A Good Practice Example
Pakistan: Sustainable Livelihoods in Barani Areas Project
Select Excerpts: Appendix on Gender and Development

To maximize positive impacts on women’s lives, a gender and development (GAD) strategy was formulated at project appraisal focusing on (i) female participation in community-based organizations (CBOs) and their active engagement in the planning, implementation, and monitoring of rural infrastructure schemes; (ii) upgrading women’s socioeconomic status through improved literacy and income-generating skills; and (iii) providing them with better access to resources and services. The project design was highly relevant in addressing the needs of women in Barani areas (raised dryland rural areas) with overall achievements surpassing GAD targets. Gender-based quantitative outcomes and outputs for medium- and small-scale interventions were not included in GAD strategy, but the strategy of forming women’s CBOs to set a GAD agenda was effective. The interventions of literacy, skills training, microcredit, water supply, and biogas also positively impacted the lives of women. Given the overall strength of women’s CBOs and the commitment of Punjab Rural Support Programs, the project performed well and had positive impacts on the lives of rural women.

Encouraging a 40%-50% women’s participation in CBOs was a successful strategy to ensure access by women to project resources through improved leadership skills, funds management, and monitoring. Women’s CBOs executed 25% of completed schemes. The participation of women in CBOs improved their access to credit; $15.5 million in loans were disbursed to women (69%) of the total. Of the 57,772 CBOs’ office bearers and activists trained by the project, 44% were women. These activities had a positive impact on gender relations at the CBO level as they spurred recognition of women’s representation and changed the culture of segregation, decision making, and power relations. The project generated 29,774 person-months of employment in project offices, consulting firms, and partner nongovernment organizations, 20% contracted to women. Women’s employability improved through off-farm income generation, skills training, and access to microcredit. The government of Punjab’s evaluation report noted a significant decline in the unemployment rate of women beneficiaries from 77% to 43%. Eighty-four percent of the women trained in stitching/embroidery and 74% of women with beautician/parlor management skills were employed. The majority of women interviewees said that they now have better control over their income, resulting in higher levels of self-confidence and assertiveness in household decision making.

The project qualifies as a model gender-inclusive rural development project and can be replicated with minor adjustments in implementation arrangements and quantifiable targets. Future rural development projects in Pakistan should include proper professional diploma courses for educated women with better value in the job market such as medical and dental technicians, female health visitors, computer operators, primary school teachers, et al. These diploma courses provide jobs resulting in improved social status for educated women while also enabling improved service delivery to rural women and girls.

Why Report on Gender Equality and Women’s Empowerment Results?

- Projects categorized as “gender theme” (GEN) and “effective gender mainstreaming (EGM)” include a gender action plan (GAP) in design. GAP implementation performance and results need to be reported.
- Reporting concrete results on how Asian Development Bank (ADB) projects benefited women and girls helps measure ADB’s development effectiveness and direct contribution to advancing gender equality in the region.
- Completed sovereign operations delivering intended gender equality results is a key Level 2 performance indicator in the Corporate Results Framework to measure how ADB projects benefit women and girls and the effectiveness of ADB projects in advancing gender equality in the region.
- ADB tracks how it is enhancing gender equality and women’s empowerment at the country and regional levels by consolidating project-based GAP implementation results through project performance and completion reports.

Some Key Gender Equality Results of ADB Projects

- The project outcome and/or outputs directly address gender equality by narrowing gender disparities through
- Human capacity development with increased access to social services (e.g., education, health, social protection) and training (e.g., female teachers, vocational and skills training, apprenticeships)
- Economic empowerment with improved access to economic resources or opportunities (e.g., employment and income-earning opportunities, markets); productive assets (e.g., land use and ownership rights, appropriate technologies, agricultural inputs); and financial services (e.g., credit, savings, and insurance)
- Reduction of time poverty with affordable access to infrastructure and services (e.g., clean water supply and sanitation, reliable electricity and other energy sources, labor-saving technologies, and roads and safe transport services)
- Voice and decision making with enhancement of women’s voices and rights (e.g., participation and/or representation in decision-making processes and structures [e.g., water user groups, sanitation committees, building groups for small community infrastructure, sub-improvement committees]; political empowerment [e.g., local governance structures, leadership training]; or access to grievance mechanisms).

