



# Completion Report

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## **PUBLIC**

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Technical Assistance Number: 9735  
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## India: Advancing Gender Budgeting in Select States

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## TECHNICAL ASSISTANCE COMPLETION REPORT

<b>TA Number, Country, and Name:</b> TA 9735-IND: Advancing Gender Budgeting in Select States		<b>Amount Approved:</b> \$2,000,000	
		<b>Revised Amount:</b> \$2,000,000	
<b>Executing Agency:</b> Ministry of Women and Child Development (MWCD), Government of India	<b>Source of Funding:</b> Japan Fund for Prosperous and Resilient Asia and the Pacific (JFPR)	<b>Amount Undisbursed:</b> \$235,334.33	<b>Amount Used:</b> \$1,764,665.67
<b>TA Approval Date:</b> 21 May 2019	<b>TA Signing Date:</b> 4 October 2019	<b>TA Completion Date</b>	
		<b>Original Date:</b> 31 May 2021	<b>Latest Revised Date:</b> 30 April 2024
		<b>Financial Closing Date:</b> 31 July 2024	<b>Number of Extensions:</b> 4
<b>TA Type:</b> Knowledge and Support Technical Assistance (KSTA)	<b>Nature of Activity:</b> Capacity development	<b>TA Arrangement:</b> KSTA, supported by the Japan Fund for Prosperous and Resilient Asia and the Pacific (JFPR)	

### Description

In 2005–2006, the Government of India officially adopted and institutionalized gender budgeting by introducing the gender budget statement (GBS) in the union budget. The Eleventh Plan (2007–2012) recognized gender budgeting as an important strategy for achieving gender equality. State governments were also instructed to adopt this approach and incorporate it into their annual plans. However, the implementation of gender budgeting across state governments varied in pace and magnitude, primarily due to the limited awareness and capacities at both individual and institutional levels. It was in this context that the knowledge and support technical assistance (KSTA) was planned. The technical assistance (TA) was categorized under the “Gender Equity Theme” and was specifically designed to support the Ministry of Women and Child Development (MWCD), the nodal agency for gender budgeting, in overcoming existing limitations. The aim of the TA was to extend the necessary support to select state governments to refine and adopt key institutional measures to promote gender budgeting and effective gender mainstreaming. The TA project supported the state governments of Andhra Pradesh, Himachal Pradesh, Madhya Pradesh, and Manipur; and the executing and implementing agencies of Asian Development Bank (ADB)-supported projects in these states. The TA was designed to: create and strengthen institutional mechanisms for incorporating gender-responsive budgeting approach across sectors; to enhance gender budgeting capacities of government stakeholders; to develop customized resources on gender-responsive planning and budgeting; and in developing the content for e-governance tools for better tracking of the MWCD flagship schemes. At appraisal, the TA was aligned with the Three-Year Action Plan (2017–18 to 2019–20) of the Government of India; ADB’s country partnership strategy for India, which supports gender equality and women’s empowerment (GEWE) in key sectors; and the sustainable development goal (SDG) 5 on gender equality.<sup>1</sup> It was also included in ADB’s Country Operations Business Plan for India, 2019–2021.<sup>2</sup>

### Expected Impact, Outcome, and Outputs

The expected impact of the TA was greater gender benefits through government schemes and programs.<sup>3</sup> The expected outcome was enhanced institutional capacities in gender budgeting and gender mainstreaming of state departments in the select states, and among the executing and implementing agencies of ADB-assisted projects. The planned outputs were (i) gender budgeting mechanisms refined and strengthened; (ii) knowledge products, including customized training modules developed; (iii) gender budgeting capacities of government stakeholders strengthened; and (iv) e-governance tool developed.

<sup>1</sup> SDG indicator 5.c.1. Proportion of countries with systems to track and make public allocations for gender equality and women’s empowerment.

<sup>2</sup> The TA first appeared in the business opportunities section of ADB’s website on 6 October 2017 under its former title “Enhancing Gender Equality and Social Inclusion Results in ADB Operations.”

<sup>3</sup> Mission statement of the MWCD on budgeting for gender equity.

## Implementation Arrangements

The ADB India Resident Mission administered the TA project. It was implemented from October 2019 to April 2024 in close coordination with the MWCD as the executing agency. The state departments of women and child development or social welfare departments in the four participating states (Andhra Pradesh, Himachal Pradesh, Madhya Pradesh, and Manipur), acted as the nodal implementing agencies that coordinated state-level implementation.

Two firms were engaged to implement the activities. These were the (i) UN Women Office for India, Bhutan, Maldives, and Sri Lanka, using quality- and cost-based selection method; and (ii) I-Tech Mission India Private Ltd, using consultants' qualifications selection method. Two individual consultants were engaged (46 person-months) as (i) project communications and finance assistant, and (ii) gender and social inclusion expert, using the individual consultant selection method. In addition, four resource persons were also engaged to provide supplementary support. The consultants were recruited following the *Guidelines on the Use of Consultants* (2013, as amended from time to time).

