REFERENCE MATERIAL
FOR GENDER MAINSTREAMING
IN PRIVATE SECTOR DEVELOPMENT

Reference Material for Gender Mainstreaming in Private Sector Development

The Japan International Cooperation Agency (JICA) aims to achieve gender equality and women's empowerment through gender mainstreaming in its development projects. Gender mainstreaming in development projects refers to the incorporation of a perspective that promotes gender equality and women's empowerment in all stages of a project (i.e., planning, implementation, and monitoring and evaluation). Gender mainstreaming enhances the effectiveness of the JICA's projects by addressing different issues and needs of the people of any gender and hence contributes to the realization of an inclusive society, where everyone can fulfill their potential. In private sector development, gender mainstreaming will contribute to the human rights protection of diverse people, such as women, and capacity development of all business persons, employees, and consumers. It aims to facilitate the development of industries and business environments to achieve a society where everyone can achieve their full potential. Thus, gender mainstreaming is expected to enable robust private sector development.

> **Gender** is a term that refers to socially and culturally constructed attributes associated with being female or male. Many societies not only categorize humans as "female" or "male" based on biological features but also give specific values to each and prescribed their respective roles and behaviors. Thus, gender not only refers to "sex" in a biological sense but also associates sex with specific roles and behaviors expected to women and men by society.

> **A perspective of gender (or gender perspective)** is a perspective that focuses on gender issues, needs, and impacts arising from the different social roles and power relations of women and men in all spheres of the society, including policies, programs, institutions, and organizations. In development projects, this perspective is indispensable to deliver equitable benefits to women, girls and all other beneficiaries regardless of their gender.

Purpose of Reference Material

The Reference Material serves as a guide for all stakeholders of JICA's projects to understand gender issues, the importance of gender mainstreaming in private sector development, and sample methods of how to incorporate a gender perspective into each stage of a project cycle.[i] The Material especially focuses on the following three sub-sectors selected in accordance with JICA's project strategies and priority issues.

(1) Development of entrepreneurs and businesses

Examples of activities: Support for facilitating the growth of companies in developing countries by establishing technical support systems for capacity development of production and business management, such as *kaizen*, development of new businesses and products, and business start-up; support for accelerating the growth of companies through improved financial access and building linkages with companies in developed countries (e.g., manufacturing companies and financial institutions).

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[i] It must be noted that involvement of men is important for addressing gender issues, and also gender issues faced by men must be addressed in the efforts for transforming patriarchy. Capturing and addressing gender issues faced by other genders (other than 'women' and 'men') are also important in gender mainstreaming.

(2) Promotion of investment and industry

Examples of activities: Support for active policymaking and policy implementation by developing country governments to promote investment and industry while facilitating the improvement of the business environment by the governments; support for industrial diversification and upgrading through promoting growth and innovation of local companies, including start-up support; strengthening linkages between local and Japanese companies by tapping Japanese companies' technology and experience, and JICA's development assistance assets, such as Japan Centers and investment and industrial promotion hubs including special economic zones.

(3) Sustainable tourism development

Examples of activities: Comprehensive support for sustainable tourism development that can multiply positive impacts by contributing to employment creation, GDP increase, and rapid growth of the tourism industry as well as control negative impacts.

How to use Reference Material

Chapter 1. Major gender issues and their causes in private sector development

This chapter outlines five major gender issues and their causes that must be understood for gender mainstreaming in private sector development: (1) the relationship between macro level policy assistance and gender, a common theme throughout the private sector development, and (2) business environments of women entrepreneurs and women-owned businesses, (3) women's decision-making, (4) women's education and training opportunities, (5) employment of women, (6) the tourism industry, and (7) gender-based violence in the workplace.