What Determines a Successful Project in Terms of Gender Equality Results?

- Projects categorized “at entry” as GEN or EGM report gender equality results achieved “at exit” in project completion reports.
- Projects are rated successful in delivering gender equality results when these report on gender equality results achieved at outcome (if relevant) and output levels; use sex-disaggregated data for reporting results; describe in detail achievements in meeting GAP targets and activities against baseline indicators; and include a GAP matrix appendix reporting results against GAP targets, features, and activities.
- Project achievements reported against the GAP targets and activities are assessed as successful if 70% of GAP activities are implemented and completed; 75% of gender-related targets in the GAP are achieved.
- PCRs provide evidence on compliance with gender-related covenants.
- Projects rated unsuccessful are generally not assessed or rated successful on gender equality results.
How Should Gender Issues Be Addressed in PCRs?

- The project completion report (PCR) ideally should have a comprehensive assessment of project performance on gender by analyzing the following:
  - Relevance of gender issues to project objectives and whether gender was adequately mainstreamed in project design and implementation;
  - Effectiveness of gender action plan (GAP) and gender-related outcomes, outputs, targets, and indicators in the design and monitoring framework;
  - Efficiency of project's resource allocation (both human and financial) for GAP implementation and monitoring;
  - Sex-disaggregated project results demonstrating reductions in gender disparities against baseline indicators; and
  - Likely sustainability of project outcomes on gender equality and women's empowerment based on both quantitative data and qualitative impact assessments.

- The PCR evaluates gender mainstreaming at the project level. It should specifically state what worked, what did not, and their underlying reasons, with lessons learned on how to improve gender mainstreaming in design of new projects to enhance ADB’s contributions to gender equality and women's empowerment.

Suggestions for a Gender-Inclusive Project Completion Report

Main Text

Evaluation of Design and Implementation: State how the project’s gender strategy or GAP activities were relevant to project outcome and outputs, listing key gender targets and indicators in design and main gender results at completion using sex-disaggregated data. Also, highlight any institutional mechanisms established or improved, enabling environment to facilitate GAP implementation.

Evaluation of Performance/Impact Section: Describe any evidence of project outcomes on gender relations; women's decision-making power, income, and employment; and women's time saved and improved welfare from access to basic infrastructure and social services. Assess the extent to which the expected gender-related outputs were achieved. Give reasons for any deviations and indicate whether these affected expected benefits for women.

Overall Assessment and Recommendations: A brief quantitative and qualitative assessment of GAP implementation success, whether the project contributed to longer-term gender capacity in the sector, and any lessons learned or recommendations on how to address gender issues in future projects in the same sector.

Appendices


Gender Equality: This is a separate appendix in two parts: a narrative analysis and the GAP matrix.

1. Narrative Analysis:
   - A summary gender assessment describing
     - the quality and relevance of the gender strategy or GAP to project outcome and outputs;
     - the effectiveness of GAP strategies, targets, and activities; and
     - a summary of gender equality results and how they contributed to overall project success.
   - GAP achievements discussing
     - summary of key gender equality results (both qualitative and quantitative) under each output with sex-disaggregated data;
     - gender equality results presented in terms of practical benefits such as participation, access to resources and inputs, and benefits derived from the project (see table on page 3);
     - any failed, delayed, or incomplete GAP activities and unmet gender targets explaining lessons learned on GAP design flaws or constraints encountered in GAP implementation and monitoring;
     - a short qualitative analysis highlighting any strategic benefits to women, including access to and control of resources, economic empowerment, legal reforms, land development, voice and rights, as well as changes in gender relations at the family, community, institutional, and national levels, if relevant; and
     - lessons learned on successful and unsuccessful aspects of GAP design, implementation, and achievements, with recommendations for future projects in the same sector.