The TA completion date was extended four times. The first extension was from 31 May 2021 to 31 May 2022 as the Government of India issued orders prescribing lockdowns for the containment of the coronavirus disease (COVID-19) pandemic. The second extension, for one year from 31 May 2022 to 31 May 2023, was necessary because the pandemic affected the progress of TA activities, especially those involving field data collection, stakeholder consultations, and capacity development trainings. The third extension, for six months from 31 May 2023 to 31 January 2024, was to accommodate a minor change in scope to support additional activities requested by the MWCD. The proposed changes, however, did not materially alter the scope or affect the outcome and overall objectives. The proposed change in scope and implementation arrangement supplemented and enhanced the TA results at completion.<sup>4</sup> The fourth extension, for three months from 31 January 2024 to 30 April 2024, was requested to review the lessons learned, identify good practices, and review the status of state gender budgeting action plans.

The TA project was financially closed on 31 July 2024, with a total of 295 person-months of consultant inputs. This included 176 person-months from one consulting firm, 60 person-months from another consulting firm, and 46 person-months and 13 person-months from two individual consultants, respectively. At closure, 88.23% of the original TA amount was disbursed.

## Conduct of Activities

### Output 1: Gender budgeting mechanisms refined and strengthened.

Under output 1, the two indicators were successfully achieved. Individual scoping studies were conducted and detailed reports prepared. Based on the scoping studies recommendations, state-specific action plans were finalized and endorsed by the nodal departments.<sup>5</sup> The scoping studies helped identify state-specific gaps and challenges, based on which state action plans were developed. Interdepartmental monitoring committees (IDMC) were established through government orders in all four participating states to monitor the implementation of state action plans. Andhra Pradesh, Himachal Pradesh, and Manipur finalized and endorsed their gender budget statement (GBS) methodology and format.<sup>6</sup> The templates with instructions for filling budget data are included in the budget call circulars (BCCs) in the three states as part of their annual budget process. Also, in Madhya Pradesh, documentation and monitoring of gender-based allocations were improved by enhancing instructions in the BCCs and the line departments' budget presentation in the GBS published with the annual budget.

Gender budget cells (GBCs) with well-defined mandate and role were constituted in all four participating states, further strengthening the institutional structures for the gender budgeting in the state departments. The MWCD provided advisory, oversight, and technical support to the state governments as and when needed. As a measure to enhance transparency and accountability, pre-budget consultations were planned in partnership with the state departments and state-based civil society groups to discuss budget priorities and the civil society expectations. A five-member, high-

<sup>4</sup> MWCD requested ADB to consider additional activities in line with output 4 of the TA to utilize the uncommitted funds. MWCD also asked ADB to consider developing a gender indicator mapping tool at the district level in select states to capture timely and accurate data under the select scheme of the government. ADB INRM. JFPR TA 9735-IND: Advancing Gender Budgeting in Select States—Minor Change in Scope and Implementation Arrangements. Memorandum. 23 October 2023 (internal).

<sup>5</sup> ADB. 2024. *Scoping Study and State Action Plans: Gender Budgeting*. <https://www.adb.org/sites/default/files/project-documents/52132/52132-001-tacr-en.pdf>.

<sup>6</sup> Madhya Pradesh had already developed the format, and the gender budget statement was published each year with the annual budget.

level working group was also constituted under the aegis of the MWCD, to identify the methodological limitations of the union-level GBS format and recommend ways to overcome these constraints.<sup>7</sup>

**Output 2: Knowledge products developed, including customized training modules.**

Under output 2, the indicator was successfully achieved. A consolidated training kit inclusive of a training manual, frequently asked questions, and a compendium of good practices was developed, published, and disseminated. The training resources were developed to support the capacity-building programs planned under the TA. These resources were also widely disseminated across the state governments' departments and administrative training institutes. Three sector-related expenditure reviews were completed (i.e., agriculture- and skills-related studies in three states, and rural development in two states); and policy briefs were developed covering agriculture, rural, and skills development sectors. A national-level seminar with state and central government representation was organized to disseminate the findings and share sector-based recommendations.

**Output 3: Gender budgeting capacities of government stakeholders strengthened.**

Of the four indicators under output 3, one surpassed the target and three were successfully achieved. The capacity building initiatives were systematically planned and implemented. Training needs assessments (TNAs) were conducted in all the four participating states covering 231 government officials, including 141 (61%) females. The findings from the TNA supported the preparation of customized training curriculum and modules for state-level training programs. State-specific training strategies were also developed and endorsed by all four participating states. Administrative staff from state training institutes were identified for routine trainings. The gender budget capacity-building programs were included in the state training institutes curriculum and training calendars. A total of eight trainings (two training programs per state) were organized benefiting 296 state government officials, including 175 (59.1%) female participants. The participants also included representation from the executing and implementing agencies of ADB-supported projects in the state. With the intention to facilitate cross-learning of good practices, six zonal and cross-zonal learning programs were also planned. A total of 127 government officials including 84 (66.1%) female participants from 28 states and/or union territories participated in these events. Pre- and post-training assessment questionnaires were administered for each training program. Overall, 78.5% of the participants reported an enhanced understanding of gender budgeting concepts and processes, while 79.6% noted improved clarity in populating gender budget data in the BCCs, enabling them to prepare GBS post-training. This exceeded the envisaged target of 50% of training participants that reported enhanced capacities to undertake gender budgeting. To ensure the sustainability of the gender budgeting capacity-building initiatives beyond the TA project's duration, a pool of master trainers was developed. An international training of trainers (TOT) program was planned for 30 experts, including 56.66% females. Also, two national TOTs were organized for 40 mid-level government officials and trainers, with 20 (50%) female representation. The TA also supported a G20 side event titled "Beyond 2025—Three Bold G20 Gender Equality Action Areas" in August 2023. This event brought together 63 government officials and gender budgeting experts from G20 countries to discuss strategies for advancing gender mainstreaming in public financial management systems.

