

Evaluation Approach Paper

Evaluation of ADB's Support for Accelerating Progress in Gender Equality

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A. Overview

1. This evaluation approach paper sets out the rationale, approach, and methodology for an independent evaluation of the Asian Development Bank's (ADB) support for accelerating gender equality in Asia and the Pacific.¹ The evaluation is included in the Independent Evaluation Department's (IED) 2023–2025 work program, to be completed in 2024.

2. While progress has been made, gender equality gaps between women and men persist in education completion, health outcomes, employment, and participation in decision-making in Asia and the Pacific (exacerbated by discrimination and entrenched gender norms).² Gender inequalities and socioeconomic barriers have been exacerbated by the coronavirus disease (COVID-19) pandemic, while women receive fewer benefits and less coverage from social protection programs. A recent United Nations report found that, worldwide, bias against women is as entrenched as it was a decade ago and some indicators suggest gender equality progress has been reversed.³ Prevalence rates for gender-based violence in parts of the region are above the global average, particularly in South Asia and the Pacific.⁴ Women are also disproportionately vulnerable to the adverse impacts of climate change as well as conflict. Addressing gender equality setbacks is critical for inclusive, resilient and sustainable recovery, as countries emerge from the COVID-19 pandemic, and prepare for future challenges.

B. Gender Inequality in Asia and the Pacific Remains Pervasive

3. Economic participation of women has varied considerably across and within the developing member countries (DMCs) in Asia and the Pacific; however, overall, a significant gender gap remains, and showed signs of worsening during and following the COVID-19 pandemic. South Asia remains far from gender parity in economic participation and opportunity (for instance, India scored only 36.7% parity in 2022) (footnote 3). Labor force participation of both women and men across the region has plateaued since 2017 with a persistent difference between women and men

¹ ADB's definition of gender equality (as of March 2021) is as follows: gender equality means that men and women have the opportunity to develop their full potential and make their own choices free from the limitations set by stereotypes, gender roles, or prejudices. It does not mean that women and men have to become the same but that their rights, responsibilities, and opportunities will not depend on whether they are born male or female. It means women and men have equal (i) rights under customary or statutory law; (ii) opportunities and access to resources to enhance their human capabilities, productivity, and earnings; and (iii) voice to influence and contribute to the decision making in governing structures, institutions, and the development process in their communities. ADB. 2021. *Guidelines for Gender Mainstreaming Categories of ADB Projects*. Manila.

² World Economic Forum. 2023. *Global Gender Gap Report 2023*. Geneva.

³ UNDP. 2023. *2023 Gender Social Norms Index (GSNI): Breaking Down Gender Biases: Shifting Social Norms towards Gender Equality*. New York.

⁴ World Economic Forum. 2022. *Global Gender Gap Report 2022*. Geneva.

of approximately 15% (while the gender gap in South Asia is significantly greater, at around 50%).⁵ A positive finding is that in most countries, vulnerable employment of women (informal work without social protection or safety nets) has declined, for instance in Indonesia from 73.8% in 1991 to 58.3% in 2021 (footnote 4). However, women's employment is still concentrated in the informal sector, which lacks job security and benefits, and significant wage disparities remain between men and women. Women encounter many barriers regarding entrepreneurship (including legal, collateral, and social barriers).

4. Significant strides have been made in female education in DMCs, leading to a rise in literacy rates. For example, adult literacy in Vanuatu is nearly the same among women and men (2021) (footnote 4). Countries like Nepal have seen more girls completing school than boys at all levels (2022).⁶ However, many young women are not in education, employment or training (NEET)—for instance, nine out of 10 young NEETs in South Asia are women.⁷ Women are under-represented in the technology, industry and science, technology, engineering, and mathematics (STEM) education courses. Health indicators, especially maternal health, have improved in most countries with significantly reduced maternal mortality rates in countries like Cambodia⁸ however, other sexual and reproductive knowledge and health problems remain.⁹

5. Women's representation in political spheres remains low across DMCs.¹⁰ Achieving corporate leadership roles for women remains a challenge, both globally and in the region. Mongolia was a notable exception, with 44% of those employed in senior and middle management in 2021 being women (footnote 4). Despite advances in closing the education gender gap, the proportion of women in corporate boards in the People's Republic of China (PRC) is only 9.7%.¹¹ Almost all ADB DMCs have ratified the UN Convention on Elimination of all Forms of Discrimination against Women (CEDAW),¹² and committed to undertake measures to end discrimination against women in all forms. Several countries introduced legal reforms related to equal pay and parenthood in 2021–2022.¹³ However, not all countries guarantee women and men the same rights in practice, and the pace of reforms toward equal treatment of women under the law has slowed.¹⁴ The legal gap is even more pronounced for individuals of sexual and gender minorities.¹⁵

6. Most women in DMCs assume a disproportionately higher share of unpaid care work, leading to time poverty and disparities in health, education, and employment opportunities. In Bhutan, women spend almost three times more hours on unpaid domestic and care work compared to men, while in India, they spend up to ten times the amount.¹⁶ Improved access to

⁵ World Bank Gender Data Portal. <https://genderdata.worldbank.org/> (accessed 28 November 2023).

⁶ UNICEF Nepal Education Fact Sheets 2022.

⁷ UNDP. 2019. *Youth CO:LAB. Youth Entrepreneurship in Asia and the Pacific 2019*. New York. <https://www.undp.org/publications/youth-entrepreneurship-asia-and-pacific-2019>

⁸ UNICEF. 2019. *Country Programme Cambodia, Health and Nutrition 2019–2023*. New York.

⁹ UNFPA. 2021. *My Body is My Body, My Life is My Life: Sexual and reproductive health and rights of young people in Asia and the Pacific*. Bangkok.

¹⁰ Progress is observed in countries like Timor-Leste, while others, such as in Azerbaijan or many of the Pacific DMCs, continue to have low female representation. Interparliamentary Union, 2023. Global database. <https://data.ipu.org/women-ranking?month=1&year=2023> (accessed 28 November 2023)

¹¹ World Economic Forum. 2020. *Global Gender Gap Report 2020*. Geneva.

¹² Other than Tonga and Palau.

¹³ For instance, Kazakhstan removed restrictions on women's work; China introduced a parental leave policy; Indonesia enacted legislation protecting women from sexual harassment in employment; and Mongolia introduced provisions mandating equal pay for equal work and introducing paid paternity leave. World Bank, 2023. *Women, Business and the Law 2023*. Washington, DC.

¹⁴ World Bank. 2023. *Women, Business and the Law 2023*. Washington, DC.

¹⁵ In most Asian countries, the majority of transgender people cannot obtain any official identification documents that reflect their gender identity. World Bank. 2021. *Equality of Opportunity for Sexual and Gender Minorities*. Washington, DC; However, some countries in the region specifically recognize the protection of transgender rights in their laws and Constitution. For instance, since 2016, Sri Lanka has issued recognition certificates to transgender people. UNDP & APTN 2017. *Legal Gender Recognition: A Multi-Country Legal and Policy Review in Asia*. New York.

¹⁶ Footnote 4; and International Labour Organization. 2019. *The Unpaid Care Work and the Labour Market. An analysis of time use data based on the latest World Compilation of Time-use Surveys*. Geneva.

basic infrastructure, such as clean water and energy, is likely to have reduced drudgery, although challenges to decent work are different in rural and urban areas, and women in rural areas face additional hurdles to access decent work. There has been little progress on changing social norms regarding perceptions of women's work, and more equal sharing of unpaid care work at the household level, and the COVID-19 pandemic resulted in a relatively greater reduction for mothers in working hours, an increase in unemployment, as well as relatively greater drops in labor-force participation (footnote 4).

7. Women in DMCs are more vulnerable to disasters caused by natural hazards, climate change and economic shocks, disproportionately suffering higher rates of deaths and losses, and low access to means of recovery.¹⁷ In fragile contexts, conflict and the immediate aftermath have resulted in death, injury and displacement of both men and women; but there are additional risks for women, including rape and sexual violence, and trafficking.¹⁸ During the COVID-19 pandemic, women in particular suffered negative impacts due to their role of caring for sick family members. There was also an increase in gender-based violence during the COVID-19 pandemic, in part, due to lockdowns and quarantine measures resulting in women being confined with their abusers; while girls were forced out of school and into early marriages.¹⁹

8. Traditional social norms and negative gender stereotypes continue to exist in many countries in Asia and the Pacific. Social and cultural norms governing relationships and expectations of women and men (or other genders) remain deeply entrenched. To ensure measurement of progress towards achieving the Sustainable Development Goals (SDGs), sex-disaggregated data collection is vital. About half of the gender-related SDG indicators still lack data, and progress assessment at the regional level is only possible for one of the nine SDG 5 targets, namely target 5.5 (Ensure full participation in leadership and decision-making). For target 5.1 (Eliminate discrimination against women and girls), official data is only available for one point in time, and progress assessment for this target is possible only if proxy indicators are considered.²⁰ In 2020, the Pacific lacked data for more than 76% of the 72 gender-specific SDG indicators.²¹

C. Gender Mainstreaming in ADB Operations

9. Gender equality has been a thematic priority in ADB for decades. ADB's Policy on Gender and Development was approved in 1998, with an emphasis on gender mainstreaming.²² The policy recognizes gender equality as a means of achieving development outcomes, as well as a key outcome and goal in its own right. ADB introduced a four-category classification of gender orientation of projects in 2001, which is still applied: (i) Category I: gender equity as a thematic classification (gender equity theme [GEN]), if the project outcome directly addresses gender equality and/or women's empowerment; (ii) Category II: effective gender mainstreaming (EGM), if the project outcome does not explicitly address gender equality or women's empowerment, but project outputs contribute to addressing gender equality and/or women's empowerment; (iii) Category III: some gender elements (SGE), if the project promotes gender equality with some gender performance indicators that directly or indirectly improve women's and girls' access to project benefits, resources, opportunities, and/or timesaving infrastructure, and/or mitigate potential risks to women and girls beyond environmental and social safeguard measures in project

¹⁷ ADB. 2023. *ADB Briefs. Women's Resilience: How Laws and Policies Promote Gender Equality in Climate Change, Environment, and Disaster Risk Management in Asia and the Pacific*. Manila.

¹⁸ OHCHR. 2020. Women's human rights and gender-related concerns in situations of conflict and instability OHCHR and women's human rights and gender equality. <https://www.ohchr.org/en/women/womens-human-rights-and-gender-related-concerns-situations-conflict-and-instability> (accessed November 2023).

¹⁹ UN Women. 2020. *The COVID-19 Outbreak and Gender: Regional Analysis and Recommendations from Asia and the Pacific*. New York.

²⁰ UNESCAP. 2022. *SDG 5: Gender Equality. Policy Brief*. Bangkok.

²¹ UN Women data Hub. Women Count (accessed November 2022).

²² ADB. 1998. *Gender and Development*. Manila.

design and monitoring framework (DMF); and (iv) Category IV has no gender elements (NGE).

10. ADB's Strategy 2030 (approved in 2018) integrated the SDGs into its strategic priorities,²³ and identified seven SDGs including SDG 5 (gender equality) as central to its vision of a prosperous, inclusive, resilient, and sustainable Asia and the Pacific.²⁴ Strategy 2030 identified accelerating progress in gender equality as its second operational priority. ADB aimed to contribute to efforts to accelerate gender equality in five outcome areas: economic empowerment, human development, decision-making and leadership, time poverty reduction, and resilience to external shocks. This was to be operationalized through (i) scaling up gender mainstreaming in operations across sectors and themes, (ii) integrating SDG 5's transformative gender agenda, (iii) enhancing gender mainstreaming in nonsovereign operations, (iv) tackling multiple gender inequalities simultaneously through integrated solutions, and (v) developing the capacity of DMCs and clients.

