



CDIA Gender Strategy and Action Plan

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Cities Development Initiative for Asia

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Abbreviations:

CM	Country Manager
DPC	Deputy Project Coordinator
GFP	Gender Focal Point
IDIA	Initial Development Impact Assessment
IFI	International Financing Institution
IPSIA	Initial Poverty and Social Impact Assessment
NPO	National Partner Organization
PC	Project Coordinator
PFS	Pre-Feasibility Study
PM	Project Manager
PMO	Project Management Officer
SDS	Social Development Specialist

INTRODUCTION AND MANDATE

This Gender Strategy and Action Plan expresses CDIA's commitment to gender equality as a goal and gender mainstreaming as a strategy. It outlines CDIA's view on the need for and approach to gender equality. The results of CDIA's efforts vis-à-vis gender equality are linked to the Performance Measurement System and Framework and part of the continuous monitoring and evaluation of outputs and outcomes. The status and progress of the action plan will be presented in a bi-annual Gender Progress Report.

1 GENDER STRATEGY

Lack of access to basic services, resources and empowerment are posing serious threats to communities across the Asia region, and women are among those worst affected. Strategic investments in urban infrastructure have a great potential for gender impacts.

Still, many infrastructure projects and programmes are gender blind. It is assumed that women and men will automatically benefit from new infrastructure, without due acknowledgement to the full range of social and economic impacts, both beneficial and negative. However, by taking into account the different needs, opportunities and conditions of men and women, a more successful preparation, implementation and operation of infrastructure systems can be achieved.

CDIA is committed to the promotion of pro poor, inclusive and equitable development in which the rights of the disadvantaged majority are in the forefront. This is articulated in an integrated, holistic and cross-sectoral approach to infrastructure provision, paying attention to crucial cross-cutting social issues, of which gender is a central one.

The goal of the CDIA gender strategy is Gender Equality. This requires equal enjoyment by women and men of socially-valued goods, opportunities, resources and rewards. CDIA can contribute to this goal in three ways;

- through *gender balance* within CDIA and its partners;
- through *gender mainstreaming* of CDIA interventions; and
- through institutional mechanisms and tools.

Achieving Gender Balance within CDIA and our partners is crucial in ensuring equal participation in decision making, allowing for mixed perspectives and in not cementing existing inequalities. CDIA is committed to promoting equal representation of men and women within CDIA and within different levels of management. Partners and clients will also be encouraged to promote gender balance as a way of achieving gender equality.

Mainstreaming a gender perspective has been the globally accepted strategy for promoting and strengthening gender equality since the Beijing Conference 1995. Gender Mainstreaming is focused on the substantive work of CDIA, and implies that the gender dimension is analysed, understood and incorporated into appropriate components of that work. It is defined as:

'... the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences a central dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and social spheres so that women and men benefit equally and inequality is not perpetuated' (ECOSOC 1997).

Understood in this way, gender mainstreaming involves both analysis (of the different roles of men and women in a given place at a given time) and action to ensure that development policy making, planning and implementation are sensitive to the needs of women as well as men, and promote

greater equality of opportunity and benefit. As such, it concentrates not only on doing gender analysis, but on identifying concrete actions to promote gender equality. This is also in line with the Sustainable Development Goal (SDG) 5: Achieve gender equality and empower all women and girls, which – among other SDGs – has been adopted by the UN General Assembly in September 2015.

In order to monitor and evaluate gender mainstreaming, CDIA uses the Initial Development Impact Assessment (IDIA), previously the Initial Poverty and Social Impact Assessment (IPSIA). The IDIA is a tool to assess the impacts and relevance of the Pre-Feasibility Study (PFS) components for CDIA's four development impact areas, which are (i) poverty reduction and inclusiveness, (ii) good governance, (iii) environment, as well as (iv) climate change adaptation and mitigation. For each development impact area, the IDIA asks for a description of the relevant design features of the infrastructure component (e.g. gender separated seating in public transport) as well as the direct impacts of the infrastructure project (e.g. increased safety for vulnerable groups on public transport). Section No.5 includes gender-disaggregated information and specific impacts and design features to ensure gender equality.

2 GENDER ACTION PLAN

The gender action plan is developed as a roadmap for translating the gender strategy into action. It describes the main focus areas of CDIA's gender efforts and specifies concrete points for action and indicators for measuring progress. The status and progress of the action plan will be presented in a bi-annual Gender Progress Report which will also form the basis for a review of the Action Plan, as appropriate.

Responsibility for implementing the Action Plan extends across the CDIA CMT, and is coordinated by the Social Development Specialist as the Gender Focal Point (GFP).