(1) Economic and industrial policies lack gender perspective

Policies and systems related to private sector development, such as industrial development policies, small and medium enterprise (SME) promotion policies, and business environment development policies, may seem unrelated to gender; however, any policy has impacts on the lives of individuals, and such impacts can be experienced differently depending on gender of the person. For example, when the business registration process is too complicated and time-consuming, women who must perform both unpaid domestic work and income generating activity might decide to remain in the informal sector due to the time constraint.[1] As a result of foreign direct investment promotion focused on Southeast Asia, the number of women in employment has increased, along with the development of export-oriented industries, such as textiles and electronics, operating large factories in developing countries as part of global assembly lines. On the other hand, these factories employ many women for unskilled labor and this has pushed women into low-paid employment. In some cases, as industrial upgrading continues, employment opportunities shift from unskilled women with limited training to trained men.[2] For the SME sector in Vietnam, where many women work as business owners, the value-added tax (VAT) on purchase was found to be higher in sectors where there were a higher concentration of female owners compared to other sectors where male owners are a majority.[3] When women lack Internet access and ICT skills relative to men, they may have difficulty in using a system such as digitalized customs clearance, and would be unable to benefit from it. Investment and information management systems can seem gender neutral, however, there is still the possibility of women and men benefiting differently, where companies owned by men may be prioritized as an investment destination due to the unconscious bias held by investors and male-dominated networks in the industry. It is necessary to understand how policy implementation influences individual women and to implement policies and strategies that can avoid negative gender impacts and contribute to gender equality. Otherwise, policies may unintentionally widen the gender gap.[4]

(2) Female entrepreneurs and managers often operate in disadvantaged business environments

There are many women entrepreneurs who started their business due to the lack of opportunities to work in the formal sector.[ii] Nonetheless, women face more obstacles than men in starting and managing businesses; globally, the number of women entrepreneurs is only 75% of that of men.[5] According to a World Bank report, women can enjoy only 75% of men's legal rights[iii]

[ii] Among women entrepreneurs, those who started their businesses out of necessity account for 42% in Sub-Saharan Africa, 32% in Latin America and the Middle East, and 23% in Asia. Globally, the proportion of such women is 20% higher than that of men. PROPARCO (2020) Private Sector Development. https://www.proparco.fr/en/ressources/private-sector-and-development-harnessing-private-sector-reduce-gender-inequality (Accessed February 10, 2022)

[iii] The report collects information on 35 data points (questions) under 8 indicators such as mobility, workplace, pay, and entrepreneurship. For example, under entrepreneurship, there are four questions: "Does the law prohibit discrimination in access to credit based on gender?" "Can a woman sign a contract in the same way as a man?" "Can a woman register a business in the same way as a man?" and "Can a woman open a bank account in the same way as a man?"

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globally (50% in the Middle East and North Africa).[6] This greatly influences the business environment in which women companies[iv] operate, including their financial access. In countries where laws and customs limit women's land ownership, women entrepreneurs and business owners without land ownership have limited access to financial services that require land as collateral.

Gender bias in society also negatively affects women's access to financial services. Loan officers may underestimate the creditworthiness of women loan applicants.[7] Moreover, in pitching events, where entrepreneurs present their business plans to investors to solicit investment, businesses presented by men tend to be prioritized because of the investors' gender bias.[8] A study in Ghana reported cases in which a client canceled his order or contract once he learned his business partner was a woman; a businesswoman faced an incident where a customer rejected to pay for the items she sold in her shop because of her gender.[9]

Further, the networks of chambers of commerce and industry associations and groups are male-dominated, and often work against women. There are very few role models for women entrepreneurs, and women outside the circle do not have many opportunities to understand or learn business practices.[10]

(3) Women have limited decision-making power in different situations, from the production floor to the industry associations

Although more women are being promoted to management positions, the number remains low. In many countries, very few women are found at high positions.[v] Often, men take the leadership of labor unions of export-oriented textile factories, where the majority of the workers are women. Preconceptions of male as a leader and income provider,[11] and women to focus on housework are some of the underlying reason to why women are not considered.[vi] With a limited number of female engineers and managers and their voices being restricted, it may be difficult for women's voices to be incorporated in a bottom-up process such as 5S and *kaizen*.[12] Companies may lose the chance for growth because of limited participation of women in management decision-making.[13] Additionally women's voice are rarely reflected in the decisions of industry associations due to the small number of women in the business circle.[14] As a result, women's participation in government dialogue with industry associations[vii] and in the latter's decisions tends to be limited.[15]

(4) Women have limited access to information, education, and ICT training

In many developing countries, women have lower levels of education than men and this education gap also impacts their business operation. For example, in cross-border trade in Sub-

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[iv] There is no universal definition of "women's company," but this document supposes companies with women as a decision-maker as a business owner and/or women managers/co-managers (women-owned or women-managed companies).