11. Strategy 2030 set at-entry gender targets relating to project design, to be achieved by 2030: (i) at least 75% of the number of ADB's committed sovereign and nonsovereign operations classified as promoting gender equality (GEN, EGM, and SGE); and (ii) at least 55% of the number of ADB's committed sovereign and nonsovereign operations classified as GEN and EGM; and the target of 80% projects having delivered their intended gender equality results at completion in both sovereign and nonsovereign operation. These targets were integrated into the Corporate Results Framework.²⁵ The most recent reporting shows that gender mainstreaming at-entry targets have been well exceeded with 99% of projects categorized as GEN, EGM, or SGE in 2020–2022, and 80% as GEN or EGM. The guidelines were updated to support staff in selecting project gender categories and assessment at-exit.²⁶

12. Under the operational plan for priority 2 (OP2), ADB introduced the concept of intersectionality, recognizing the heterogeneous experiences of women and girls, exacerbated by intersecting inequalities and discrimination based on class, ethnicity, indigenous status, sexual orientation and gender identity, disability, religion, age, and migration.²⁷ OP2 also introduced the concept of the transformative gender agenda, defined in ADB as "approaches that explicitly address discriminatory social norms and practices, and challenge unequal power relations between women and men. These social norm approaches align with SDG 5 and include areas such as (i) eliminating violence against women and girls, (ii) reducing and rebalancing unpaid care and domestic work, (iii) ensuring universal access to sexual and reproductive health and rights, and (iv) supporting legal or institutional reforms for protecting women's rights and changing gendered social norms."²⁸ In 2020, Asian Development Fund 13 (2020–2024) introduced a single thematic pool with achieving SDG 5's transformative gender agenda as one of three strategic priorities and an indicative share of 20% of the thematic pool.

13. **Indicative results.** ADB has undertaken a midterm review of its plan for OP2 in 2023, to take stock of progress during the first half of OP2 implementation. Key findings include (i) overperformance of ADB against gender targets; (ii) limited focus on transformative gender designs; (iii) uneven awareness of OP2 pillars and sub-pillars across ADB, such that they tend not to shape project designs and operations; and (iv) more innovation and operational coherence are needed to address OP2 pillars.²⁹

²³ Superseding the Millennium Development Goals, the SDGs (adopted in 2015), comprise of 17 goals and 169 targets aimed at ending poverty, protecting the planet, and ensuring prosperity for all.

²⁴ ADB. 2018. *Strategy 2030 Achieving a Prosperous, Inclusive, Resilient and Sustainable Asia and the Pacific*. Manila.

²⁵ ADB. 2019. *ADB Corporate Results Framework, 2019–2024*. Manila.

²⁶ ADB. 2021. *Guidelines for Gender Mainstreaming Categories of ADB Projects*. Manila; and ADB. 2022. *Guidelines for the At-Exit Assessment of Gender Equality Results of ADB Projects*. Manila.

²⁷ ADB. 2019. *Strategy 2030 Operational Plan for Priority 2: Accelerating Progress in Gender Equality, 2019–2024*. Manila.

²⁸ ADB. 2023. *Gender Equality and Women's Empowerment in ADB Operations. Operations Manual. OM/C2*. Manila.

²⁹ ADB. 2023. *Strategy 2030 Midterm Review of Strategy 2030 Operational Plan for Priority 2: Accelerating Progress in Gender Equality, 2019–2024*. Manila (internal document).

14. **Available evaluative evidence.** This will be IED's fourth thematic evaluation of ADB's support for gender and development.³⁰ In addition, gender has been covered as a cross-cutting theme in various IED corporate, thematic, sector-wide, and country evaluations. Recurring issues in the thematic evaluations include the need to improve the outcome orientation and monitoring of gender goals, and the need to strengthen gender analysis in preparing country partnership strategies (CPSs).

15. **IED's 2017 Evaluation of ADB's Support for Gender and Development (2005–2015),** in particular, found that the process of mainstreaming gender content in projects had been emphasized over the achievement of outcomes, which remained loosely defined. The number of gender-mainstreamed projects, i.e., projects classified GEN and EGM, had increased in all sectors (particularly in agriculture, natural resources and rural development; education; health; and water and other urban infrastructure and services), but less attention had been paid to women's economic empowerment, equal voice and decision-making, and enhancing women's resilience to shocks. The number of projects with GEN had declined since 2010. There was more limited policy and institutional support, and a lack of governments' commitment to issues requiring more transformative social changes. The 2017 evaluation recommended that ADB (i) set gender outcomes in Strategy 2030;³¹ (ii) conduct regular country gender assessments to inform CPS preparation; (iii) use gender diagnostics in project design, increase the number of GEN projects in ADB's portfolio, and encourage governments to invest in gender-focused projects; and (iv) strengthen staffing and skills on gender, ensuring sufficient resources for technical assistance and knowledge products. The Management Response accepted these recommendations and implemented them in practice.³² The current evaluation will follow up on the findings of the 2017 evaluation, mapping results against the same outcome areas to assess any change in emphasis in the intervening years, especially since the introduction of OP2, and conducting a deep-dive assessment in one of the case countries also visited in the previous evaluation.

D. Evaluation Purpose, Scope, Theory of Change, and Key Questions

16. **Purpose.** The evaluation will provide a strategic assessment of ADB's positioning and contribution to accelerating progress in gender equality in Asia and the Pacific. The evaluation will be conducted in the final year of implementation of ADB's OP2 and will therefore provide an independent assessment of ADB's approach, taking into consideration the impacts of the COVID-19 pandemic, and other contextual changes that have emerged since the elaboration of OP2,³³ and provide recommendations and lessons to inform the next operational plan. It will involve a summative assessment of ADB's contribution to the achievement of outcomes, and a formative aspect in identifying the factors that contribute to the achievement of transformative results. In this regard, the evaluation will assess the definitional and conceptual clarity, inclusiveness, and coherence of ADB's policy and strategies for gender equality. Furthermore, given the apparent overperformance of ADB against its own corporate targets for gender mainstreaming (para. 11), the evaluation will critically assess ADB's existing systems, targets and processes for categorizing

³⁰ IED has conducted three previous evaluations of ADB's support for gender and development. These are (i) IED. 2001. *Special Evaluation Study on Gender and Development*. Manila; (ii) IED. 2009. *Special Evaluation Study on the Asian Development Bank's Support to Gender and Development. Phase 1: Relevance, Responsiveness, and Results to Date*. Manila; and (iii) IED. 2010. *Special Evaluation Study on the Asian Development Bank's Support to Gender and Development. Phase 2: Results from Country Case Studies*. Manila; (iii) IED. 2017. *Thematic Evaluation: Asian Development Bank Support for Gender and Development (2005–2015)*. Manila.

³¹ In line with this recommendation, Strategy 2030 identified 5 areas of focus to accelerate progress in gender equality (paras. 42–47), which are the outcome areas identified in the theory of change for IED's 2017 Gender Evaluation. OP2 subsequently adopted these areas of focus as its 5 outcome areas or pillars.

³² According to ADB's Management Action Record System (MARS), action plans for all four recommendations have been fully implemented as of 31 December 2021. These actions were further validated by IED as being fully implemented, fully relevant, and fully specific.

³³ For instance, growing impacts of the climate crisis; impacts on trade and migration as a result of the Russian invasion of Ukraine and other conflicts in the region.

projects at entry, and for tracking and reporting results achievement at exit.

17. **Scope.** The evaluation will assess ADB's strategies and operations covering the period 2016–2023 to follow up on the findings of IED's 2017 Evaluation of ADB's Support for Gender and Development (2005–2015). The evaluation's framework encompasses assessments at organizational, country, and project levels, covering the full range of ADB activities and operations including investments projects, policy-based lending (PBL), technical assistance (including capacity development, coordination, and knowledge generation), knowledge products, policy dialogue at country and regional levels, country-level engagement through the CPSs, and ADB's role as a convenor and coordinator among development partners. The evaluation includes in its scope all sovereign and nonsovereign operations, and operations financed through loans (concessional and ordinary capital resources) and Asian Development Fund (ADF) grants. The evaluation will pay particular attention to operations supported by the ADF 13 thematic sub-window on SDG 5's transformative gender agenda.³⁴

18. At the strategic level, the evaluation will assess the relevance of ADB's OP2 (footnote 27), and recent corporate-level operational guidance which clarifies the procedures for implementing the strategy (e.g., footnote 26, footnote 28). In this regard, the evaluation will take into consideration the observations of the Midterm Review of Strategy 2030 Operational Plan for Priority 2: Accelerating Progress in Gender Equality, 2019–2024, and will independently derive findings and conclusions with regard to the relevance of OP2 and the effectiveness of its implementation to date.

19. The evaluation will also include in its scope regional, subregional, and sector-level gender equality strategies and frameworks elaborated by ADB departments.³⁵ These strategies will be assessed in light of developments in feminist and gender theory, the contextual reality of developments in gender equality in the region, and benchmarked against DMC policy commitments, and similar strategies and policies of comparator multilateral development banks and development partners. While ADB's 1998 policy on Gender and Development has been evaluated in previous IED evaluations, it will be included in the scope of this evaluation to the extent that its continuing relevance will be assessed in terms of the coherence of the policy with changes introduced through OP2 under Strategy 2030.

20. At the country level, the evaluation will assess the relevance of ADB's CPSs in terms of their alignment with OP2, and with DMC government commitments, objectives, and national strategies with regard to gender equality. The extent to which gender equality has been prioritized in CPS documents will be assessed through desk review and trend analysis, covering all CPSs approved during the evaluation period, final reviews and their respective IED validations. The relevance and quality of country gender assessments and other analytical work referenced in CPS documents will be assessed for a sample of countries, including the evaluation case study countries. This assessment will be supported by stakeholder interviews in case study countries.

21. At the project level (sovereign and nonsovereign operations), the evaluation will assess the relevance of project design, considering OP2's emphasis on transformative change and intersectionality. A sample of projects across the mainstreaming categories (GEN, EGM, and SGE) will be assessed through desk review to identify the extent to which project designs have introduced measures and approaches to address discriminatory social norms and practices, and whether the targeting of gender action plans, and data disaggregation, has considered intersecting

³⁴ ADB. 2020. *ADF 13 Replenishment Meeting: Supporting the Sustainable Development Goal 5 Transformative Gender Agenda with the ADF 13 Thematic Pool*. Manila.

³⁵ Including, but not limited to: ADB. 2023. *Framework for Integrating Gender Equality and Social Inclusion in the Asian Development Bank's South Asia Operations*. Manila; ADB. 2022. *Greater Mekong Subregion Gender Strategy*. Manila; ADB. 2021. *Central Asia Regional Economic Cooperation (CAREC) Gender Strategy 2030: Inclusion, Empowerment, and Resilience for All*. Manila.

marginalities, including those related to class, ethnicity, indigenous status, sexual orientation and gender identity, disability, religion, age, and migration. The effectiveness of ADB operations in contributing to gender equality outcomes will be assessed through a combination of desk review on a sample of completed projects, and focused case studies undertaken in the context of the evaluation country missions. Regional-level GEN and EGM technical assistance projects will be included in the review. Country-level GEN and EGM technical assistance projects will be assessed only in the case study countries.

22. Given the 2017 evaluation's emphasis on results, this evaluation will seek to provide an update on outcome achievement across the 5 outcome areas identified in the previous evaluation (i.e., the current OP2 pillars), with an additional focus on transformative change and the incorporation of an intersectional lens, to the extent that this is possible within the known constraints on data availability. Recognizing the inherent complexity of evaluating results across the broad evaluation scope, emphasis will be placed on the assessments of strategic relevance including the clarity of definitions and concepts articulated in ADB strategy documents and the inclusiveness of ADB's gender strategies; and of ADB's institutional setup (including ADB's gender categorization system, monitoring and evaluation and reporting systems, and resources available for gender transformative and innovative operations). In addition, the evaluation will benchmark ADB's measures with those of other development partners. The scope and boundaries of the evaluation are presented in Figure A3.1.

23. In assessing the institutional readiness of ADB to deliver on OP2's transformative gender agenda, the evaluation will assess the continuing relevance of ADB's systems and processes for categorizing projects; monitoring, evaluating, and reporting on gender-related results; gender-responsive performance management; financial resource allocation; ADB staff capacity and expertise; capacity development; and knowledge and communication.

24. **Theory of Change.** A draft theory of change underpinning ADB's support for accelerating progress in gender equality in Asia and the Pacific has been developed by IED, based on the framework and narrative presented in OP2 (footnote 27, Figure 3) and ADB's corporate results framework. This draft theory of change will guide the evaluation and will be tested with stakeholders during the evaluation (Appendix 1).