**Output 4: E-governance tool developed.**

Under output 4, the indicator was successfully achieved. The requisite material for three e-governance platforms was developed and endorsed by the MWCD. The three e governance tools that were developed supported the following: (i) a gender budgeting dashboard to serve as a repository of gender budgeting-related data and information, including a gender budgeting index and self-assessment tool; (ii) a gender indicator monitoring tool (GIMT) that consolidates gender indicators from sectoral datasets; and (iii) a nutrition index, which is a web-based application with central storage of nutrition indicators representing three domains (nutrition outcomes, service coverage, resources, and inputs) for improved planning and tracking of nutrition programs.

Refer to Appendix 1.

Greater awareness of the Government of Japan's support (through the Japan Fund for Prosperous and Resilient Asia and the Pacific [JFPR]) was ensured by including the JFPR logo in all TA reports, manuals, and publications, particularly those disseminated with participants at various trainings and workshops (Appendix 3 for photographs). Visibility was further ensured through (i) a systematic use of JFPR and Government of Japan logos on TA-related correspondence,

<sup>7</sup> To improve the format and methodology of the GBS at the union level, the MWCD constituted a five-member working group in November 2022. Chaired by the former Additional Secretary of the Ministry of Finance (MOF), the working group, comprising gender budgeting experts, prepared the report and submitted to the MWCD in August 2023 and to the MOF for consideration. The GBS format was revised by the MOF for fiscal year 2024–2025 with the introduction of Part C for the schemes with allocation of less than 30% for women, and a brief preface on the purpose of Statement 13 (Gender Budget Statement) of the Expenditure Profile.

workshop materials, banners, and publication; and (ii) clear reference to the financial contribution of the Government of Japan during project activities and events.

### Technical Assistance Assessment Ratings

Criterion	Assessment	Rating
Relevance	The TA project is rated <i>relevant</i> as it supported the Government of India's GEWE mandate and ADB's country partnership strategy (CPS) for India, 2018–2022. The TA formulation was aligned with the government's gender budgeting strategy and ADB's country operations business plan for India, 2019–2021. At completion, the TA remained highly relevant to the government's <i>Strategy for New India @ 75</i> , which aims to create an enabling environment, without institutional and structural barriers. <sup>8</sup> It is in line with the knowledge outcomes of the ADB CPS (2023–2027) for India, which supports policy community and stakeholder's sensitization on mainstreaming the gender equality and social inclusion (GESI) and gender budgeting to promote inclusivity and impact of project interventions. <sup>9</sup> At completion, the TA supports the implementation of the <i>Strategy 2030</i> 's plan for operational priorities (OP) 1, 2, 4, and 6 (Addressing remaining poverty and reducing inequalities; Accelerating progress in gender equality; Making cities more liveable; and Strengthening governance and institutional capacity). <sup>10</sup> It is also aligned with the sustainable development goal (SDG) 5 on gender equality. <sup>11</sup> The TA is highly relevant in context to the 68th session of the Commission on the Status of Women (CSW68), which emphasized the importance of enhancing institutions and advancing financing with a gender perspective. <sup>12</sup> The TA project's design, implementation, and monitoring arrangements also added to its relevance. The outcome-level indicator (b), which links the TA results chain to the ADB gender-mainstreamed portfolio in the four participating states to allocate resources for implementing gender action plans (GAPs), could be omitted as it is not directly tied to the results chain and, therefore, not relevant to the TA design. The TA project incorporated a minor change in scope to accommodate the reallocation of funds under output 4, further enhancing the relevance (footnote 4). The four TA extensions to accommodate unspent budgets due to COVID-19-related mobility restrictions, were made to effectively utilize the funds (ii) and ensure the full achievement of the outcomes and to maintain the relevance.	<i>Relevant</i>
Effectiveness	The TA project is rated <i>highly effective</i> in achieving the envisaged outcome. By the end of the TA, all four (100%) participating states adopted measures to refine and strengthen gender budgeting and gender mainstreaming systems and processes. The executing and implementing agencies of all (100%) the ADB-gender mainstreamed portfolio in the four participating states allocated resources for the implementation of GAPs. <sup>13</sup> The two outcome indicators exceeded the targets at completion. Output 1—on gender budgeting mechanisms refined and strengthened—achieved the targets for the two indicators. Output 2—on knowledge products and training modules—was also successfully achieved. For output 3—on capacity building—one indicator exceeded the targets and two were achieved as envisaged. Output 4 was also achieved at completion with the creation of three governance platforms. The TA project is rated <i>highly effective</i> at completion as (i) 100% of the outcome indicators exceeded the envisaged targets, and (ii) 100% of the eight output targets were either achieved or exceeded. The TA project also promoted innovations and good practices,	<i>Highly effective</i>

<sup>8</sup> NITI Aayog. 2018. *Strategy for New India @ 75*.