1. Gender balance

An even gender distribution is encouraged within CDIA, and between different levels of management.

	Activity/Action:	Responsible	Timeline	Source for monitoring
1.1	Encouraging even gender distribution in job descriptions when recruiting new staff, and premiering employment of persons who strengthen the gender balance, while not compromising on the quality of the applicant. <i>Indicator: Percentage of men/women in CDIA</i>	Project Coordinator (PC), Project Manager (PM), Deputy Project Coordinator (DPC)	Continuous	CDIA Staff, Master List

CDIA encourages an even gender distribution within PFS consultant-teams and of speakers and participants of capacity development exercises.

	Activity/Action:	Responsible	Timeline	Source
1.2	In the Terms of References encouraging bidding teams to keep an even gender balance, while not compromising on the quality of the team. <i>Indicator: Percentage of men/women in consultant teams</i>	Country Manager (CM), Social Development Specialist (SDS)	Continuous	TORs, Composition of consultants teams
1.3	Encouraging an even gender distribution of participants in capacity development exercises.	CM, SDS	Continuous	Records of training

	<i>Indicator: Percentage of men/women in capacity development exercises.</i>			events and list of participants
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2. Gender Mainstreaming of CDIA Interventions

Mainstreaming gender into CDIA interventions can make a significant contribution towards gender equality in partner cities. Infrastructure and gender issues are closely linked. CDIA should emphasize this link and encourage partner cities and organizations to work towards gender equality. Gender mainstreaming shall be an integral part of project related activities and processes.

For CDIA, gender mainstreaming means ensuring that every aspect of CDIA policy and practice seeks to ensure that both women and men have equal access and control over resources, decision-making, and benefits at all stages of the CDIA project development process.

Direct Interventions (MTIP/PFS)

The biggest impact on gender that CDIA makes is through direct interventions, and it is therefore vital that consultants share and express CDIA's focus on gender as the implementing agents of the gender mainstreaming at city level, and that gender expertise is included within the teams.

	Activity/Action:	Responsible	Timeline	Source
2.1	Include gender expertise in consultant teams through specification of gender qualifications in ToR (most likely through the social development specialist, or institutional development specialist or other as appropriate). Gender competence should also be encouraged for Team Leaders and other team members. <i>Indicator: Gender expertise in consultant teams.</i>	CM, National Partner Organizations (NPOs), SDS	Continuous	Composition and expertise in consultant teams.
2.2	Continue development and adjustment of tools to mainstream gender in CDIA interventions and operations. <i>Indicator: Gender features and impacts recorded in IDIA, i.e. women as a target group, gender equality design features, positive and directed impacts on gender equality, and estimated number of female beneficiaries of direct impacts.</i>	SDS, NPOs	Continuous	Tools developed, adjusted, gender features in IDIAs.

The PFS ToRs are the key documents for mainstreaming gender into CDIA interventions and should include both gender analysis and action. The specifics for doing this will vary between cities, contexts and type of intervention and will be supported by guiding documents and checklists.

Gender analysis is based on the recognition that we live in societies that are permeated by gender differences and gender inequalities, and that therefore each and every policy and programme intervention has gender implications. It seeks to reveal those differences and inequalities by examining the situation of and relationships between women and men in a particular context and provide an informed understanding of the potential differential impacts on women and men of proposed programmes or projects.

	Activity/Action:	Responsible	Timeline	Source
2.3	PFS consultants are to analyze problems, needs, impacts, usage patterns, solutions etc. from the point of view of their gender implications both qualitatively and quantitatively keeping in mind that the analysis is not only	CM, PFS Consultants, Assisted by SDS	Continuous	Reports, Documentation of consultation

	a social one, but includes institutional and juridical systems etc. as well. Gender checklists ¹ can be used as guiding documents. <i>Indicators: Gender sensitive analysis, sex-disaggregated statistics where appropriate.</i>			process, IDIA.
2.4	Community involvement and participation (of both women and men) is essential in understanding the gender issues. As part of the stakeholder consultation processes, the views and needs of both must be considered. <i>Indicators: Gender sensitive stakeholder consultations held.</i>	CM, PFS Consultants, assisted by SDS	Continuous	Reports, Documentation of consultation process, IDIA.

Information provided through gender analysis facilitates the identification of effective strategies to support gender equality. CDIA interventions should concentrate not only on doing gender analysis but also on ensuring that the investment project developed is gender sensitive.