25. ADB seeks to contribute to gender equality results across the full range of instruments and inputs offered to DMCs. Country partnership strategies set the framework for ADB's assistance to DMCs.³⁶ For each DMC, ADB prepares or updates the country gender assessment (CGA) in consultation with relevant stakeholders, which includes recommendations for an appropriate gender strategy. ADB also engages in policy dialogue with DMC governments throughout the CPS preparation and implementation. The current Staff Instruction for preparing the CPS requires a consolidated thematic and sectoral assessment in the Inclusive and Sustainable Growth Assessment (ISGA).³⁷ The most significant area of work for ADB is in sovereign operations (including investment projects, PBL, and capacity development and knowledge generation through technical assistance), while efforts have also been made to mainstream gender in nonsovereign operations. Gender mainstreaming is promoted via the at-entry gender designs and at-exit assessment of gender results, based on the achievement of gender performance indicators included in the project's DMF and gender action plan (GAP)—currently called the “gender assessment and action plan” under the new operating model (NOM)—or other relevant reporting and monitoring framework for the specific project modality. In addition, supervision reports must include monitoring of gender equality. Nonsovereign operations are included in ADB's corporate gender targets while ADB also supports the private sector through promoting gender-lens

³⁶ ADB. 2022. *Gender Mainstreaming in Country Partnership Strategies. Guidance Note*. Manila.

³⁷ ADB. 2023. *Staff Instruction for Preparing the Country Partnership Strategy and Managing the Country Program*. Manila.

investing. ADB engages in strategic partnerships with a range of development partners on issues relating to gender equality.³⁸

26. Ultimately, it is expected that ADB's support (across all the modalities of ADB interventions, including gender-focused operations, and operations in which gender has been mainstreamed) contributes to five broad outcome areas (or pillars). The achievement of these outcomes (which relies on factors beyond ADB's control) is in turn expected to result in the achievement of ADB's higher level vision of gender equality and all women and girls being empowered in the region. In its current form, the theory of change represents only a high-level general overview of ADB's ambit of support, and it does not delve into the sectoral specificities and diverse contextual factors that drive the achievement of results at the country level. Nor does the theory of change elaborate on the possible feedback mechanisms, or complex interplay between outcome areas which may drive or hinder change. These aspects will be explored further during the evaluation to the extent possible.

27. The evaluation will seek to explore the causal linkages between ADB's activities under the operational areas and the achievement of outcomes, the underlying assumptions, and the extent to which transformative approaches have been applied, and transformative results have been achieved with respect to individual country and sector contexts. The theory of change may be updated and revised during the course of the evaluation to reflect emerging findings.

28. **Key evaluation questions.** The overarching evaluation question is: How well positioned is ADB to deliver effective, and potentially transformative support for accelerating progress in gender equality in Asia and the Pacific under its current institutional, policy, and operational frameworks?

29. The following subquestions support the main evaluation question and are expanded upon in the evaluation framework (Appendix 2):

- (i) How relevant are ADB's corporate policies and strategies in providing a coherent and inclusive vision for ADB's efforts to accelerate progress in gender equality in Asia and the Pacific?
- (ii) How effective are ADB's operations in contributing to the achievement of gender equality outcomes and gender transformative change?
- (iii) How well positioned is ADB institutionally for delivering transformative gender results?

30. Each question represents a distinct strand of inquiry, involving multiple levels of assessment, focusing respectively on (i) the strategic relevance of ADB's approach to gender equality, (ii) the achievement of results and contribution of ADB's operations to gender equality and transformative results; and (iii) the institutional setup and positioning of ADB for delivering transformative results going forward. The building blocks of the evaluation, across each of these three strands, are depicted in Figure A3.1, Appendix 3.

E. Evaluation Methods, Resource Requirements, and Timeline

31. **Methods.** The non-linear interactions between so many factors (time, social norms and networks, economic and political systems, countries, sectors, etc.) requires the application of complexity-responsive evaluation design.³⁹ In this regard, the evaluand has been unpacked into several components, with different units of analysis, and specific approaches and methods for

³⁸ These include collaboration via a memorandum of understanding with UN Women; participation in country working groups with government, development partners and civil society; membership at the Organisation for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) Network on Gender Equality (GenderNet) and the multilateral development bank (MDB) Working Group on Gender.

³⁹ M. Bamberger, J. Vaessen, and E. Raimondo. 2015. *Dealing with Complexity in Development Evaluation - A Practical Approach*. SAGE publications.

evaluating each component. A detailed overview of the evaluation methods to be applied for each unpacked component is outlined in Appendix 3. The evaluation will employ both qualitative and quantitative data collection methods, across the three strands of enquiry. The evaluation will triangulate different forms of data from multiple sources, collected using a variety of methods, to mitigate single-source bias. Evaluation methods will include a structured literature review and context analysis; desk review of ADB corporate documents; portfolio analysis; synthesis of existing IED evaluation findings relating to ADB's support for gender equality; ADB staff interviews and surveys; country case assessment and deep-dive case examples, involving project site visits and beneficiary consultation; stakeholder interviews (virtual and in-person) and focus group discussions; and analysis and testing of the evaluation theory of change. The findings from each unpacked component of the evaluation will be reassembled in the later stages of the evaluation, and positioned against the broader context in which ADB operates (as articulated in the overarching evaluation question).

32. Evaluation stakeholders include ADB shareholders, DMC government officials, ADB staff, national and/or local women's organizations, civil society groups, private sector clients, the international development community, and affected communities across the region. The evaluation will map all stakeholders prior to undertaking country missions and key informant interviews, recognizing the interactions among the stakeholders, and the complex networks in which they operate. Stakeholders for key informant interviews and focus group discussions will be purposively selected to ensure representativeness across stakeholder groups, at regional and country levels, both within ADB and externally. In adhering to principles of social justice, the evaluation will seek to remain inclusive and participatory in gathering credible information about the extent of results and benefits of support for particular groups of stakeholders, especially vulnerable and marginalized groups to the extent possible.

33. **Limitations.** The evaluation faces a number of limitations. First, while the evaluation period will cover 2016–2023, most projects committed during the period are still ongoing. This is particularly the case for projects that have been approved under the period of OP2 (i.e., 2019 onwards). Meanwhile, there was limited reporting of gender equality results in extended annual review reports (XARR) for nonsovereign operations prior to 2020. It is also recognized that transformative changes take a long time to materialize (beyond the timeframe of this evaluation). Hence, to assess gender performance and results of projects, the evaluation will use historical gender success ratings for sovereign projects with project completion reports circulated during the evaluation period, which are mostly for projects committed in earlier years (under earlier gender guidelines). The assessment of results in nonsovereign operations will take into consideration the limited reporting on gender equality results prior to 2020. The evaluation will also seek to highlight areas of long-standing ADB support, which, through continued ADB engagement, *may have resulted* in longer-term transformative results.

34. Second, not all recipient countries can be visited for the evaluation due to time and resource constraints. Hence, the evaluation will adopt a purposive sampling of countries, taking into consideration the need to balance regional and contextual variations, and the opportunity for capturing illustrative lessons. Evaluative evidence will also be drawn from a synthesis of existing IED evaluations.

35. Third, as with many large-scale evaluations of this kind, there may be challenges of attribution to high level outcomes relating to gender equality progress at the country level, and more so at the regional level, as it is difficult to disentangle the contributions of external factors and other development partners. For this reason, determining ADB's contributions, rather than proving attribution, is more feasible, with the caveat that it may be too early to discern transformative results for projects designed under OP2.

36. Finally, the ADB's new operating model (reorganization), which is being implemented in phases; as well as ongoing exercises such as the Strategy 2030 midterm review and development of a new ADB Corporate Results Framework (covering 2025–2030), both to be completed in 2024, may have consequences for the evaluation that are not yet evident at this stage.⁴⁰ The evaluation will consider recent organizational changes as part of the institutional assessment, recognizing that these efforts are still in progress.

37. **Dissemination** A message-driven report will be tailored to communicate key evaluation findings and its underpinning evidence to the Board of Directors (Appendix 6). The report and management response will be uploaded to the IED website. IED will share copies of the report via key social media platforms. In order to maximize the utility of the evaluation, outreach events will be conducted following the publication of the evaluation report to communicate evaluation findings and lessons learned among different stakeholder groups, both within and outside ADB.

38. **Resource Requirements.** The evaluation team will comprise Eoghan Molloy, Senior Evaluation Specialist and Nassreena Baddiri, Evaluation Specialist (co-team leaders); and team members Ambra Avenia, Evaluation Specialist; Ma. Patricia Lim, Senior Evaluation Officer; and Myrna Fortu, Evaluation Analyst. Support will be provided by a team of consultants (in headquarters and in-country). The terms of reference for consultants are in Appendix 7 and cost estimates are in Appendix 8 (both are not for public disclosure). All procurement including procurement of consultants will follow the ADB Procurement Policy (2017, as amended from time to time) and the associated staff instructions as amended from time to time. The evaluation will be reviewed by at least two external peer reviewers and an IED evaluator.

39. **Indicative Timeline.** The following timeframe is proposed:

Table 1: Indicative Schedule of Evaluation Activities and Milestones

Activities and Milestones	Target Date
Approval of evaluation approach paper	January 2024
Interviews and Country Missions	January–March 2024
Storyline meeting	May 2024
Report Writing	May–June 2024
One Stop Meeting on Draft Report	July 2024
Interdepartmental circulation of evaluation	August 2024
Heads of Departments meeting	October 2024
Development Effectiveness Committee meeting	November 2024

- Appendixes:
1. Evaluation Framework
 2. Proposed Theory of Change for the Evaluation of ADB's Support for Accelerating Progress in Gender Equality
 3. Overview of Evaluation Methodology
 4. Criteria for Country Case Selection
 5. Preliminary Portfolio Review
 6. Evaluation Communications Plan
 7. Outline Terms of Reference of Consultants (not for public disclosure)
 8. Cost Estimates (not for public disclosure)

⁴⁰ ADB. 2022. *Organizational Review: A New Operating Model to Accelerate ADB's Transformation Toward Strategy 2030 and Beyond*. Manila.

EVALUATION FRAMEWORK

Main Evaluation Question: How well positioned is ADB to deliver effective, and potentially transformative support for gender equality and women's empowerment in Asia and the Pacific under its current institutional, policy and operational frameworks?

Key Questions	Subquestions	Sources					
		ADB Consultatio	ADB/IED documents	Country Cases	Stakeholder Interviews	Literature Review	Portfolio Analysis
1. How relevant are ADB's corporate policies and strategies in providing a coherent and inclusive vision for ADB's efforts to accelerate progress in gender equality in Asia and the Pacific?	1. To what extent are ADB's gender strategies, approaches, and policy relevant vis-à-vis country-specific challenges, the latest developments in other multilateral development banks and comparator organizations feminist and gender theory, the evolving development landscape in the region, and ADB's vision to deliver country-focused transformative change going forward?	√	√	√		√	√
	2. To what extent have ADB's gender approaches at country and project levels been aligned with country priorities? How effective is ADB in identifying and supporting development opportunities in gender equality that are responsive to country contexts?		√	√	√		√
	3. Have the country-specific constraints to gender equality been identified, and subsequently targeted in ADB country-level programming and engagements with DMC governments? How relevant is the Inclusive and Sustainable Growth Assessment (ISGA) for identifying gender-related challenges?		√	√			√
	4. To what extent is the conceptualization and definitional basis for ADB's overall approach to gender equality coherent, and inclusive?	√	√		√	√	
	5. How well has ADB coordinated with other development partners to address gender gaps in DMCs?	√	√	√	√		
	6. To what extent are ADB's investments and activities informed by robust and up-to-date country gender diagnostics?	√	√	√			√
2. How effective are ADB's operations in contributing to the achievement of gender equality	1. How effective is the implementation of ADB's gender policy in achieving Strategy 2030 and OP2 operational priorities/pillars (i.e., women's economic empowerment, human		√	√			√