<sup>9</sup> ADB. 2023. *Country Partnership Strategy: India, 2023–2027—Catalyze Robust, Climate-Resilient, and Inclusive Growth*.

<sup>10</sup> ADB. 2020. *Country Operations Business Plan: India, 2021–2023*.

<sup>11</sup> SDG indicator 5.c.1. Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment.

<sup>12</sup> CSW68 underscored the importance of targeted investments to hasten the achievement of gender equality goals.

<sup>13</sup> Six of the ADB-assisted projects in the TA participating states, approved during 2022–2023, allocated budgets for the implementation of GAPs, as covenanted in the loan agreements. Two key enablers contributed to this outcome: (i) capacity building of executing and implementing agencies, and (ii) gender responsive budgeting (GRB)-related institutional changes at the state level. These factors ensured that ADB-supported projects incorporated enhanced gender design features and related budgetary allocations, reflecting the significant influence of the TA initiatives.

Criterion	Assessment	Rating
	which enhanced the effectiveness in achieving the outcome targets. The achievements under the TA was duly documented in the MWCD's annual reports (2020–2021, 2021–2022, and 2022–2023). <sup>14</sup>	
Efficiency	The TA project is rated <i>efficient</i> as it utilized 88.23% of the funds allocated (\$1,764,665.67 of \$2,000,000). The gap in budget utilization is due to the adaptations made during implementation due to the COVID-19 pandemic, which coincided with two years of the TA project. As activities were conducted virtually, the TA project could not utilize the entire grant. Efforts were made to repurpose the savings. However, due to limited scope for mid-course restructuring, the full amount of the savings could not be repurposed. The TA extensions were instrumental in achieving planned outputs and enhancing the overall effectiveness of the project. These extensions provided additional time to adapt activities, address unforeseen constraints, and ensure outcome sustainability. Consultant recruitment processes followed ADB guidelines and were efficiently managed, ensuring the timely availability of expertise.	<i>Efficient</i>
Overall assessment	At project closure, the TA project was rated <i>relevant, highly effective, and efficient</i> . Overall, the TA project was assessed <i>highly successful</i> .	<i>Highly successful</i>
Sustainability	The TA project is <i>most likely sustainable</i> for the following reasons: (i) All four participating states have engendered the BCCs and published a GBS as part of the annual budget process. The institutional processes embedded within the public financial management systems will ensure long-term sustainability. The gender-based allocations across sectors, as published in the GBS, will improve each fiscal year, assuring greater gender benefits through government schemes and programs. (ii) The introduction of gender budgeting trainings among the staff in administrative academies, gender budgeting training resources, and establishment of a pool of master trainers will sustain long-term individual and institutional capacity building. (iii) The creation of the gender budget cells (GBCs) and Interdepartmental monitoring committees (IDMCs) will enable partnerships, coordination, and monitoring of gender budgeting initiatives in the states, enabling sustainable practices. (iv) The creation of the National Hub for Empowerment of Women (NHEW), by the MWCD is mandated with gender budgeting-related research and monitoring. This will further enhance sustainability. Also, the gender budgeting scheme of the MWCD under the overall umbrella scheme of Mission Shakti, will provide budgets to state governments and training institutes for gender budgeting trainings and research. <sup>15</sup> The provision of government funding will ensure that the TA is <i>most likely sustainable</i> .	<i>Most likely sustainable</i>

### Lessons Learned and Recommendations

Design and/or planning	The technical assistance (TA) design was <i>highly effective</i> in delivering the intended outcomes as activities were planned systematically and sequentially. State-level interventions, such as gender budgeting action plans and capacity-building strategies, were developed and customized based on thorough assessments. However, the TA could have been further enhanced by (i) avoiding outcome indicator (b) that is not directly linked to the TA results chain; (ii) adopting a standardized approach for scoping studies to ensure comprehensive coverage of the entire public financial management (PFM) cycle in these reviews; (iii) reviewing central–state fiscal transfers and the devolution of funds to state governments from a gender perspective; (iv) creating knowledge products to guide gender budgeting efforts in indivisible sectors, such as infrastructure; (v) establishing a center of excellence for gender budgeting-related research, expenditure reviews, and capacity building; (vi) deepening gender budgeting work at the municipal level (fourth tier of governance); and (vii) forming partnerships with
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<sup>14</sup> Government of India, Ministry of Women and Child Development. 2021. [Annual Report 2020-21](#); 2022. [Annual Report 2021-22](#); and 2023. [Annual Report 2022-23](#).