[v] Women occupy 10.5% of middle management and 5.1% of top management. In addition, women are often assigned to the management positions for human resources or general affairs while the management positions, such as those for operation and research, are occupied by men. This is also part of the reason for limited number of women in top management. ILO (2019) Women in business and management: the business case for change. pp.42-46.

[vi] Limited promotion of women leads to gender pay gap. Although women's labor participation has improved, women's job opportunities for high paying companies and posts have not increased. In Sub-Saharan Africa, gender pay gap in the non-agricultural sector is estimated at 30%; this means that in manufacturing, services and trade sectors, women earn only 70 cents when men earn one dollar. UNDP (2016) Africa Human Development Report. https://www.undp.org/sites/g/files/zskgke326/files/publications/UNDP_Tok_AfHDR_20160828.pdf (Accessed February 10, 2022)

[vii] This means that women entrepreneurs and business owners' voices, and the issues they face, may not reach policymakers, and progress in improving women's business environment would be slow.

Saharan Africa, women with low literacy levels are subject to unjustifiable charges because they lack information.[16]

Influenced by rigid perceptions of the gender division of labor, few women study in the fields of science, technology, engineering, and mathematics (STEM).[17] Further, a much lower percentage of female students in STEM than men can find an engineering job in related professional areas. In Chile, only 17% of the women who had studied STEM found an engineering job, while 80% of the men did. In Costa Rica, the National Training Institute conducted a study on women graduates who had accepted science-related occupations. The report provided reasons why women graduates found it difficult to pursue professional careers. These include lack of experience, transfer and business trips required for the job, continuation of studies, and the belief that scientific areas are considered men's specialties.[18] Thus, women's labor force is not fully utilized in the economic activities of the private sector, including the production floor.

Despite rapid growth in marketing and trade using ICT recently, there is a digital divide between women and men in terms of ICT access and mobile phone ownership. Globally, the percentage of women with Internet access is 12.5% lower than that of men. Women who use the Internet in developing countries are only 15% of all women (86% in developed countries).[19] The high price to get connected, the education gap between women and men, and socioeconomic constraints are the reasons for this situation.[viii] As a result, women business owners cannot benefit from ICT technology in the same way as men, and they are disadvantaged in digitalized business-related procedures such as business registration or payment processing, or have missed out of overseas business and matching opportunities.[20]

(5) Women's employment tends to be more vulnerable than men's

In many countries, women's employment tends to be more vulnerable than men's.[21] Especially in developing countries, many women are employed in the informal sector with unstable income and working conditions. According to research by the International Labor Organization (ILO), more women than men are found in the informal sector in more than 90% of the countries in Sub-Saharan Africa, more than 89% in Asia, and more than 75% in Latin America. Among them, many women work as family workers who are in an especially vulnerable position because they are often unpaid.[22] However, as described in (1) and (2) above, it is not easy for them to shift to the formal sector.

Even in the formal sector, employment of many young women as unskilled laborers in export-oriented industries, such as those producing textiles and electronics in Southeast Asia, is not always stable because companies' revenues are dependent on export sales.[23] Across industries, more women work part-time than men.[ix] This is due to lower levels of education among women, preconception about occupational segregation by gender, and the belief that men are breadwinners and women are in supplementary roles since they have to spend much time on domestic work.[x] As

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[viii] Preconception that possession of a mobile phone makes it easy for young women to have an inappropriate relation with men, or get harassed and their reputation damaged; that married women should spend time on caring their family members. Barboni, G. et al. (2013) A Tough Call: Understanding barriers to and impacts of women's mobile phone adoption in India. pp.17-18. https://epod.cid.harvard.edu/sites/default/files/2018-10/A_Tough_Call.pdf (Accessed April 1, 2022)

[ix] The percentage of women part-times among women is higher than that of men. In Europe, women part-timers occupy 50% and men part-timers 31% in 2020. The figure of Latin America and the Caribbean for women is 38% and 22% for men. Among OECD countries, 45% for women and 27% for men. World Bank Open Data. Part time employment, female (% of total female employment) と Part time employment, male (% of total male employment) (Accessed March 29, 2022)

[x] According to Africa Human Development Report 2016, women spend twice as much as time of men for child rearing, caring for the elderly, cooking, cleaning, and fetching water and fuelwood. (UNDP (2016) Africa Human Development Report 2016. p.4.)

a result, women have constraints in working for jobs requiring business trips and long hours of work. Women are forced to work in the informal sector or part-time jobs, which impedes the realization of decent work.