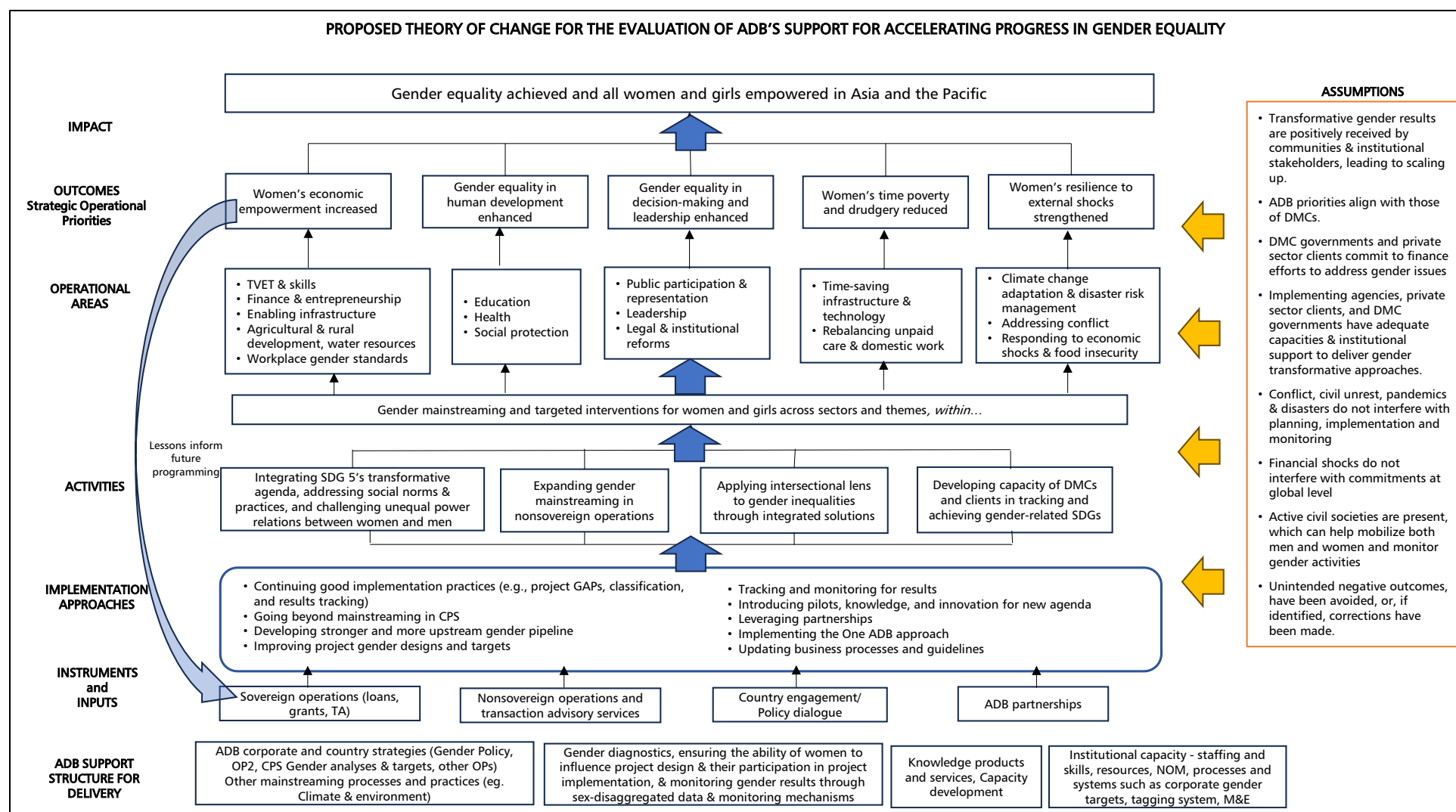
Main Evaluation Question: How well positioned is ADB to deliver effective, and potentially transformative support for gender equality and women's empowerment in Asia and the Pacific under its current institutional, policy and operational frameworks?							
Key Questions	Subquestions	Sources					
		ADB Consultatio	ADB/IED documents	Country Cases	Stakeholder Interviews	Literature Review	Portfolio Analysis
outcomes and gender transformative change?	development, decision making and leadership, time poverty and drudgery, resilience to external shocks) across the different sectors of ADB's support?						
	2. How does the ADB program add value considering other development partners' programs and is there a leveraging or mobilizing effect?		√	√	√		√
	3. How has ADB supported DMCs and private sector clients to identify and achieve the transformational changes needed for gender equality?	√	√	√			√
	4. Are there clear linkages between ADB policy and plans, and the implementation of projects in-country?	√	√	√	√	√	√
	5. How has ADB leveraged different instruments and modalities, including technical assistance and policy-based lending, for reforms leading to transformative change?		√	√			√
	6. To what extent are the project M&E systems able to track the achievement of gender equality results?	√	√		√		√
	7. Is there any evidence of unexpected or negative gender outcomes?			√	√		√
	8. Beyond project-level targets, to what extent has ADB engaged in policy-level dialogue with developing member countries to accelerate progress in gender equality?			√	√		
	9. Is there evidence that DMC governments are scaling up gender approaches in their own work?		√	√	√		
	10. Is there evidence that private sector clients are changing their operations to enable gender equitable approaches?			√	√		
3. How well positioned is ADB institutionally for delivering transformative	1. How relevant are ADB's targets for gender mainstreaming, given the strong overperformance?	√	√			√	
	2. How relevant is the existing system for categorizing projects, and is it still fit for purpose?	√	√		√		√
	3. Does ADB have the necessary	√			√		

Main Evaluation Question: How well positioned is ADB to deliver effective, and potentially transformative support for gender equality and women's empowerment in Asia and the Pacific under its current institutional, policy and operational frameworks?

Key Questions	Subquestions	Sources					
		ADB Consultatio	ADB/IED documents	Country Cases	Stakeholder Interviews	Literature Review	Portfolio Analysis
gender results?	staffing, expertise and resources to support the transformative gender agenda?						
	4. How well has the monitoring of corporate strategy and corporate targets incentivized staff to address gender gaps?	√			√		
	5. What are the incentives for ADB staff to design more innovative and gender transformative projects?	√	√		√		
	6. To what extent is ADB prepared to deliver gender transformative results, in terms of human resources and institutional processes?	√			√		
	7. How well is ADB monitoring, evaluating and reporting results and outcomes related to gender equality?	√	√		√		√
	8. How do ADB's institutional processes, policies and strategies for gender equality compare with those of other multilateral development banks?	√	√	√	√	√	
	9. How effective are ADB's communication, outreach, and knowledge activities in developing capacity and raising awareness on gender equality in the region?	√	√	√	√	√	

ADB = Asian Development Bank, DMC = developing member country, IED = Independent Evaluation Department, M&E = monitoring and evaluation, OP2 = operational plan for priority 2.

Source: Independent Evaluation Department.



ADB = Asian Development Bank, CPS=country partnership strategy, DMC = developing member country, GAP = gender action plan, M&E=monitoring and evaluation, NOM = new operating model, OP2 = operational plan for priority 2, PBL =policy-based lending, SDG = Sustainable Development Goal, TA = technical assistance, TVET = technical and vocational education and training.

Source: Independent Evaluation Department.

OVERVIEW OF EVALUATION METHODOLOGY

1. The following paragraphs outline the methods that will be used to answer the evaluation questions. The evaluation methods as they relate to the three evaluation questions are depicted in Figure A3.1.

2. **Structured Literature Review.** A review of current development literature on gender equality in Asia and the Pacific region will be undertaken to identify emerging issues and approaches to addressing gender inequality. This will entail the following:

- (i) literature review of developments in feminist and gender theory, concepts, and definitions, in the context of gender and development, with reference to the concept of gender transformative change, and a review of advances in feminist and gender theory related to the inclusion of sexual and gender minorities;
- (ii) a review of the real-world contextual trends and developments in Asia and the Pacific and its subregions with regard to gender equality, mapping progress, possible backsliding, and the impacts of events such as the coronavirus disease (COVID-19) pandemic, among others;
- (iii) a comparative review of the gender strategies and approaches of other multilateral development banks and international development organisations, as relevant to gender equality. This will include a review of gender evaluations and definitions of gender transformative approaches from other international financing institutions and development partners, and;
- (iv) a critical review of the strategic relevance of ADB's policy, strategies and approaches to accelerating progress toward gender equality, assessing the definitional and conceptual clarity and inclusiveness, in light of the structured review of theoretical and contextual developments.

3. **Review of ADB corporate documents.** This will examine the operationalization of ADB's gender policy and involve a review of the 1998 gender policy (taking into consideration the existing evaluative findings of the 2017 IED Evaluation of ADB's Support for Gender and Development), OP2 and its midterm review, ADB guidance documents, frameworks and guidelines across the ADB regional departments, knowledge products and other corporate reports on ADB's gender performance (e.g., Development Effectiveness Reviews), and country-level documents such as country partnership strategies (CPS) and country gender assessments (CGA).

4. A structured review of CPSs will be conducted to assess the level of gender mainstreaming and prioritization of gender equality in CPS documents across all countries. This will involve mapping the extent to which gender-equality indicators have been included in CPS results frameworks. A deeper level of analysis will be conducted on a sample of countries from each subregion, exploring the evolution or change in prioritization of gender equality in CPS documents across CPS cycles. This sample will include the selected country cases, and will involve a review of CGAs, to assess the extent to which the CPS gender mainstreaming was based on up-to-date and relevant country diagnostics.

5. **Portfolio Analysis.** The portfolio analysis will examine the composition of ADB's sovereign and nonsovereign operations with regard to gender mainstreaming (covering all four gender mainstreaming categories) during 2016–2023 to determine gender design features,

implementation and gender equality results, considering both country and sector.¹ A preliminary portfolio review is included in Appendix 4. The portfolio analysis will include:

- (i) an assessment of a sample of projects (sovereign and nonsovereign approved during the evaluation period) regarding the relevance of their overall design, design and monitoring frameworks (DMF), and gender action plans (GAP), and their effectiveness to date. Projects will be stratified by gender mainstreaming category (GEN [gender equity theme], EGM [effective gender mainstreaming] and SGE [some gender elements]), ADB subregion, and sector focus, and random sample will then be drawn to ensure even coverage across the different strata. For GEN, EGM and SGE projects, the analysis will involve a review of the extent to which the incorporation of gender mainstreamed components was based on analysis of country-level constraints to gender equality and assessment of the rationale for assigning projects to different gender mainstreaming categories. For all three categories, the team will assess the extent to which OP2's gender transformative agenda and consideration of intersectionality have been integrated, noting trends over time, and across the categories. Projects' consideration of intersectionality will be assessed through a review of targeting mechanisms in GAPs to assess whether the differentiated needs of differing groups of women and marginal groups were considered; a review of design documents to assess whether evidence of intersectional analysis appears in project design documents; and whether DMF's include disaggregation of data, not only by gender, by also by other characteristics. The relevance of DMF gender-related results indicators will be assessed (in particular for GEN and EGM projects) in terms of their appropriateness for measuring contributions to gender equality outcomes. The gender action plans and design documents of all GEN projects will be reviewed to identify trends in the inclusion of innovative and/or transformative approaches.
- (ii) an assessment of completed projects (sovereign and nonsovereign), including self-assessments of gender equality results as reported in project completion reports (PCRs) and nonsovereign extended annual review reports (XARR), and IED's project/program performance evaluation reports (PPER) and technical assistance performance evaluation reports (TPER); and validations of project/program completion reports (PVR), technical assistance completion reports (TCRV) and extended annual review reports (XVR). The analysis of completed projects will categorize reported results against the five outcome areas described in the theory of change, to provide an update on the 2017 evaluation findings relating to results across the different outcome areas, and a trend analysis will be conducted to map any such changes over time.
- (iii) an assessment of country-level technical assistance projects categorized as GEN and EGM in the case study countries; and an assessment of purposively sampled regional GEN technical assistance projects, supporting capacity development, coordination, and knowledge generation at the organizational and subregional levels.

¹ The assessment of gender equality results is based on the achievement of gender performance indicators included in the project's DMF and GAP, or other relevant reporting and monitoring framework for the specific project or program modality (ADB. 2022. *Guidelines for the At-Exit Assessment of Gender Equality Results of ADB Projects*. Manila).

6. **Review and Synthesis of Evaluation Findings.** The evaluation will draw on evidence in completed IED evaluations such as country assistance program evaluations (CAPE); validations of country partnership strategy final reviews (CPSFRV); recent corporate, thematic and sector-wide evaluations; and PPERs and PVRs for relevant findings and lessons on gender as a thematic or crosscutting priority. As part of the institutional assessment, a meta-analysis of evaluations conducted by IED may be undertaken to assess the extent to which evaluations are capturing gender equality outcomes.

7. **ADB staff interviews and perception survey.** Structured and/or semi-structured interviews with ADB staff (including [but not limited to] gender specialists, at headquarters and in resident missions/field offices) and ADB project officers will be undertaken to understand their perception of ADB's approach to gender mainstreaming in ADB operations, gather data/information on approaches that have worked and those that did not, as well as potential lessons on how ADB can improve its support for addressing DMCs' gender equality gaps and challenges moving forward (especially under the new operating model [NOM]). For the case countries, this will include a self-assessment to be completed by the country team, which may raise specific issues of relevance to the field visits and analysis.