<sup>15</sup> The gender budgeting scheme aims to enhance the capacities, knowledge, and skills of government officials and stakeholders in integrating gender considerations into planning and budgeting across various sectors. It seeks to promote and advance gender budgeting at the central, state, and district levels. [https://wcd.gov.in/documents/uploaded/1717667584\\_ASAJHGGUyj.pdf](https://wcd.gov.in/documents/uploaded/1717667584_ASAJHGGUyj.pdf)

	state-based civil society groups, particularly budget groups, to enable effective civil society engagement from the pre-budget phase to implementation.
Implementation and/or delivery	The implementation modality, involving state government departments as nodal implementing agencies, and embedding state coordinators within these departments, significantly improved coordination. The state coordinators, with technical expertise, ensured quality inputs and effectively resolved state-specific issues in a timely manner. However, fund disbursements were impacted during the pandemic. Therefore, a review of deliverable-linked disbursements from a contingency perspective (such as the COVID-19 pandemic) and recommendations on adaptive systems and measures to overcome similar scenarios in the future, would be valuable. In addition, engaging sector and thematic experts directly could have improved the quality of the inputs and timely completion of activities.
Management of staff and consultants	The management of staff and consultants was satisfactory. Consulting firms and individual consultants provided quality reports in a timely manner and effectively managed the TA activities. However, the engagement of individual experts for research-related work could have added more value to the quality of the reports and ensured the timely delivery of outputs.
Knowledge building	The TA project resulted in a comprehensive repository of knowledge products related to gender budgeting capacity building, a compendium of good practices, sector-based reviews, and state-specific assessment reports. However, the inclusion of sector-based checklists and guidance notes for the practical application of gender mainstreaming and budgeting in ADB-assisted projects, as well as in state-based sector plans, would have added more value to the knowledge management component of the assistance.
Stakeholder participation	Stakeholder participation and engagement was satisfactory throughout the TA project's implementation. However, civil society, especially state-based budget groups, could have been more effectively leveraged and engaged. Close collaboration with key departments, particularly the finance departments in each participating state, should have been prioritized for the budget call circulars (BCCs) and gender budget statement (GBS)-related components. Also, the TA project could have benefited from ensuring the engagement and leadership of the central ministries in the sector-based reviews. This would have enabled the sector ministry's ownership, ensured its help in finalizing the methodology, facilitated timely data sharing, and ensured that recommendations were followed through.
Partnership	Civil society partnerships and close coordination with other development agencies working on public financial management reforms and gender budgeting would have enabled cross-learning and provided additional support.
Replication and/or scaling up	Learnings from this TA project can be used to deepen gender budgeting efforts at the fourth tier of governance. The reform-linked conditional transfers in the flagship schemes of the Government of India, as well as those for urban local bodies, should be reviewed through a gender budgeting lens to effectively mainstream gender under the conditions that guide fund transfers.
Post-TA financial resource	The MWCD will require further support to sustain e-governance platforms and tools, which were developed under the TA.
Other lessons	Piloting sector-based recommendations in agriculture, rural development, and skills development to guide the design of investment projects in these sectors would have been useful in creating a good practice case study.

### Follow-Up Actions

As part of the post-performance evaluation, the status of implementation of state-based action plans, a compilation of state departments' good practices and effective functioning of the state-constituted monitoring bodies, and that of the IDMCs will be of value. The TA project's achievements will also be highlighted in the CPS final review.

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### DESIGN AND MONITORING FRAMEWORK

**Impact:** Greater gender benefits through government schemes and programs.

Results Chain	Performance Indicators with Targets and Baselines	Achievements
<b>Outcome</b> Institutional capacities in gender budgeting and gender mainstreaming of state departments and executing and implementing agencies of ADB-assisted projects enhanced.	a. At least three of the four participating state governments (Andhra Pradesh, Himachal Pradesh, Madhya Pradesh, and Manipur) took measures to refine and strengthen gender budgeting and gender mainstreaming. (2019 baseline: 1)	a. <b>Exceeded.</b> All four (100%) participating states adopted measures to refine and strengthen gender budgeting and gender mainstreaming. <sup>a</sup>
	By 2024: b. Executing and implementing agencies of at least 70% of the ADB-gender mainstreamed portfolio in the four participating states allocated resources for the implementation of the gender action plan. (Baseline: Not applicable)	b. <b>Achieved.</b> Executing and implementing agencies of all (100%) the ADB-gender mainstreamed portfolio in the four participating states allocated resources for the implementation of the gender action plans. <sup>b</sup>
<b>Outputs</b> 1. Gender budgeting mechanisms refined and strengthened.	1a. By 2021, a scoping study report prepared for each of the four states, containing recommendations to strengthen gender budget mechanisms. (2019 baseline: 0)	1a. <b>Achieved.</b> Individual scoping studies were conducted and reports were prepared. Based on the scoping studies' recommendations, state-specific action plans were finalized and endorsed by the nodal departments. <sup>c</sup>
	1b. By 2021, format and methodology of gender budget statement in Andhra Pradesh, Himachal Pradesh, and Manipur finalized. (2019 baseline: Madhya Pradesh)	1b. <b>Achieved.</b> Andhra Pradesh, Himachal Pradesh, and Manipur finalized and endorsed their gender budget statement (GBS) methodology and format. The templates, with instructions for filling budget data, are included in the budget call circulars (BCCs) in the three states as part of the annual budget process.
2. Knowledge products, including customized training modules developed.	2. By 2022, training modules and knowledge products with sectoral focus (Energy, Transport, Urban, Skills Development, Health, Agriculture, and Rural Development) developed. (2019 baseline: Not applicable)	2. <b>Achieved.</b> A consolidated training kit inclusive of a training manual, frequently asked questions, and a compendium of good practices were developed, published, and disseminated. Three sector-related expenditure reviews were completed, and policy briefs were also developed covering agriculture, rural, and skills development sectors.
3. Gender budgeting capacities of government stakeholders strengthened.	3a. By 2022, level of knowledge and skills and training needs in gender budgeting of relevant stakeholders in the four states identified. (2019 baseline: Not applicable)	3a. <b>Achieved.</b> Training needs assessments (TNAs) were conducted in all four participating states covering 231 government officials, including 141 (61%) females. <sup>d</sup>
	3b. By 2022, capacity development strategy prepared for all four state governments.	3b. <b>Achieved.</b> Individual capacity development strategies were developed and endorsed by all four participating