(6) Women's status in the tourism sector is relatively low and vulnerable

The tourism sector tends to have higher employment of women compared to other sectors. With 54% of employees' being women,[24] the number of women business owners within travel and tourism is also high.[25] However, the issues faced are as of any other industries.[26] Women in the tourism industry are often in informal employment of an unstable nature, without specified working conditions, temporary contracts, and fluctuations between peak- and off-season. High percentage of women are found working in vulnerable occupations such as sales, hospitality, and cleaning, compared to technical jobs such as translators.[27] In addition, the working hours in the tourism industry are irregular and often long. Some workers have unstable incomes, dependent on tips from customers, apart from tough working conditions.

The COVID-19 pandemic has made it extremely difficult for the tourism and hospitality industries to operate, especially for small and medium companies.[28] Globally, the employment of 100 to 120 million people in the tourism sector and more than 140 million people in the food and accommodation sector are affected.[29] With high number of female workers found in the accommodation and food sector, the employment and the livelihood of women are at risk.[30]

(7) Sexual and gender-based violence (SGBV) occur in the workplace

SGBV, including sexual harassment, occur in workplaces. A study on textile factory workers by an International NGO, CARE, in 2016 reported that one in three women workers experienced sexual harassment in the last 12 months.[31] Female managers and business owners also suffer from SGBV. Women cross-border traders in Africa experience SGBV such as sexual harassment and rape inflicted by traders, guards, and government officials.[32] Globally, more women than men experience a demand for bribery and sexual harassment.[33]

Female workers in the service industry, who need to directly deal with customers, can be prone to sexual harassment. Among the service industries, workers in the tourism industry are at substantial risk.[34] Perpetrators of sexual harassment are mainly customers, but they also include managers and co-workers. A study targeting 68 hospitality training graduates in the UK in 1998 reported that 44% of them had experienced violence in the workplace. Half of the respondents mentioned gender and age (i.e., being women and young) as factors that made them soft targets.[35] Both workers and guests can be victims of sexual violence.[36] With a firm stand on zero tolerance on any forms of violence, there is also an increasing amount of recognition on the serious economic damage to individuals, organizations, and society in relation to work place violence.[37]

Chapter 2. Importance of gender mainstreaming in private sector development

Following the gender issues and their causes presented in the previous chapter, this chapter explains the importance of a gender perspective in development projects from two aspects: realization of gender equality and women's empowerment, and increase of development effectiveness. It also outlines international frameworks for achieving gender equality in private sector development.

2-1 Why is gender mainstreaming important in private sector development?
(1) Gender mainstreaming can contribute to realizing decent work

Decent work, full and productive employment with dignity is each individual's right as upheld in Goal 8 of the Sustainable Development Goals (SDGs). Engagement in economic activities including business management, without experiencing gender inequality and discrimination, is a manifestation of this right. Therefore Gender equality in private sector development policies and undertakings is essential to realizing a sustainable society with no one left behind aimed at in the SDGs. In addition, by solving the issues discussed in the previous chapter, gender mainstreaming is expected to contribute to enhance economic development effects, as described below.

(2) Promotion of gender mainstreaming in the private sector can facilitate economic growth

Currently, 40% of employees worldwide are women. Especially in developing countries, women play an important role in some industries that make significant contributions to the national economy, such as export-oriented industries (e.g., textile and garment factories) and tourism, which earn foreign currency, as well as agriculture and other primary industries.[38] However, women's labor participation rate is lower than men's worldwide,[xi] and they fail to achieve their full potential because of the rigid perception of the gender division of labor. Therefore, gender mainstreaming is crucial for economic growth. If gender equality is realized and women can make full use of their capacity, it is estimated that the global GDP in 2025 reach at USD 28 trillion.[39]

Women can also contribute to economic growth and job creation as consumers with purchasing power and as decision-makers in businesses and the households.[40] For a consumer market that caters to women,[xii] one of the important markets in the private sector, female managers and workers who understand women's needs can drive the development of services and products. Thus, women's empowerment can promote a positive cycle in economic development.