2. GAP Matrix: Provide a GAP implementation achievements matrix (or in the case of policy-based lending, a policy matrix with gender-related policy actions) with a table including
   - a left column showing GAP activities, targets, and/or gender-inclusive design features (or policy actions) per project output; and
   - a right column showing “Achievements at Project Completion” providing a brief assessment of each GAP activity with completion details and achievement of targets reporting sex-disaggregated data providing numbers and percentages (e.g., 1,000 women [40% of total] participated in training).

Tips: How to Identify Evidence of Project Outcomes on Women

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### Strategic Benefits for Women

- Gender-sensitive infrastructure design including separate toilets, girls' dormitories, women's market sections, separate waiting rooms in public buildings and transport infrastructure in some sociocultural contexts
  - Increased mobility leading to human capacity development and economic empowerment
  - Better health, hygiene, and safety

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**Suggestions for a Gender-Inclusive Project Completion Report**

**Main Text**

**Evaluation of Design and Implementation:** State how the project's gender strategy or GAP activities were relevant to project outcome and outputs, listing key gender targets and indicators in design and main gender results at completion using sex-disaggregated data. Also, highlight any institutional mechanisms established or improved, enabling environment to facilitate GAP implementation.

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**Appendices**

**Design and Monitoring Framework (DMF):** Report gender results with sex-disaggregated data against the relevant DMF gender-based performance targets and indicators.

**Gender Equality:** This is a separate appendix in two parts: a narrative analysis and the GAP matrix.

**1. Narrative Analysis:**

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2. GAP Matrix Select View: Project Gender and Development Achievements

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<tr>
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<tbody>
<tr>
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<td>• 2,110 women (comprising 56% of total trained) were trained in off-farm income generation skills in various trades</td>
</tr>
<tr>
<td>GAD Features/Targets: • 50% of the targeted beneficiaries of the off-farm income-generating activities and skills training will be women.</td>
<td>• 59,680 women were linked with microcredit facilities (81% of total)</td>
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<td>• Create links with microfinance institutions for microenterprise development</td>
<td>• $15.5 million in loans were disbursed to women (65%) of the total</td>
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<td>• 24,272 women (28% of total borrowers) received loans for microenterprise</td>
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<td>• 1,837 women received embroidery machines under 15 small-scale infrastructure schemes</td>
<td>• 5,663 person-months of jobs were contracted to women professionals during project implementation (19% of total)</td>
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<tr>
<td>• 6,564 centers were established and 6,564 female teachers were trained; 3,708 person-months of jobs were provided to women literacy teachers and 2,472 person-months to women skills trainers</td>
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<tr>
<td>Project Output: Literacy Through Skills Training</td>
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<td>GAD Features/Targets: Literacy and skills training will be provided to about 12,000 rural women</td>
<td>• 13,868 women and girls (116% of targets) completed a 6-month literacy and livelihood program. Of these, 13,827 women and girls were trained for 1.5 months—60% in tailoring, 28% in embroidery, 12% in beauty therapy, and 5% in fabric painting</td>
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<td>• Women’s literacy and training resource centers were established in all 10 districts with multimedia facilities and resource libraries including training manuals.</td>
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  - report on gender equality results achieved at outcome (if relevant) and output levels;
  - use sex-disaggregated data for reporting results;
  - describe in detail achievements in meeting GAP targets and activities against baseline indicators; and
  - include a GAP matrix appendix reporting results against GAP targets, features, and activities.
- Project achievements reported against the GAP targets and activities are assessed as successful if:
  - 70% of GAP activities are implemented and completed;
  - 75% of gender-related targets in the GAP are achieved.
- PCRs provide evidence on compliance with gender-related covenants.
- Projects rated unsuccessful are generally not assessed or rated successful on gender equality results.