Results Chain	Performance Indicators with Targets and Baselines	Achievements
	(2019 baseline: Not applicable). Appendix 1	states. Administrative staff of state training institutes were identified for routine trainings and gender budget capacity-building programs were included in their training curriculum and calendars.
	3c. By 2023, gender budgeting capacity development program for officials of relevant departments (two training programs per state) developed and organized in the four states. (2019 baseline: Not applicable)	3c. <b>Achieved.</b> A total of eight training programs (two per state) were organized, benefiting 296 state government officials: 61 from Andhra Pradesh, 71 from Himachal Pradesh, 67 from Madhya Pradesh, and 97 from Manipur. Among the participants, 175 (59.1%) were female.
	3d. By 2023, 50% of workshop/training participants reported enhanced capacity to undertake gender budgeting. (2019 baseline: Not applicable)	3d. <b>Exceeded.</b> Pre- and post-training assessment questionnaires were administered in each training program. Overall, 211 (78.5%) participants reported an enhanced understanding of gender budgeting concepts and processes while 214 (79.6%) participants noted improved clarity in populating gender budget data in the BCCs, enabling them to prepare GBS post-training.
4. E-governance tool developed	4a. By 2023, requisite material for e-governance tool prepared. (2019 baseline: Not applicable)	4a. <b>Achieved.</b> The requisite material for three e-governance tools was developed and endorsed by the Ministry of Women and Child Development. <sup>e</sup>

### Actual Key Activities with Milestones

#### 1. Gender budgeting mechanisms are refined and strengthened.

- 1.1. Conduct state-specific gender budgeting baseline assessment and/or scoping studies (Q4 2020). **Actual:** Scoping studies conducted and endorsed by the nodal departments for gender budgeting in all four TA participating states.
- 1.2. Disseminate and share the findings of the scoping studies with important government stakeholders (Q1 2022). **Actual:** Findings of the scoping studies were presented in a National Consultative Meeting on "Advancing Gender-Responsive Budgeting in Select States of India."

#### 2. Knowledge products, including customized training modules, developed.

- 2.1. Conduct research and/or expenditure reviews on select sectors and thematic focus areas (Q1 2022). **Actual:** Sectoral research studies were conducted on agriculture and skills development in three TA participating states, and on rural development in two TA participating states.
- 2.2. Develop evidence-based and customized resources and/or training material and policy briefs (Q3 2022). **Actual:** Consolidated training kits were developed on gender budgeting that comprised (i) a training manual, (ii) frequently asked questions, (iii) booklet of good practices to advance gender budgeting in India, and three policy briefs with sectoral focus (agriculture, rural development, and skills building) were also developed.
- 2.3. Pilot-test the modules to assess their efficacy and make relevant changes (Q2 2022). **Actual:** Training tool kits were pilot-tested in TA participating states with 194 participants.
- 2.4. Conduct advocacy work with respective state sectoral departments to officially adopt the modules for staff routine trainings (Q1 2023). **Actual:** Advocacy work was conducted.