8. **Country case assessments** will be undertaken for selected countries identified based on methodology outlined in Appendix 5. The assessment will involve independent evaluation missions (in-country or virtual), which will be complemented with structured desk review of CPS and underlying diagnostic studies (such as CGAs) and/or project documents and portfolio review to examine the extent to which gender equality is being pursued and what results have been achieved or are emerging. The country missions will entail extensive consultation with stakeholders at different levels of ADB's engagement, including the ADB resident mission staff, government counterparts, implementing and executing agencies, development partners, nongovernment and civil society organizations (including women's rights and women-led organizations), decentralized government departments and agencies, private sector clients, and project beneficiaries. A pilot mission will be conducted at the start of the main evaluation phase to test, ground-truth, and further refine evaluation tools, before proceeding with the remaining country missions.

9. **Deep dive case examples** will be identified through desk review and preliminary discussions with ADB staff, to provide illustrative and informative reference models of projects, transformative gender approaches, policy-level engagement, or the incorporation of an intersectional lens in ADB programming. These case examples will be used to highlight what works for ADB in driving transformative results and accelerating progress in gender equality.

10. **Stakeholder interviews** with country officials, development partners, and other stakeholders. The evaluation will include a mix of structured and semi-structured interviews with external stakeholders to inform and complement the above approaches. External stakeholders may include development partners, nongovernment and civil society organizations (including women's rights and women-led organizations), academics and researchers, private sector clients, religious and customary institutions, as well as community level beneficiaries. To the extent possible, surveys and/or focus group discussions will be conducted with beneficiaries of selected projects in case countries, as well as observation, to further assess gender equality results of projects.

11. **Theory of change analysis.** A draft theory of change has been developed, based on the framework outlined in ADB's OP2, and the causal linkages and pathways underpinning this theory of change will be analyzed in line with the findings from the case studies and structured desk

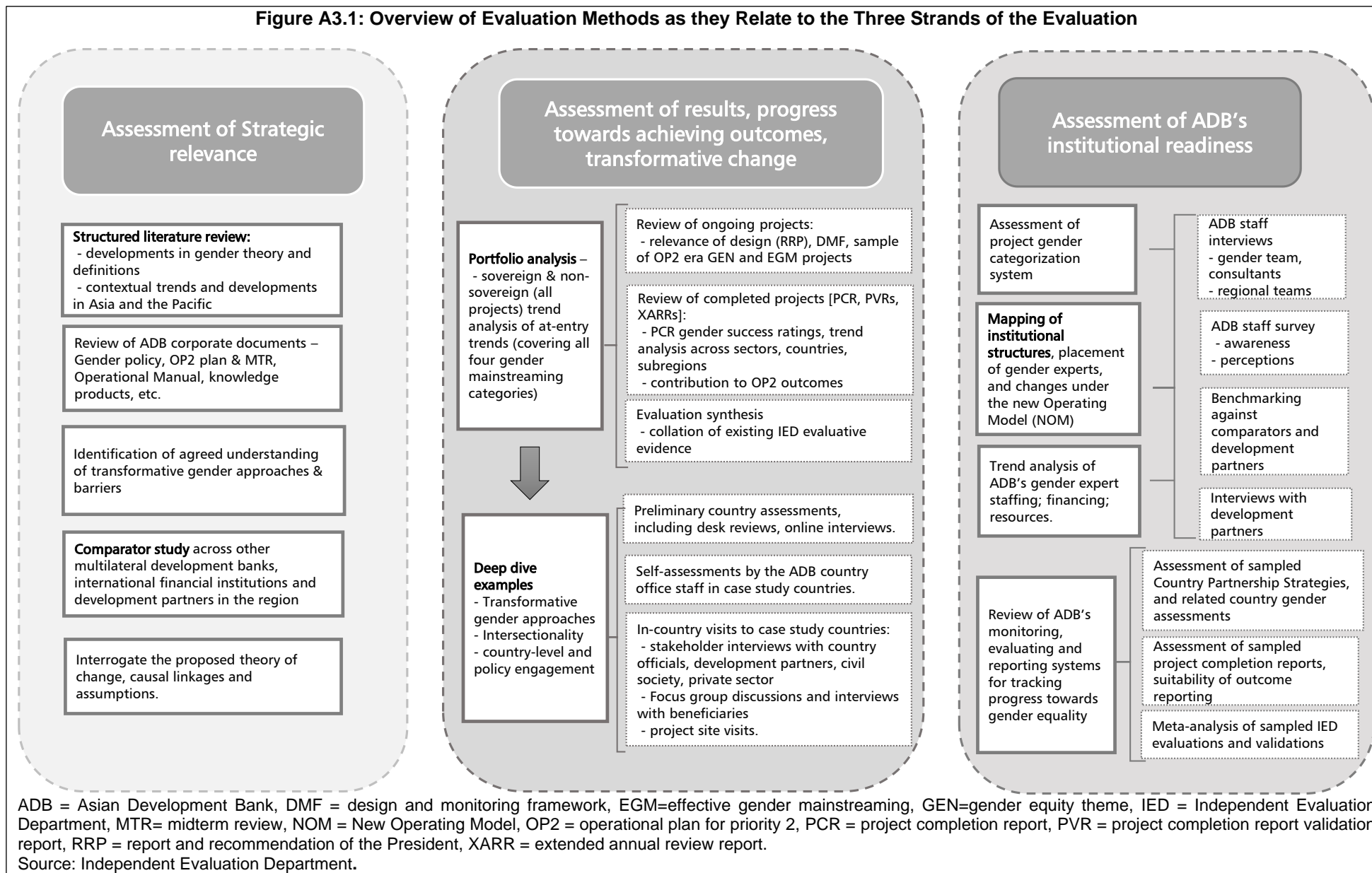
review. The theory of change may be updated and revised based on the emergence of findings.

12. Institutional assessment. In answering evaluation question 3, the evaluation will review ADB's Gender architecture, taking into consideration recent changes as a result of the NOM. The assessment will utilize the above methods (e.g., ADB staff interviews and perception survey; comparative review across other MDBs; review of ADB corporate documents; portfolio analysis), and will incorporate elements of the United Nations Evaluation Group (UNEG) Guidance on Evaluating Institutional Gender Mainstreaming.²

- (i) The evaluation will assess the continued relevance of the gender mainstreaming categories of ADB projects, in light of the findings from the portfolio analysis. This will be complemented by benchmarking against partner organizations, staff perception survey, and stakeholder interviews.
- (ii) The evaluation will assess the level of resources dedicated to achieving ADB's vision for gender equality, and the implementation of OP2, in terms of financial resources – at project, country, regional, and organizational level – and in terms of human resources, with regard to the number of gender expert staff positions, and any observable changes over time. The resources dedicated to gender equality will be compared with those dedicated to other priority areas for ADB (i.e. across the Strategy 2030 Operational Priorities).
- (iii) The organizational structure of ADB's gender architecture will be assessed through staff perception survey and interviews, considering the ability of staff (in resident missions and operational departments) to freely exchange information and draw upon staff gender expertise, and the clarity of roles and responsibilities for implementing and monitoring ADB's OP2. The evaluation will also consider the relevance of reporting lines and whether incentives are in place, along with a conducive organizational culture for staff to integrate gender equality objectives, thus ensuring gender-responsive performance management.
- (iv) The relevance of ADB's systems and processes for monitoring, reporting, and evaluating gender equality results will be assessed at project, country and organizational level. This will be informed by the project- and country-level desk reviews and assessments, and a review of corporate results reporting during the evaluation period. Corporate guidance on evaluating and reporting gender equality results will also be reviewed, and a meta-evaluation will be conducted on a sample of independent validations and evaluations, assessing the extent to which gender equality concerns were integrated in evaluation design and methods, and whether evaluation reports reflect a gender analysis.
- (v) ADB's corporate-level activities on knowledge generation and communication with regard to gender equality will be assessed through identifying usage and download statistics for online knowledge products, participation rates in ADB trainings on gender equality, outreach through conference attendance and workshops, and engagement across social media platforms.

² UNEG. 2018. *Guidance on Evaluating Institutional Gender Mainstreaming*. New York.

Figure A3.1: Overview of Evaluation Methods as they Relate to the Three Strands of the Evaluation



CRITERIA FOR COUNTRY CASE SELECTION

1. **Country selection criteria.** Case studies are expected to provide rich and nuanced sources of information on emerging gender results on the ground. Purposive sampling will be used to select the case countries. The evaluation will select countries for the case assessment based on these considerations: (i) gender mainstreaming sovereign portfolio (covering loans, grants and technical assistance) during 2016–2022 (Table A4.3); (ii) regional distribution (at least one per regional department), (iii) country classification; (iv) gender inequality index score. In selecting countries, the evaluation will also consider countries with policy-based lending (PBL) and/or those with active results-based lending (RBL) operations to determine to what extent these operations contributed to addressing gender inequality in ADB developing member countries (DMCs); and those with gender mainstreamed nonsovereign operations. Countries will be selected to ensure good coverage of sectors and to identify illustrative project examples where ADB can draw lessons from. In addition to applying the selection criteria, the evaluation team will seek advice from ADB gender focal points and gender experts to choose among multiple equally eligible candidates. The final selection will be guided by practical considerations, including whether a country has been included in recent IED evaluations, and/or the feasibility of travel during February and March 2024.

2. Case study countries in the 2017 Evaluation of ADB's Support for Gender and Development were: Bangladesh, Cambodia, People's Republic of China, Indonesia, Pakistan, India, Papua New Guinea, and Timor-Leste.¹ This evaluation may consider one of these countries to revisit in 2024, in order to assess what may have changed since the previous evaluation, particularly now that OP2 will be in its final year of implementation in 2024 (when this evaluation will be completed). However, in general, the evaluation considers it more useful to cover different countries, in order to expand draw lessons from a wider range of countries with regard to the treatment of gender equality within ADB operations.

3. A desk-based portfolio review was carried out based on the above criteria (a summary of the selection criteria checklist is presented in Table A4.2). Proposed case countries are presented in Table A4.1, subject to confirmation and discussion with concerned ADB departments. Case countries include three Group A countries, one Group B country and one Group C country; five lower middle-income countries; ranging from high to low levels of gender discrimination. Recognizing that ADB also provides support at the regional level (e.g., through subregional programs, regional projects, and support to regional coordination bodies), the evaluation will include regional-level project analysis and additional interviews (virtual and in-person) with regional-level stakeholders within and external to ADB.

Table A4.1: Indicative List of Case Countries

Country/Regional Department	Justification for Selection
Nepal (South Asia Department)	High proportion of GEN & EGM projects (83% of sovereign projects, or 19), and one EGM nonsovereign operation (NSO), over a range of sectors. Includes both RBL and PBL operations. A Group A group country and LMIC. Gender equality issues include intersecting vulnerabilities based on sex and caste, ethnicity, religion and age (and interactions with climate change). Nepal is ranked as having medium levels of discrimination in social institutions, as defined by the OECD's Social Institutions and Gender Index.
Philippines (Southeast Asia Department)	Relatively large number of GEN and EGM sovereign projects (66% or 25); and one EGM and two GEN NSO. The Philippines has policy-based lending (PBL) and results-based lending (RBL) activities. ADB has made significant investments in

¹ IED. 2017. *Thematic Evaluation: Asian Development Bank Support for Gender and Development (2005–2015)*. Manila.