(3) Gender mainstreaming can advance diversity and lead to innovation

Companies with elevated levels of diversity can tap into their employees' knowledge, experiences, and approaches to create and innovate to meet diverse and ever-changing market needs.[41] According to a study conducted in five developed countries and two developing countries, companies with highly diversified management teams gained innovation revenue, [xiii] which accounted for 45% of the total revenue, while companies with low diversity gained only 26%.[xiv] As a result, companies with highly diversified management had higher earnings before interest and taxes (EBIT).[42] A Morgan Stanley's research in 2016 found that companies with high gender

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xi Women's global labor participation rate in 2020 is 49.5% and 71.3% for men. World Bank Open Data. https://data.worldbank.org/topic/gender?view=chart (Accessed March 30, 2022)

xii Women's spending in 2019 is estimated at USD 31.8 trillion. Catalyst website, Buying Power (Quick Take), dated Apr. 27, 2020. https://www.catalyst.org/research/buying-power/ (Accessed March 13, 2022)

xiii The study defines 'innovation revenue' as the revenue generated by new products and services out of all revenue for the last three years.

xiv The figure of the companies with low diversity is 26%, 19-percent-point lower.

diversity have higher return on equity (ROE) and lower ROE volatility than non-diverse companies in the same sector, indicating higher profitability.[43] These indicate that gender mainstreaming can contribute to company growth as well as promote economic participation of diverse genders.

(4) Gender mainstreaming is used as an indicator to make investment decisions

There is growing understanding that, for sustainable economic development, it is indispensable to utilize women's potential as business owners, workers, and consumers. Thus, gender lens investment or gender smart investment are attracting attention. Gender lens investment is an investment strategy that considers not only business performance but also social and environmental achievement, and emphasizes gender responsiveness, aiming at gender equality and women's empowerment. Gender lens investment aims to contribute to (1) providing women entrepreneurs and business owners with access to financial services; (2) promoting workplace equity such as gender balance, and eliminating gender pay gap and sexual harassment; and (3) promoting products and services that meet the needs of women.[44] It can also examine the commitment and value regarding women's empowerment and quantitative indicators of organizational structure, such as gender balance among the top management.[45] Gender lens investment has been expanding steadily, from USD 100 million in 2014, to USD 240 million in 2018, to USD 340 million in 2019.[46] The number of funds that promote such investment increased from 58 in 2017 to 206 in 2019.[47]

As a result, investors increasingly place importance on companies' efforts to promote gender equality (e.g., establishment of equal and equitable working conditions, sexual harassment prevention) and prevent human rights violations in workplace under their supervision including their suppliers.[48] Companies can raise their corporate value by promoting gender equality and establishing a proper working environment. Gender lens investment expansion is advancing not only in Europe but also in Asia,[49] and the importance of gender indicators for investment decisions and of gender mainstreaming of companies is increasing.

(5) Women's empowerment and sustainable tourism development are mutually beneficial

In the tourism industry, which has more women than other industries do, improvement of labor force participation, income, and business start-ups for women, and development of women's leadership can be expected to facilitate women's economic participation and empower more effectively than in other industries. This is especially true of rural areas with few employment opportunities, where job creation contributes to poverty reduction.[50] Further, in many countries, the gender wage gap for the same job in the tourism industry tends to be smaller than that in other sectors. Thus, it is possible that promoting women's employment in the tourism industry can contribute to a reduction in the gender pay gap of the entire country.[xv]

Recently, tourists' needs are diversified and interest in small-scale green tourism, experience-based tourism, and community-based tourism managed by community members using local resources is growing. This trend gives women, who used to be engaged in tourism as employees of service providers, an opportunity to actively play more important roles in the development of tourism by using their own knowledge, skills, and experiences.

In addition, a study targeting 111 sample countries showed that advancement of gender equality in the tourism industry leads to an increase in the tourist flow and their spending.[51] Thus, the tourism industry is the sector with high potential to advance gender equality and women's

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[xv] According to UNWTO, among 95 countries with available data, the gender pay gap in the tourism industry is smaller than in other industries in 55 countries. UNWTO (2019) Global Report on Women in Tourism – Second Edition. p.36. https://www.e-unwto.org/doi/epdf/10.18111/9789284420384 (Accessed April 25, 2022)

Updated in Jan 2023

empowerment. It can be expected that gender equality and women's empowerment help the development of the industry and increase in its profitability.