#### 3. Gender budgeting capacities of government stakeholders strengthened.

Results Chain	Performance Indicators with Targets and Baselines	Achievements
<p>3.1. Conduct a training need assessment (TNA) of relevant stakeholders (sector departments and executing and implementing agencies of ADB projects) and analyze the TNA report (Q2 2022). <b>Actual:</b> TNA was conducted with 231 participants, including 141 women (61.03%) from TA participating states.</p> <p>3.2. Prepare a capacity development strategy with well-defined outputs and deliverables and seek endorsement by the respective state governments (Q1 2023). <b>Actual:</b> Capacity development strategy for all four states developed and endorsed by nodal departments for gender budgeting.</p> <p>3.3. Develop training/workshop calendar and organize programs (Q4 2022). <b>Actual:</b> A training calendar was developed, and eight trainings were organized for 296 officials from the four TA participating states.</p> <p>3.4. Map a state-specific gender budgeting index in India and lateral learning programs to learn from good models (Q1 2023). <b>Actual:</b> Gender budgeting journeys of 10 states and gender budget statement (GBS) formats and methodologies of 11 states were compiled as booklets.</p> <p>3.5. Administer pre- and post-assessment questionnaire and other evaluation tools to assess training impacts (Q4 2022). <b>Actual:</b> A comparative assessment of the pre- and post-assessment survey was completed by 210 officials who were trained.</p> <p>3.6. Organize a panel discussion as a side event at the Group of 20 Summit (Q3 2023). <b>Actual:</b> Ministerial Conference on Women Empowerment (G20 MCWE) Side Event “Beyond 2025—Three Bold G20 Gender Equality Action Areas” was conducted, attended by 63 government officials and gender budgeting experts.</p> <p><b>4. E-governance tool developed.</b></p> <p>4.1. Develop partnership with relevant stakeholders to study good practices in e-governance (Q4 2020). <b>Actual:</b> Eight bilateral meetings were undertaken with a range of stakeholders.</p> <p>4.2. Study successful information and communication technology (ICT) models for women that can be replicated (Q1 2021). <b>Actual:</b> A total of 31 national and international good practices on gender mainstreaming and gender budgeting were documented.</p> <p>4.3. Conduct consultations with women groups to ensure accessibility of the tool (Q1 2021). <b>Actual:</b> A “National Consultation on Good Practices: Gender Budgeting and Gender Mainstreaming” was organized with the Ministry of Women and Child Development (MWCD) to share innovative practices, including using ICT mechanisms to achieve gender equality. The draft architecture of tool was presented in consultation with nodal gender budget departments in the three TA participating states.</p> <p>4.4. Prepare the content of the e-governance tool (Q3 2022). <b>Actual:</b> Design and content of the “Gender Budget Dashboard” were developed and endorsed by the MWCD.</p> <p>4.5. Develop the Nutrition Index in line with the Gender Indicator Mapping Tool (GIMT) (Q2 2023). <b>Actual:</b> The nutrition index was developed and endorsed by the MWCD.</p> <p><b>TA Management Activities</b></p> <p>– Recruit an international consulting firm (Q3 2020). <b>Actual:</b> The firm was recruited.</p> <p>Establish the project management unit (PMU) (Q1 2020). <b>Actual:</b> The PMU was established.</p>		
<p><b>Actual Inputs</b></p> <p>Japan Fund for Prosperous and Resilient Asia and the Pacific (JFPR): \$2,000,000.00</p> <p>Note: The government will provide counterpart support in the form of meeting venues, access to data, and information staff time to (i) review the outputs of consultants, (ii) conduct periodic field visits, and (iii) other in-kind contributions.</p>		

TA = technical assistance, Q = quarter.

Source: Asian Development Bank.

a. These include the following:

- **Strengthened institutional processes.** Enhanced gender-responsive planning and budget allocations by incorporating gender considerations into sector planning process, the Budget Call Circulars (BCCs) and introduction of the Gender Budget Statement (GBS) in Andhra Pradesh, Himachal Pradesh, and Manipur. In Madhya Pradesh, documentation and monitoring of gender-based allocations were improved by enhancing instructions in the BCCs and line departments' budget presentation in the GBS that was published with the annual budget.

- **Creating institutional structures for improved coordination, planning and monitoring.** Gender budget cells (GBCs) with well-defined mandate and role constituted in all four participating states. Interdepartmental monitoring committees (IDMCs) were also established in all four participating states and government orders were published to notify the same. The key objective of the monitoring committees is to review the progress on state-specific action plans.
  - **Sustained individual and institutional capacities.** The TA project supported the creation of a pool of master trainers and developed customized training modules, ensuring that the resources for future capacity-building programs will be readily accessible. Also, gender budget trainings are integrated into the training curriculum of state training academies (administrative staff colleges) in all four participating states, ensuring the regular inclusion of these programs in department staff trainings. These measures will sustain individual and institutional capacities in gender budgeting and gender mainstreaming.
  - **Civil society engagement to enhance budget accountability.** Pre-budget consultations were organized in partnership with the state departments and civil society groups in all four participating states. This enabled enhanced accountability toward gender-based plans and allocations. It also created awareness on gender budgeting and civil society role in the budget process.
- b. Six ADB-assisted projects in the TA participating states, designed during the TA implementation period, allocated budgets for the implementation of all gender action plans (GAPs), as covenanted in the loan agreements. Two critical enablers contributed to this outcome: (i) capacity building of executing and implementing agencies, and (ii) gender responsive budgeting (GRB)-related institutional changes at the state level. These factors ensured that ADB-supported projects incorporated enhanced gender design features and related budgetary allocations, reflecting an indirect yet significant influence of the TA's initiatives. The trainings under the TA project built the GRB capacities of the government stakeholders and created the necessary understanding of gender mainstreaming and budgeting across sector allocations. These projects included improved gender design elements, incorporated unique design features, and promoted innovative models.