Country/Regional Department	Justification for Selection
	transport and social protection, which presents an opportunity for case study in these areas. The Philippines is a Group C country and LMIC.
Tajikistan (Central and West Asia Department)	Portfolio includes 11 EGM and 4 GEN sovereign projects (83% of the total) across a range of sectors. Tajikistan is a Group A (grants only) country and a LMIC, with access to the ADF 13 Thematic Pool. As a post-Soviet Central Asian country undergoing transition to a market economy, the resurgence of traditional gendered dynamics and social norms affects women's economic participation.
Solomon Islands (Pacific Department)	Has nine EGM or GEN sovereign projects from a total of 14 (75%). There are only four sectors represented. It has no NSOs but has PBL and RBL operations. It is a Group A country and LMIC; and is a small island developing states (SIDS) and categorized a fragile and conflict-affected situation (FCAS). The country offers the opportunity to explore ADB's support in a post-conflict SIDS context, including traditional governance systems and the intersectionality with ethnicity, religion, climate change and disaster risk management. Other Pacific Island states have fewer projects.
Mongolia (East Asia Department)	Has 1 GEN and 20 EGM projects of a total of 31 sovereign operations during the evaluation period (68%); as well a 2 GEN and 2 EGM NSO. There are PBLs but no RBLs. There is a good spread of sectors. Mongolia is a Group B country and a LMIC with very low levels of gender discrimination. Mongolia has an interesting environment to explore different aspects of gender equality with differentiated impacts on both women and men (particularly young men), but also increased reporting of gender-based violence. ADB has actively engaged in policy dialogue with the government on gender equality, which may provide interesting lessons for the evaluation.

ADB = Asian Development Bank, EGM=effective gender mainstreaming, GEN=gender equity theme, FCAS = fragile and conflict-affected situations, IED = Independent Evaluation Department, LMIC = lower middle-income country, NSO = nonsovereign operation, OP2 = operational plan for priority 2, PBL = policy-based lending, PCR = project completion report, PVR = project completion report validation report, RBL = results-based lending, RRP = report and recommendation of the President, SIDS = small island developing states, UMIC = upper middle-income country, XARR = extended annual review report.

Source: Independent Evaluation Department.

4. **Project selection.** Within the selected countries, the evaluation team will select projects to be included in the assessment. Project selection will be based on whether these are sufficiently mature for outcomes to start emerging (based on % project progress or disbursement); as well as potential for providing interesting storylines regarding progress in ADB's support to accelerating progress in gender equality across the different sectors of ADB's interventions.

Table A4.2: Case Country Selection Criteria Checklist

DMC	Region	DMC Group	Income Group	FCAS	SIDS	GEN/EGM (% to Total SOV)	Gender Discrimination ^a	SOV Sectors of Support (GEN and EGM) ^b	PBL ^c	RBL ^c	With NSO GEN/EGM
India	SARD	B	LMIC			59 (69%)	High	ANR, EDU, ENE, HLT, IND, PSM, TRA, WUS	√	√	11 EGM, 8 GEN
Bangladesh		B	LMIC			37 (77%)	High	ANR, EDU, ENE, FIN, HLT, PSM, TRA, WUS	√	√	6 EGM
Nepal		A	LMIC			19 (83%)	Medium	ANR, EDU, ENE, FIN, HLT, PSM, TRA, WUS	√	√	1 EGM
Cambodia	SERD	A	LMIC			29 (85%)	Low	ANR, EDU, ENE, FIN, IND, HLT, PSM, TRA, WUS	√		3 EGM, 1 GEN
Philippines		C	LMIC			25 (66%)	High	EDU, ENE, FIN, HLT, PSM, TRA, WUS	√	√	1 EGM, 2 GEN
Indonesia		C	UMIC			21 (68%)	High	ANR, EDU, ENE, FIN, PSM	√	√	3 EGM, 1 GEN
Vietnam		C	LMIC			15 (75%)	Low	ANR, EDU, ENE, FIN, HLT, WUS, TRA, PSM	√	√	7 EGM, 2 GEN
Uzbekistan	CWRD	B	LMIC			22 (67%)	...	ANR, EDU, ENE, FIN, IND, HLT, PSM, TRA, WUS	√	√	4 EGM
Pakistan		B	LMIC			21 (47%)	Very high	ANR, EDU, ENE, FIN, HLT, PSM, TRA, WUS	√	√	1 EGM, 1 GEN
Kyrgyz Republic		A	LMIC			16 (84%)	Low	ANR, EDU, ENE, FIN, HLT, PSM, WUS	√		1 EGM
Tajikistan		A	LMIC			15 (83%)	High	ANR, EDU, ENE, FIN, HLT, OSM, TRA, WUS	√		0
Papua New Guinea	PARD	B	LMIC	√	√	12 (75%)	...	EDU, ENE, HLT, PSM, TRA	√		1 EGM
Solomon Islands		A	LMIC	√	√	9 (75%)	...	ENE, PSM, TRA, WUS	√	√	0
Tonga		A	UMIC		√	7 (64%)	...	ENE, HLT, PSM, TRA, WUS	√		0
People's Republic of China	EARD	C	UMIC			53 (74%)	Low	ANR, EDU, ENE, FIN, HLT, IND, TRA, WUS	√	√	11 EGM, 1 GEN
Mongolia		B	LMIC			21 (68%)	Very low	ANR, EDU, ENE, HLT, IND, PSM, TRA, WUS	√		2 EGM, 2 GEN

... = not available, ANR = agriculture, natural resources, and rural development, CWRD = Central and West Asia Department, EDU = education, EGM = effective gender mainstreaming, ENE = energy, EARD = East Asia Department, FCAS = fragile and conflict-affected situations, FIN = finance, GEN = gender equity theme, HLT = health, IND = industry, LIC = low income country, LMIC = lower middle income country, PARD = Pacific Department, PBL = policy-based lending, PSM = public sector management, SARD = South Asia Department, SERD = Southeast Asia Department, SIDS = small island developing states, TRA = transport, UMIC = upper middle income country, WUS = water and other urban infrastructure and services.

^a OECD level of discrimination is based on social institutions and gender index (SIGI) scores: very low (0–20), low (20–30), medium (30–40), high (40–50), very high (50–100) SIGI is a composite index measuring discriminatory social institutions, which range from 0 to 100, with 0 indicating no discrimination and 100 indicating absolute discrimination against women.

^b Sectors with gender equity theme (GEN) or effective gender mainstreaming (EGM) operations.

^c Policy-based lending (PBL) or result-based-lending (RBL) columns for countries with GEN/EGM PBL/RBL operations (commitments).

Source: Independent Evaluation Department.

Table A4.3: Number of Sovereign Projects with GEN and EGM Category by Region and Country, 2016–2022

Countries	2016–2019			2020–2022			2016–2022		
	GEN	EGM	GEN & EGM	GEN	EGM	GEN & EGM	GEN	EGM	GEN & EGM
Central and West Asia	4	35	39	9	50	59	13	85	98
Afghanistan	0	2	2	0	5	5	0	7	7
Armenia	0	1	1	0	0	0	0	1	1
Azerbaijan	0	0	0	0	1	1	0	1	1
Georgia	0	5	5	1	5	6	1	10	11
Kazakhstan	1	1	2	0	2	2	1	3	4
Kyrgyz Republic	1	6	7	0	9	9	1	15	16
Pakistan	0	7	7	4	10	14	4	17	21
Tajikistan	1	5	6	3	6	9	4	11	15
Turkmenistan	0	0	0	0	0	0	0	0	0
Uzbekistan	1	8	9	1	12	13	2	20	22
East Asia	1	34	35	2	37	39	3	71	74
Mongolia	1	9	10	0	11	11	1	20	21
People's Republic of China	0	25	25	2	26	28	2	51	53
Pacific	3	24	27	5	40	45	8	64	72
Cook Islands	0	0	0	0	3	3	0	3	3
Fiji	0	3	3	1	1	2	1	4	5
Federated States of Micronesia	0	0	0	0	2	2	0	2	2
Kiribati	0	1	1	0	4	4	0	5	5
Nauru	0	1	1	0	2	2	0	3	3
Palau	0	1	1	1	4	5	1	5	6
Papua New Guinea	0	4	4	0	8	8	0	12	12
Marshall Islands	0	0	0	0	2	2	0	2	2
Samoa	0	0	0	0	2	2	0	2	2
Solomon Islands	0	5	5	0	4	4	0	9	9
Tonga	1	3	4	0	3	3	1	6	7
Tuvalu	0	2	2	0	2	2	0	4	4
Vanuatu	0	1	1	2	2	4	2	3	5
Regional	2	3	5	1	1	2	3	4	7
South Asia	12	61	73	9	64	73	21	125	146
Bangladesh	4	13	17	3	17	20	7	30	37
Bhutan	0	3	3	1	6	7	1	9	10
India	3	26	29	2	28	30	5	54	59
Maldives	0	1	1	1	3	4	1	4	5
Nepal	3	8	11	2	6	8	5	14	19
Sri Lanka	2	10	12	0	4	4	2	14	16
Southeast Asia	13	53	66	7	43	50	20	96	116
Cambodia	3	12	15	1	13	14	4	25	29
Indonesia	1	7	8	2	11	13	3	18	21
Lao People's Democratic Republic	5	4	9	0	0	0	5	4	9
Myanmar	1	6	7	0	2	2	1	8	9
Philippines	1	8	9	4	12	16	5	20	25
Thailand	0	0	0	0	1	1	0	1	1
Timor-Leste	0	2	2	0	3	3	0	5	5
Viet Nam	2	12	14	0	1	1	2	13	15
Regional	0	2	2	0	0	0	0	2	2
Total	33	207	240	32	234	266	65	441	506

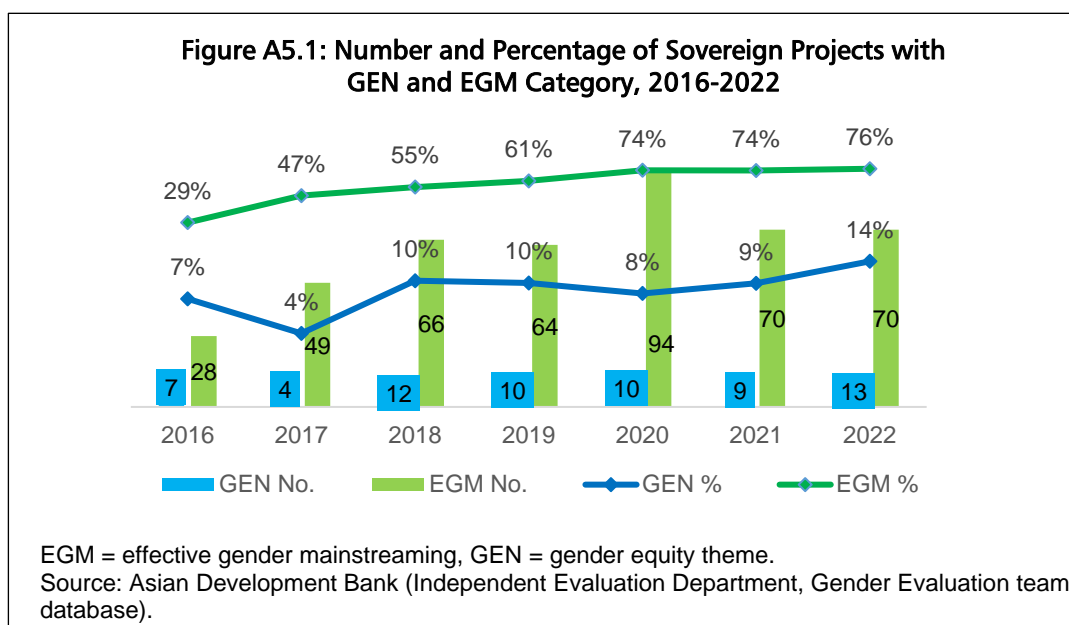
EGM = effective gender mainstreaming, GEN = gender equity theme, NGE = no gender elements, SGE = some gender elements.

Source: Asian Development Bank (Independent Evaluation Department, Gender Evaluation team database).

PRELIMINARY PORTFOLIO REVIEW

A. ADB Sovereign Portfolio with Gender Mainstreaming

1. Of the 743 sovereign loans and grants committed during 2016–2022, 68% (506) were categorized gender equity theme (GEN) or effective gender mainstreaming (EGM); together these comprise ADB's gender mainstreamed operations. The number and share of EGM operations increased sharply between 2016 to 2022, from 28 (29% of number of operations) to 70 (76%). Conversely, NGE projects decreased during the period from 33% in 2016 to 1% in 2022. However, the number and share of committed projects classified GEN have remained low ranging from 4% in 2017 to 14% in 2022 (Figure A5.1).



2. Across sectors, gender mainstreaming is highest in education and health (at 96% of committed sovereign operations), and water and other urban infrastructure and services (91%) during 2016–2022. The transport sector met the 55% gender mainstreaming at-entry target during 2016–2022. Meanwhile, gender mainstreaming remained low in the energy (45%), industry and trade (45%) and finance sectors (53%) (Table A5.1). The distribution of gender mainstreamed sovereign operations by country is in Table A5.2.