2-2 International frameworks to achieve gender equality in private sector development
(1) The 2030 Agenda for Sustainable Development and Sustainable Development Goals (SDGs) (2015)

Gender equality and women's empowerment are considered a prerequisite for achieving the Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development. In other words, gender equality and women's empowerment are the means to realize all 17 goals and 169 targets, and actions for achieving gender equality and women's empowerment are required.

Among the 17 goals, Goal 5, which addresses gender equality and women's empowerment, aims to empower women and eliminate gender-based discrimination and build a society in which all people equally enjoy their rights and opportunities, and share responsibilities. The following is a list of targets of Goal 5, which is related to the agricultural and rural development sector. Relevant points are highlighted in orange.

- 5.1 End all forms of discrimination against all women and girls everywhere.
- 5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.
- 5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.
- 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
- 5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

The table below shows other Goals, Targets and Global indicators relevant to both private sector development and gender equality and women's empowerment, except for Goal 5.

Goal	Target	Global indicator
1. End poverty in all its forms everywhere.	1.4 By 2030, ensure that all women and men, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance。	1.4.2 Proportion of total adult population with secure tenure rights to land, (a)with legally recognized documentation and (b)who perceive their rights to land as secure, by sex and by type of tenure
	1.b Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions.	1.b.1 Pro-poor public social spending
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-,	8.3.1 Proportion of informal employment in total employment, by sector and sex

	small- and medium-sized enterprises, including through access to financial services.	
	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.	8.5.1 Average hourly earnings of employees, by sex, age, occupation and persons with disabilities
	8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.	8.9.1 Tourism direct GDP as a proportion of total GDP and in growth rate
	8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.	8.10.1 (a) Number of commercial bank branches per 100,000 adults and (b) number of automated teller machines (ATMs) per 100,000 adults
		8.10.2 Proportion of adults (15 years and older) with an account at a bank or other financial institution or with a mobile-money-service provider

*: Highlights in orange indicate relevance to achieving gender equality and women's empowerment.

Reference: Prepared based on the information from

https://www.mofa.go.jp/mofaj/gaiko/oda/sdgs/statistics/index.html (Accessed April 20)

(2) Women's Empowerment Principles

In March 2013, the United Nations (UN), the United Nations Global Compact (see below) and the United Nations Development Fund for Women (UNIFEM, which integrated into the United Nations Entity for Gender Equality and the Empowerment of Women in 2011) collaboratively established "Women's Empowerment Principles (WEPs)." The seven principles, as a global standard for private companies addressing women's empowerment, demonstrate how to promote gender equality and women's empowerment in the workplace. These are: "high-level corporate leadership"; "treat all women and men fairly at work without discrimination"; "employee health, well-being and safety"; "education and training for career advancement"; "enterprise development, supply chain and marketing practices"; "community initiatives and advocacy"; "measurement and reporting."[52] Companies that agreed with and signed the WEPs are required implementation and reporting. As of February 24, 2022, 2,181 companies had signed. Private companies expressing their commitment to WEPs can enjoy increased employees' satisfaction, benefit through improvements in productivity and profit generated by new business opportunities through the development of new products and services, and increase brand value which is important for marketing strategies.[53]

(3) United Nations Global Compact

The United Nations Global Compact (UNGC) is an initiative of the UN, private companies, and NGOs, to build a healthy and sustainable global society. On December 20, 2018, the 73rd UN General Assembly adopted resolution A/RES/73/254, "Towards global partnerships: a principle-based approach to enhance cooperation between the United Nations and all relevant partners" to implement actions for SDGs.[54] The resolution states that UNGC encourages the private sector to play an important role in achieving SDGs through its activities, including technological innovation. Article 29 of the resolution also stipulates that UNGC takes the role of promoting WEPs and requests UNGC local networks to "create awareness of the many ways in which business can promote gender equality" in respective localities.[55] The resolution adopted by the 76th General

Assembly on December 17, 2021 (A/C.2/76/L.13/Rev.1) encourages governments to make efforts to improve the business environment for women and request UNGC to promote WEPs.[56]