Year Approved	Gender Categorization	State	Project	Unique Gender Mainstreaming Design Features
2020	Effective gender mainstreaming (EGM)	Madhya Pradesh	Madhya Pradesh Urban Services Improvement Investment Project (Additional Financing)	The gender action plan (GAP) includes safety audits to identify hot spots posing a safety threat to women and girls in public spaces and the constitution of gender budget cells (GBCs) with adequate funding and human resource.
2021	EGM	Multistate, including all TA states	Responsive COVID-19 Vaccines Support Under the Asia-Pacific Vaccine Access Facility	The GAP design included a gendered analysis of the vaccination data generated by Co-WIN dashboard, and development of action/policy brief based on the analysis to support gender equality and social inclusion (GESI)-responsive planning and decision-making to roll out the program.
2022	EGM	Himachal Pradesh	Himachal Pradesh Rural Drinking Water Improvement and Livelihood Project	Under institutional capacity building, this project proposed to establish GBCs and provide gender responsive budgeting (GRB) trainings to government stakeholders. These initiatives aim to enhance gender-sensitive design and improve budgetary allocations in critical sectors such as water, sanitation, and livelihood interventions. By building capacity and raising awareness, the objective is to ensure that policies and financial planning are more inclusive and responsive to the needs of women and marginalized groups. The GAP also includes participatory water audits.
2023	EGM	Himachal Pradesh	Himachal Pradesh Subtropical	The gender design promotes quality jobs for community horticulture

			Horticulture and Value Addition	production and a marketing association with female members, particularly under management roles.
2023	EGM	Madhya Pradesh	Enhancing Connectivity and Resilience of the Madhya Pradesh Road Network Project	The GAP included innovative design features, such as strengthening gender parity in private partners' institutional and operational strategies, and implementation of an internship program for women to pursue nontraditional vocations in the sector. Budgets were earmarked for the gender parity component.
2023	EGM	Andhra Pradesh	MFF: Visakhapatnam-Chennai Industrial Corridor Development Program (Tranche 2)	The GAP design addressed issues that are specific to gender-based violence, sexually transmitted infections, and the risks and benefits associated with infrastructure projects, particularly for women and children. It also promotes knowledge management to enhance gender equality and social inclusion (GESI) principles in integrated industry–urban planning. It also provides guiding principles for inclusive urban infrastructure and industrial housing within project-influenced nodes, ensuring that the needs of vulnerable populations are prioritized in development initiatives.

- c. All four participating states finalized and endorsed time bound action plans for gender budgeting. The action plans provide a road map for deepening gender budgeting initiatives in each state. These action plans are closely monitored by interdepartmental monitoring committees (IDMCs) constituted in each TA participating state.
- d. State-specific training needs assessment (TNA) reports were prepared and based on the TNA findings, customized trainings were planned for the state departments.
- e. Three e-governance tools were developed and endorsed by the Ministry of Women and Child Development (MWCD), Government of India. These include (i) a gender budget dashboard, (ii) a gender indicator mapping tool that provides data on key gender indicators from sectoral datasets on one common platform, and (iii) a nutrition index. The gender indicator mapping tool was included as a minor change requested by the MWCD to expand the scope of output 4 on e-governance tools. The gender indicator mapping tool is built on the *Beti Bachao Beti Padhao* (BBBP) (Save girl child and educate girl child) scheme of the Government of India. BBBP is a comprehensive flagship initiative that aims to empower women and girls through a life cycle continuum approach.

**TECHNICAL ASSISTANCE COST****Table A2.1: Technical Assistance Cost by Activity**  
(\$ '000)

Item	Amount		Actual	Unused
	Original	Revised		
1. Consultants	1,360	1,244	1,195.33	48.67
2. Goods	0	0	0	0
3. Training, seminars, and/or conferences	440	510	383.57	126.43
4. Surveys	80	190	185.77	4.23
5. Miscellaneous TA administration	20	30	0	30
6. Pilot testing	0	0	0	0
7. Contingency	100	26	0	26
<b>Total</b>	<b>2,000</b>	<b>2,000</b>	<b>1,764.67</b>	<b>235.33</b>

TA= Technical Assistance.

Source: Asian Development Bank estimates

**Table A2.2: Technical Assistance Cost by Financier**  
(\$ '000)

	JFPR	Total Cost
1. Original	2,000.00	2,000.00
2. Revised	2,000.00	2,000.00
3. Actual	1,764.67	1,764.67
4. Unused	235.33	235.33

JFPR = Japan Fund for Prosperous and Resilient Asia and the Pacific.

Source: Asian Development Bank estimates

## PHOTOGRAPHS - TRAININGS AND WORKSHOPS



JFPR branding and logo was ensured in all the reports and resource materials that were disseminated during the trainings and workshops.



National Consultation on Good Practices: Gender Budgeting and Gender Mainstreaming organized on 10 May 2022 in New Delhi.



(i) Lateral learning program on Gender Responsive Budgeting (North/North–East Zone) organized on 22–23 September 2022 in Guwahati, and (ii) National Seminar on Gender Budgeting in Select Sector (Rural Development and Agriculture) organized in August 2022 in New Delhi.





State-Level Training on Gender Responsive Budgeting organized on 28–29 July 2022 in Madhya Pradesh.



Workshop on Training of Trainers (Central and South Zone) organized on 28 February to 2 March 2023 in Bhopal.



International Training of Trainers (ITOT) workshop on Gender Budgeting organized on 2–4 November 2022 in Goa.