	Activity/Action:	Responsible	Timeline	Source
2.5	Consultants to propose concrete actions to ensure that interventions are impacting men and women optimally and to minimize negative impacts based on gender. <i>Indicator: Report to include discussion on gender sensitivity and concrete design features to ensure this.</i>	CM, PFS Consultants, assisted by SDS	Continuous	IDIA

3. Monitoring and evaluation

Assessment of expected impacts on gender equality is an essential part of ensuring positive outcomes of investment projects and in finding ways of enhancing processes.

	Activity/Action:	Responsible	Timeline	Source
3.1	Assessment of expected gender impacts on a project level will be included in the IDIA prepared by the CM together with PFS consultants. <i>Indicator: Results as per IDIA.</i>	CM, PFS Consultants, assisted by SDS	Continuous	IDIA
3.2	A bi-annual Gender Progress report will be prepared by the CDIA SDS to measure progress with regards to the gender action plan and gender mainstreaming. <i>Indicator: Results as per Gender Progress report.</i>	SDS, Project Management Officer (PMO)	bi-annual (February and August)	Gender Progress Report

4. Capacity Development

As part of its capacity development activities, CDIA aims to increase awareness of gender issues in relation to urban infrastructure, and strengthen the capacity of cities to address them. Gender Equality and Mainstreaming shall be part of the capacity development agenda and activities

	Activity/Action:	Responsible	Timeline	Source
4.1	Include gender issues in key capacity building activities. <i>Indicator: Gender issues integrated in capacity development activities.</i>	CM, NPOs assisted by SDS	Continuous	Content of capacity events.

¹ For example ADB (2006): Gender Checklist, Urban Development and Housing

5. Sustainability of PFS Gender Recommendations

It is important to ensure that gender mainstreaming is continued in the Feasibility Study and into later stages of the project, even when it's outside of the direct control of CDIA.

	Activity/Action:	Responsible	Timeline	Source
5.1	Encourage an effective hand-over to International Financing Institutions (IFIs) and partner cities where the relevant group within the institution makes sure that gender issues are kept in focus in subsequent stages of the project.	PMO assisted by SDS	Continuous	Post-project client surveys
	<i>Indicator: Continued gender mainstreaming in subsequent (feasibility study and loan) project phases and proposed gender action incorporated in project plans.</i>			
5.2	Include gender issues and indicators in project Log-Frame or equivalent (DMF for ADB) prepared by consultants at the end of the PFS assignment. <i>Indicator: Gender issues included in log-frame.</i>	CM, PFS Consultants, with support from SDS	Continuous	IDIA

6. Institutional mechanisms and tools

In support of the gender mainstreaming, a number of mechanisms and tools has been established.

Gender Focal Point

The CDIA Social Development Specialist will serve as GFP to serve as a resource and coordinating body for gender mainstreaming within CDIA operations. The Social Development Specialist will be responsible for keeping CDIA up-to-date with international debate on gender equality (e.g. through the ADB Gender Community of Practice and networking with other organizations).

	Activity/Action:	Responsible	Timeline	Source
6.1	Continue the review of ToRs, reports and other material to ensure gender mainstreaming. The gender FP is responsible for developing and collecting of gender indicators and production of Gender Progress Report. <i>Indicator: Gender indicators developed.</i>	SDS, PMO	Continuous	TORs, IDIAs, Project Reports
6.2	Participation in the GIZ Gender Working Group during regular meetings (every 2-3 months), and planning and implementation of activities related to gender during the gender month, and other events (i.e. photo contest, film). <i>Indicator: Activities implemented and meetings held.</i>	SDS, PMO	Continuous	Meetings, emails

A Gender Knowledge and Resource base

A data base will be established as a resource for the CMT staff. This will contain check-lists, best practices and other resources for CMT staff to support gender mainstreaming in CDIA interventions. Linkages will be established with Gender Helpdesks to assist as needed. Development/collection of gender material to support PFS consultants in CDIA interventions.

	Activity/Action:	Responsible	Timeline	Source
6.3	Establishment of a Gender knowledge and resource base including a network of resource persons. <i>Indicator: A Gender and Knowledge and Resource base.</i>	SDS	Continuous	Resource base Progress reports

Training of CMT staff

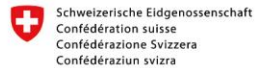
CDIA aims to internalize gender as a cross cutting issue in all interventions. To ensure that CMT staff has sufficient knowledge in the area, staff training will be conducted on gender mainstreaming and the linkages between gender and infrastructure.

	Activity/Action:	Responsible	Timeline	Source
6.4	As gender FP, the CDIA-SDS arranges, coordinates, and assesses training measures for CMT staff as well as partner cities as needed. <i>Indicator: Number of trainings held.</i>	GFP, CMT	Continuous	Records of training events



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