Table A5.1: Gender Mainstreaming Categories of Sovereign Projects by Sector, 2016–2022

Sector	Gender Equity Theme		Effective Gender Mainstreaming		Some Gender Elements		No Gender Elements		Total (GEN +EGM)	
	No.	Share to Sector Total	No.	Share to Sector Total	No.	Share to Sector Total	No.	Share to Sector Total	No.	Share to Sector Total
ANR	3	4%	70	84%	9	11%	1	1%	73	88%
Education	31	65%	15	31%	2	4%	0	0%	46	96%
Energy	0	0%	47	45%	30	29%	27	26%	47	45%
Finance	7	12%	24	41%	18	31%	10	17%	31	53%
Health	10	18%	44	79%	2	4%	0	0%	54	96%
ICT	0	0%	0	0%	0	0%	3	100%	0	0%
IND	0	0%	10	45%	9	41%	3	14%	10	45%
PSM	7	6%	71	57%	29	23%	17	14%	78	63%
Transport	0	0%	83	55%	44	29%	25	16%	83	55%
WUS	7	8%	77	84%	5	5%	3	3%	84	91%
All sector	65	9%	441	59%	148	20%	89	12%	506	68%

ANR = agriculture, natural resources, and rural development, EGM = effective gender mainstreaming, GEN = gender equity theme, ICT = information and communication technology, IND = industry and trade, PSM = public sector management, WUS = water and other urban infrastructure and services.

Source: Asian Development Bank (Independent Evaluation Department, Gender Evaluation team database).

Table A5.2: Number of Sovereign Projects with GEN and EGM Category by Region and Country, 2016–2022

Country	GEN	EGM	SGE	NGE	Total	% to Overall Total
Central & West Asia	13	85	37	30	165	22%
Afghanistan	0	7	4	3	14	2%
Armenia	0	1	2	4	7	1%
Azerbaijan	0	1	3	3	7	1%
Georgia	1	10	3	2	16	2%
Kazakhstan	1	3	1	0	5	1%
Kyrgyz Republic	1	15	1	2	19	3%
Pakistan	4	17	13	11	45	6%
Tajikistan	4	11	2	1	18	2%
Turkmenistan	0	0	0	1	1	0%
Uzbekistan	2	20	8	3	33	4%
East Asia	3	71	19	10	103	14%
Mongolia	1	20	7	3	31	4%
PRC	2	51	12	7	72	10%
Pacific	8	64	21	15	108	15%
Cook Islands	0	3	1	1	5	1%
Fiji	1	4	0	2	7	1%
FSM	0	2	2	0	4	1%
Kiribati	0	5	0	2	7	1%
Nauru	0	3	0	1	4	1%
Palau	1	5	1	1	8	1%
PNG	0	12	4	0	16	2%
RMI	0	2	4	2	8	1%
Samoa	0	2	2	1	5	1%
Solomon Islands	0	9	3	0	12	2%
Tonga	1	6	2	2	11	1%
Tuvalu	0	4	0	1	5	1%
Vanuatu	2	3	2	0	7	1%
Regional	3	4	0	2	9	1%
South Asia	21	125	45	16	207	28%
Bangladesh	7	30	7	4	48	6%

Country	GEN	EGM	SGE	NGE	Total	% to Overall Total
Bhutan	1	9	7	1	18	2%
India	5	54	22	5	86	12%
Maldives	1	4	3	0	8	1%
Nepal	5	14	3	1	23	3%
Sri Lanka	2	14	3	5	24	3%
Southeast Asia	20	96	26	18	160	22%
Cambodia	4	25	5	0	34	5%
Indonesia	3	18	4	6	31	4%
Lao PDR	5	4	2	0	11	1%
Myanmar	1	8	2	4	15	2%
Philippines	5	20	8	5	38	5%
Thailand	0	1	0	1	2	0%
Timor Leste	0	5	2	0	7	1%
Viet Nam	2	13	3	2	20	3%
Regional	0	2	0	0	2	0%
Total	65	441	148	89	743	100%

EGM = effective gender mainstreaming, FSM = Federated States of Micronesia, GEN = gender equity theme, NGE = no gender elements, Lao PDR = Lao People's Democratic Republic, PNG = Papua New Guinea, PRC = People's Republic of China, RMI = Republic of Marshall Islands, SGE = some gender elements.

Source: Asian Development Bank (Independent Evaluation Department, Gender Evaluation team database).

3. Table A5.3 shows annual distribution of technical assistance across gender categories during the evaluation period; while Table A5.4 presents gender mainstreamed TA by DMC.

Table A5.3: Gender Mainstreaming Categories of Sovereign Technical Assistance Projects (Number, 2016–2022)

Commitment Year	GEN	EGM	SGE	NGE	GEN & EGM	Total
2016	18	76	70	137	94	301
2017	20	68	83	122	88	293
2018	18	77	116	116	95	327
2019	23	66	121	102	89	312
2016–2019	79	287	390	477	366	1,233
2020	21	91	149	82	112	343
2021	21	95	133	53	116	302
2022	22	98	146	54	120	320
2020–2022	64	284	428	189	348	965
2016–2022	143	571	818	666	714	2,198

EGM = effective gender mainstreaming, GEN = gender equity theme, NGE = no gender elements, SGE = some gender elements.

Note: Includes sovereign technical assistance projects committed in 2016–2022.

Source: Asian Development Bank (Independent Evaluation Department, Gender Evaluation team database).

Table A5.4: Gender Mainstreaming of Sovereign Technical Assistance Projects by Country, 2016–2022

Country	Total	GEN/EGM		GEN/EGM/SGE	
		Number	% to Total	Number	% to Total
Regional	869	207	24%	594	68%
People's Republic of China	189	44	23%	131	69%
India	120	30	25%	75	63%
Mongolia	118	55	47%	106	90%
Pakistan	89	38	43%	72	81%
Bangladesh	79	29	37%	50	63%
Uzbekistan	75	38	51%	56	75%
Nepal	58	12	21%	33	57%
Philippines	50	29	58%	44	88%
Sri Lanka	47	20	43%	29	62%

Country	Total	GEN/EGM		GEN/EGM/SGE	
		Number	% to Total	Number	% to Total
Cambodia	47	17	36%	36	77%
Indonesia	41	9	22%	18	44%
Bhutan	36	19	53%	23	64%
Myanmar	33	16	48%	25	76%
Viet Nam	33	18	55%	24	73%
Tajikistan	32	13	41%	23	72%
Georgia	31	20	65%	29	94%
Kyrgyz Republic	28	20	71%	27	96%
Kazakhstan	26	17	65%	26	100%
Armenia	25	5	20%	13	52%
Maldives	22	9	41%	14	64%
Papua New Guinea	21	4	19%	7	33%
Timor-Leste	19	2	11%	9	47%
Lao People's Democratic Republic	19	10	53%	15	79%
Afghanistan	17	5	29%	13	76%
Azerbaijan	11	7	64%	8	73%
Solomon Islands	10	4	40%	4	40%
Vanuatu	8	2	25%	2	25%
Palau	6	1	17%	2	33%
Thailand	6	2	33%	4	67%
Turkmenistan	6	1	17%	4	67%
Fiji	5	3	60%	4	80%
Malaysia	5	3	60%	4	80%
Kiribati	4	2	50%	2	50%
Nauru	3	0	0%	1	33%
Marshall Islands	2	0	0%	2	100%
Tonga	2	1	50%	1	50%
Federated States of Micronesia	2	2	100%	2	100%
Samoa	2	0	0%	0	0%
Tuvalu	1	0	0%	0	0%
Niue	1	0	0%	0	0%
Total	2,198	714	32%	1532	70%

EGM = effective gender mainstreaming, GEN = gender equity theme, NGE = no gender elements, SGE = some gender elements.

Note: Includes sovereign technical assistance projects committed in 2016–2022.

Source: Asian Development Bank (Independent Evaluation Department, Gender Evaluation team database).

B. ADB Nonsovereign Operations with Gender Mainstreaming

4. The number and share of gender mainstreamed nonsovereign operations (NSO) have increased steadily during the evaluation period. The corporate target of at least 55% of the number of committed nonsovereign operations classified as GEN and EGM was exceeded in 2020; while the 75% target of NSO with gender elements (GEN, EGM, SGE) has been achieved since 2019.

Table A5.5: Gender Mainstreaming in Nonsovereign Operations, 2016–2022

Year	GEN	EGM	SGE	NGE	Total	GEN+EGM	
						Number	% to Total
2016	1	1	4	10	16	2	13%
2017	4	3	3	17	27	7	26%
2018	3	5	14	10	32	8	25%
2019	6	8	17	7	38	14	37%
2020	2	16	18	2	38	18	47%
2021	4	24	7		35	28	80%
2022	4	26	7		37	30	81%
Total	24	83	70	46	223	107	48%

EGM = effective gender mainstreaming, GEN = gender equity theme, NGE = no gender elements, SGE = some gender elements.

Note: Includes nonsovereign investment projects committed in 2016–2022 with gender tagging private sector programs (Microfinance Program, Trade Finance Program and Supply Chain Finance Program) were excluded from the table/involves revolving funds issued to banks of developing member countries.

Source: Asian Development Bank (Independent Evaluation Department, Gender Evaluation team database).

5. In terms of sector distribution of gender mainstreamed operations (by number of committed operations), NSO presents a different picture from sovereign operations: finance sector had the greatest number of operations tagged GEN (83% of GEN NSO) as well as gender mainstreamed operations (GEN and EGM [46% of all GEN and EGM]), followed by agriculture, natural resources and rural development (22% of GEN and EGM) and energy (15%).

Table A5.6: Gender Mainstreaming in Nonsovereign Operations by Sector, 2016–2022

Sector	GEN	EGM	SGE	NGE	Total	GEN+EGM	
						No.	% to Total
Agriculture, natural resources and rural development	1	23	5	1	30	24	80%
Education		1			1	1	100%
Energy		16	28	25	69	16	23%
Finance	20	29	23	11	83	49	59%
Health	1	3	8		12	4	33%
Industry and trade		1			1	1	100%
Information and communication technology	1	2	1	2	6	3	50%
Transport	1	4	4	2	11	5	45%
Water and other urban infrastructure and services		4	1	5	10	4	40%
Total	24	83	70	46	223	107	48%

EGM = effective gender mainstreaming, GEN = gender equity theme, NGE = no gender elements, SGE = some gender elements.

Note: Includes nonsovereign investment projects committed in 2016–2022 with gender tagging Private sector program (Microfinance Program, Trade Finance Program and Supply Chain Finance Program) were excluded from the table/involves revolving funds issued to banks of developing member countries.

Source: Asian Development Bank (Independent Evaluation Department, Gender Evaluation team database).

6. Table A5.7 presents the country distribution of NSO by gender category during 2016–2022. India had the highest number of gender mainstreamed NSO (19, 40% of total NSO), followed by PRC and Georgia.

Table A5.7: Gender Mainstreaming in Nonsovereign Projects by Country, 2016–2022

Developing Member Country	GEN	EGM	SGE	NGE	Total	GEN+EGM	
						No.	% to Total
India	7	10	18	7	42	17	40%
People's Republic of China	1	11	12	9	33	12	36%
Georgia	3	6	1		10	9	90%
Viet Nam	2	7	7	1	17	9	53%
Bangladesh		6	2		8	6	75%
Mongolia	2	2	1		5	4	80%
Indonesia	1	3	6	2	12	4	33%
Armenia	1	2	3	2	8	3	38%
Cambodia	1	2	1	1	5	3	60%
Philippines	2	1	1	1	5	3	60%
Uzbekistan		3	2		5	3	60%
Azerbaijan		2		1	3	2	67%
Myanmar	1	1		2	4	2	50%
Pakistan	1	1		1	3	2	67%
Sri Lanka		2		1	3	2	67%
Thailand		2	5	4	11	2	18%
Fiji		1			1	1	100%
Kazakhstan		1	1	2	4	1	25%
Maldives		1			1	1	100%
Nepal		1			1	1	100%
Papua New Guinea		1	1		2	1	50%
Afghanistan			2		2	0	0%
Samoa				1	1	0	0%
Regional	2	17	7	11	37	19	51%
Total	24	83	70	46	223	107	48%

EGM = effective gender mainstreaming, GEN = gender equity theme, NGE = no gender elements, SGE = some gender elements.

