerment.

Tips and Resources
- Don't reinvent the wheel. RSAG compiles information on good practices and emerging innovative examples of gender mainstreaming in project design across all sectors and regions.
- Tap available resources. The Gender and Development Cooperation Fund and technical assistance resources (i.e., Japan Fund for Poverty Reduction, Technical Assistance Special Fund, and regional technical assistance) can be used for research/studies, project preparation, capacity development, policy/advocacy support and pilot activities, if necessary.
- Consult early on. RSAG can review draft GAPs and DMFs to assess desired gender quality.

Gender-sensitive physical infrastructure
- Gender-related policy actions should be reflected in the program design and monitoring framework (DMF), and the main text of the report and recommendation of the President (RRP) clearly and sufficiently demonstrate how the program actions will result in progress toward gender equality and women's empowerment.
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People
don't need to reinvent wheels; they can be guided by existing good practice and creating innovative examples of gender mainstreaming in project design across all sectors and regions. This is achieved through the use of sex-disaggregated data, which can provide valuable insights into how different genders are affected by the same policy or program. By using sex-disaggregated data, project planners can identify gender gaps and address them more effectively. This information can be incorporated into the project design and monitoring framework (DMF) to ensure that gender-related policy actions are reflected in the final program. The policy matrix should include specific gender-related policy actions and/or measures that are likely to directly result in narrowing gender gaps or improving gender equality. The gender-related policy actions should be reflected in the program design and monitoring framework (DMF). It is important to ensure that gender-related policy actions are clearly and sufficiently demonstrated in the program and in the report and recommendation of the President (RRP). This will help to ensure that gender equality and women's empowerment are achieved and that the program is sustainable. In addition, the role of gender specialists can be included in project implementation teams, such as gender focal points or gender advisors. These experts can provide valuable guidance and support to project teams, ensuring that gender-related policy actions are effectively incorporated into the program design and implementation. The use of gender-sensitive physical infrastructure, such as schools and health facilities, can also contribute to gender equality and women's empowerment. By ensuring that these facilities are designed with gender in mind, project planners can create environments that are more inclusive and equitable for all genders. Finally, the role of policy-based operations should be highlighted, as they can play a crucial role in advancing gender equality and women's empowerment. Policy-based operations can be used to advocate for gender-sensitive policies and to ensure that gender-related policy actions are included in the program design and implementation. Taking a proactive approach to gender mainstreaming in project design can help to ensure that gender equality and women's empowerment are achieved and that the program is sustainable.
A Good Practice Example

Cambodia’s Rural Roads Improvement Project (EGM) – Gender Action Plan with DMF Gender Indicators Highlighted

**Project Outcome:**
- Safe, cost-effective, year-round road access in remote agricultural areas in seven provinces of Tonle Sap Basin

**Project Output 1:**
Road Rehabilitation
- Road accidents decrease in the project area by 20% from baseline.
- Average travel times on project roads decrease by 25% from baseline.
- Average trip lengths on project roads increase by 40% from baseline.
- Share of rural road network in average or good condition increases to 20% from baseline.
- Project roads will be accessible year-round by 2014.

**Project Output 2:**
Road Asset Management
- Capacity building of local contractors on gender and labor-based appropriate technology
- Sex-disaggregated database to track the use of local labor
- Community contracts to women for road maintenance works
- At least 50% women roadside maintenance workers
- All project roads in villages with speed bumps and road safety signage for safety of children and pedestrians
- A community-based road safety campaign with 50% women facilitators
- Inclusion of HIV/AIDS and human trafficking awareness and prevention programs during and after construction
- Baseline socioeconomic survey data will be disaggregated by sex by 2011.
- Emergency warning systems will engage women in the planning stages.
- Provisions will be included for women in actual operation of the systems.
- Climate change adaptation will include community-based work programs involving women in planting and caring for roadside trees and other plants.

**Project Output 3:**
Road Safety and Safeguards Program
- All project roads in villages with speed bumps and road safety signage for safety of children and pedestrians
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- Inclusion of HIV/AIDS and human trafficking awareness and prevention programs during and after construction
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- Climate change adaptation will include community-based work programs involving women in planting and caring for roadside trees and other plants.

**Project Output 4:**
Climate Change Adaptation
- All staff of the Project Management Unit and the Social and Environmental Unit (SEU) of the Ministry of Rural Development (MRD) will be trained on social and gender issues by 2012.
- At least 25% of the newly established MRD/SEU staff will be female by 2012.
- All project roads in villages with speed bumps and road safety signage for safety of children and pedestrians
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**Project Output 5:**
Efficient Project Management
- All staff of the Project Management Unit and the Social and Environmental Unit (SEU) of the Ministry of Rural Development (MRD) will be trained on social and gender issues by 2012.
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Publication Stock No. 71N1652
April 2013
Printed on recycled paper