Note: Includes nonsovereign investment projects committed in 2016–2022 with gender tagging Private sector programs (Microfinance Program, Trade Finance Program and Supply Chain Finance Program) were excluded from the table/involves revolving funds issued to banks of developing member countries.

Source: Asian Development Bank (Independent Evaluation Department, Gender Evaluation team database).

7. Gender mainstreamed TA operations are presented in Tables A5.8 and A5.9.

Table A5.8: Gender Mainstreaming Categories of Nonsovereign Technical Assistance Projects, (number, 2016–2022)

Commitment Year	GEN	EGM	SGE	NGE	Total	GEN+EGM	
						No.	% to Total
2016	2	0	6	2	10	2	20%
2017	1	0	4	1	6	1	17%
2018	3	0	3	3	9	3	33%
2019	5	2	4	4	15	7	47%
2016–2019	11	2	17	10	40	13	33%
2020	5	4	0	4	13	9	69%
2021	14	5	4	3	26	19	73%
2022	8	2	0	1	11	10	91%
2020–2022	27	11	4	8	50	38	76%
2016–2022	38	13	21	18	90	51	57%

EGM = effective gender mainstreaming, GEN = gender equity theme, NGE = no gender elements, SGE = some gender elements.

Note: Includes nonsovereign technical assistance projects committed in 2016–2022.

Source: Asian Development Bank (Independent Evaluation Department, Gender Evaluation team database).

C. Gender Success Ratings of Completed Sovereign Operations

8. Most gender mainstreamed operations committed from 2016–2022 are still ongoing. Given the limited number of project completion report (PCR) gender performance assessments available for gender mainstreamed operations,¹ the evaluation will consider historical gender performance of projects for PCR reporting years 2016–2022, which covers projects approved prior to 2016 (and which projects may not reflect the current expectations regarding gender). Table A5.8 shows the annual number of completed gender mainstreamed operations and gender performance for PCR reporting years 2016–2022.

Table A5.9: Annual Gender Success Ratings of Completed Sovereign Projects by Gender Category, (Number, Reporting Year 2016–2022)

Reporting Year	Successful			Not Successful			Number of Completed Sovereign Projects		
	GEN	EGM	Total	GEN	EGM	Total	GEN	EGM	Total
2016	6	11	17	1	4	5	7	15	22
2017	4	12	16	5	1	6	9	13	22
2018	2	9	11	0	3	3	2	12	14
2019	4	16	20	2	3	5	6	19	25
2020	8	13	21	0	8	8	8	21	29
2021	6	26	32	0	1	1	6	27	33
2022	5	38	43	1	9	10	6	47	53
2016–2022	35	125	160	9	29	38	44	154	198

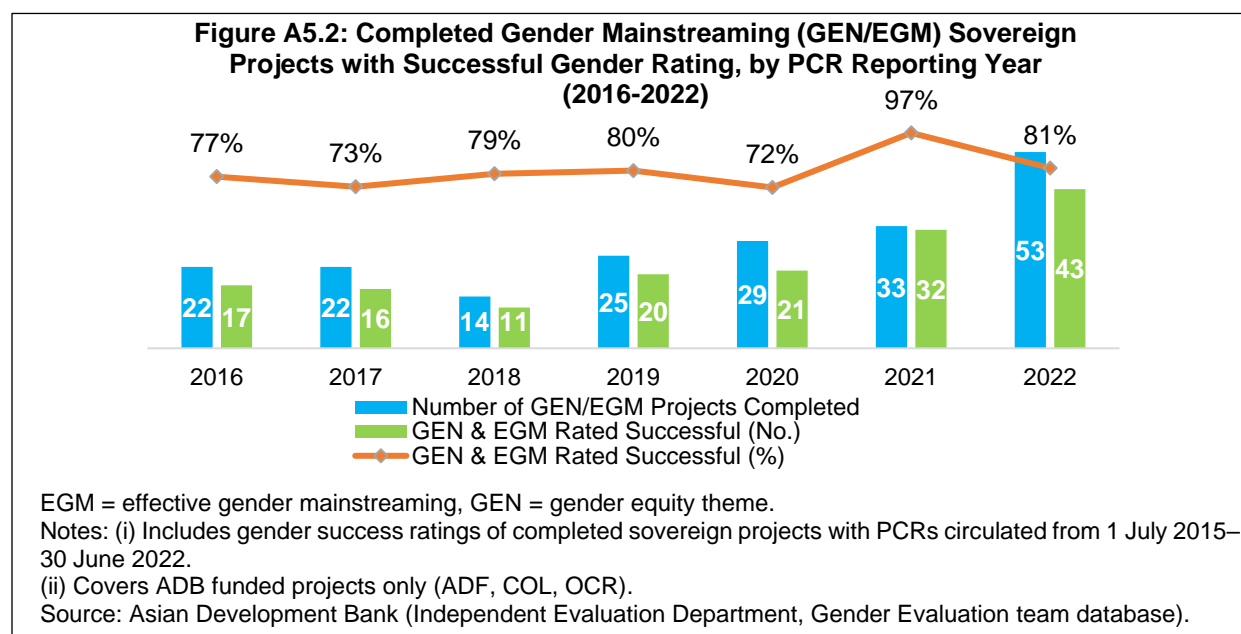
EGM = effective gender mainstreaming, GEN = gender equity theme.

Notes: (i) Includes gender success ratings of completed sovereign projects with PCRs circulated from 1 July 2015–30 June 2022 506 projects were committed during the reporting period.

(ii) Covers ADB funded projects only ADF, COL, OCR.

Source: Asian Development Bank (Independent Evaluation Department, Gender Evaluation team database).

9. ADB set a corporate target of 80% of projects delivering intended gender equality results at completion for both sovereign and nonsovereign operations in its corporate scorecard. This target was achieved for sovereign operations in 2019, 2021 (when performance peaked at 97%), and in 2022.



¹ As of end December 2022, assessments of gender performance are available for only 13 of 198 gender mainstreamed operations with ADB funding (ADF, COL, OCR) and excludes projects with Japan Fund for a Prosperous and Resilient Asia and the Pacific (JFPR) funding.

10. Across sectors, the following sectors met or exceeded gender at-exit targets: finance (81%), and agriculture, natural resources and rural development (90%). While health and industry and trade met the 80% target, numbers need to be viewed with caution given the small number of completed projects for these sectors.

11. Table A5.10 presents annual gender success ratings of NSO gender mainstreamed operations for PCR reporting years 2016–2022.

Table A5.10: Gender Ratings of Nonsovereign Operations, 2016–2022

XARR Year	Successful	Not Successful	Total	% Successful
2016	-	-	0	-
2017	0	1	1	0%
2018	1	2	3	33%
2019	1	0	1	100%
2020	5	0	5	100%
2021	1	1	2	50%
2022	1	0	1	100%
Total	9	4	13	69%

XARR = Extended Annual Review Report.

Note: Includes gender mainstreamed (GEN/EGM) nonsovereign investment projects with Extended Annual Review Report (XARRs) circulated during 2016–2022.

Source: Asian Development Bank (Independent Evaluation Department, Gender Evaluation team database).

EVALUATION COMMUNICATIONS PLAN

Evaluation Context and Objectives: The purpose of the evaluation is to assess ADB’s progress in accelerating gender equality in Asia and the Pacific region. The evaluation will focus on ADB’s positioning and contribution to accelerating progress in gender equality and the relevance of ADB’s corporate policies and strategies in providing a coherent and inclusive vision for ADB’s efforts. The evaluation will also consider the effectiveness of ADB’s operations in contributing to the achievement of gender equality outcomes and gender transformative change.					
Communications Goal: To disseminate the findings of the evaluation to internal and external stakeholders.					
Audience	Messages	Activity & Tools	Timeline	Comms Resources	Expected Outcomes
Internal					
Board, Management and Staff	• How well positioned is ADB to deliver effective, and potentially transformative support for gender equality and women’s empowerment in Asia and the Pacific under its current institutional, policy and operational frameworks?	• Evaluation Report	• November 2024	• 8 Hours: 1 consultant 2 staff	• Board is informed about ADB's performance • Transparency • Awareness • Learn from evaluation lessons • Incorporate recommendations in developing, planning, and implementing future programs and projects
		• DEC Video Presentation	• November 2024	• 8 Hours: 1 consultant 1 staff	
		• What Works (HQ)	• Within 30 days of DEC presentation	• 40 Hours: 1 Consultant 2 Staff	
External					
ADB Member Countries	• How relevant are ADB’s corporate policies and strategies in providing a coherent and inclusive vision for ADB’s efforts to accelerate progress in gender equality in Asia and the Pacific? • How effective are ADB’s operations in contributing to the achievement of gender equality outcomes and gender transformative change? • How well positioned is ADB institutionally for delivering transformative gender results?	• Web posting	• November 2024	• 8 Hours: 1 consultant 2 staff	• Learn from evaluation lessons • Incorporate recommendations in developing, planning, and implementing future ADB programs and projects • Transparency • Awareness
		• News Release	• 48 hours after DEC presentation	• 16 hours: 1 consultant, 2 staff from CO)	
		• Evaluation in Brief (Digital flyer)	• Within 30 days of DEC presentation	• 8 Hours: 1 consultant 2 staff	
		• Video with human interest angle	• Within 30 days of DEC presentation	• 40 Hours: 1 consultant 2 staff	
		• Blog/articles	• Within 30 days of DEC presentation or aligned to relevant international event (such as conferences on gender)	• 16 hours: (1 consultant and 2 staff	
		• What Works (in-country)	• Within 60 days of DEC presentation	• 40 Hours: 1 consultant 2 staff	
		• Country	• Within 90	• 40 Hours:	

Evaluation Context and Objectives: The purpose of the evaluation is to assess ADB's progress in accelerating gender equality in Asia and the Pacific region. The evaluation will focus on ADB's positioning and contribution to accelerating progress in gender equality and the relevance of ADB's corporate policies and strategies in providing a coherent and inclusive vision for ADB's efforts. The evaluation will also consider the effectiveness of ADB's operations in contributing to the achievement of gender equality outcomes and gender transformative change.

Communications Goal: To disseminate the findings of the evaluation to internal and external stakeholders.

Audience	Messages	Activity & Tools	Timeline	Comms Resources	Expected Outcomes
		Engagement Mission	days of DEC presentation	1 consultant 2 staff	
Global engagement	<ul style="list-style-type: none"> How relevant are ADB's corporate policies and strategies in providing a coherent and inclusive vision for ADB's efforts to accelerate progress in gender equality in Asia and the Pacific? How well positioned is ADB institutionally for delivering transformative gender results? 	<ul style="list-style-type: none"> Roundtable discussions with the World Bank and other multilateral development partners, including private-lending MDBs. 	<ul style="list-style-type: none"> Within 120 days of DEC presentation 	<ul style="list-style-type: none"> 40 Hours 3 staff 	<ul style="list-style-type: none"> Sharing of evaluative knowledge Documentation of best practices and lessons learned Transparency Awareness
	<ul style="list-style-type: none"> How relevant are ADB's corporate policies and strategies in providing a coherent and inclusive vision for ADB's efforts to accelerate progress in gender equality in Asia and the Pacific? How effective are ADB's operations in contributing to the achievement of gender equality outcomes and gender transformative change? How well positioned is ADB institutionally for delivering transformative gender results? 	<ul style="list-style-type: none"> Conference presentation 	<ul style="list-style-type: none"> Within 120 days of DEC presentation 	<ul style="list-style-type: none"> 40 hours 3 staff 1 consultant 	<ul style="list-style-type: none"> Transparency Awareness Sharing of evaluative knowledge Greater uptake of evaluation findings

Audiences/Stakeholders: Describes the stakeholders who are the main audiences for the evaluation and communications strategy. Stakeholder groups usually need to be identified and segmented by categories such as demographic group, interest relative to the project, and their relative support or opposition to both the evaluation objective and communications objectives.

Messages/Information: Details on what messages and information are useful for stakeholders.

Activity & Tools: Describes the activities needed to ensure the right message and information reaches the right audiences. This section also specifies the tools these activities will use. The choice of activity and tool should consider the audiences' information delivery preferences.

Resources: Describes human and financial resources required. How many staff and consultants are required and how many hours of work needed.

Timeline: Describes the period by which the task is to be accomplished.

Expected Outcomes: Identifies the outcomes related to the actions taken and the communications activities.