(4) G7 and G20 leaders' declaration

At the G7 Summit held in Taormina in 2017, G7 countries, adopting the "G7 Roadmap for a gender-responsive economic environment," agreed to "take action to increase the representation of women in all levels of decision-making in political, economic and public life by 2022," and encouraged the private sector to develop positive actions and promote women role models. In supporting women entrepreneurs, the declaration commits to take concrete measures to "facilitate women entrepreneurs' increased access to credit and equity" and "consider strengthening the mainstreaming of gender equality and women's rights and empowerment" in "programs targeting economic and productive sectors."[57]

In the Charlevoix G7 Summit communiqué in June 2018, the G7 leaders "recognized that gender equality is fundamental for the fulfillment of human rights and is a social and economic imperative," confirming the commitment of continuing to work for equal participation in the labor market, full economic participation through reduced gender pay gap, support for women entrepreneurs, recognition of the value of unpaid care work, as well as equal access to quality education and eradication of violence against women and girls.[58]

The G20 Osaka leaders' declaration in 2019 states that, for women's empowerment, it aims to "improve the quality of women's employment," women's labor participation, STEM education, access to training and digital technology, eradication of gender-based violence, abuse and harassment, increase in top female managers in the private sector, gender lens investment, capacity development of women leaders and entrepreneurs, and women's business start-ups.[59]

(5) 2X Challenge: Financing for Women

At the Charlevoix Summit in June 2018, development finance institutions (DFI) of G7 countries launched an initiative called "The G7 2X Challenge: Financing for Women" (the "2X Challenge"). The 2X Challenge aims to multiply the quantity and effects of investment for women through the investment of their own funds of DFI to promote private sector investment contributing to gender equality. The criteria include: 1) women's ownership, 2) women's leadership, 3) women's employment, and 4) products and services that benefit women.[xvi] Criterion 3) clearly requires the development and implementation of policies and programs about women's working environments,[60] and it can be expected that the 2X Challenge would further facilitate women's economic empowerment, such as the promotion of women entrepreneurs and business leaders, and women's participation in the labor market. At its launch, 2X Challenge set a mobilization of USD 3 billion. At the Cornwall Summit in 2021, the new phase of 2X Challenge was launched with USD 15 billion target.[61]

From Japan, JICA and JBIC joined the initiative at the start and JICA decided to invest in Women's World Banking Capital Partners II, a fund that invests in financial institutions offering services to women in developing countries, such as those in Sub-Saharan Africa and South Asia.[62] In November 2020, JICA decided on another investment in a fund together with Commonwealth Development Corporation (UK) and U.S. International Development Finance Corporation DFC (US)

[xvi] 2X Challenge's criteria are in line with Harmonized Indicators for Private Sector Operations (HIPSO) and IRIS+system. (See IRIS+ website: https://iris.thegiin.org/document/iris-and-2x-challenge/; and HIPSO website: https://indicators.ifipartnership.org/indicators/joint-impact-indicators-jii/gender-jii/ (Accessed April 1, 2022); Among indicators of HIPSO and IRIS, common indicators on gender and climate, Joint Impact Indicators (JII) are also used as indicators for impact investment. https://indicators.ifipartnership.org/wp-content/uploads/2021/03/2021-03-15-IRIS-JII_R14.pdf (Accessed April 2, 2022)

to mainly support women's small- and medium-sized enterprises, especially those affected by COVID-19, aiming to improve financial accesses and avoid job loss.[63]

Chapter 3. Mainstreaming gender perspective in project cycle

Gender mainstreaming in a project means integrating a gender perspective in all the stages of the project: planning, implementation, monitoring, and evaluation. This Reference Material presents the following five practical steps to mainstream a gender perspective in a project.

- **Step 1 "Social and gender analysis":** Conduct a social and gender analysis. Specifically, identify gender issues through analyzing related policies, structures, organizations, and different experiences, challenges and needs of women and men in the region, in view of promoting gender equality and women's empowerment.
- **Step 2 "Formulation of an activity plan":** Formulate a plan of activities to address the gender issues identified at Step 1.
- **Step 3 "Setting gender indicators":** Set quantitative and qualitative indicators to objectively measure the effects of the activities.
- **Step 4 "Implementation and monitoring with a gender perspective":** Establish a gender-responsive implementation structure. With a gender perspective, implement activities, and monitor the progress, results, and impacts (unexpected positive and negative effects of project implementation).
- **Step 5 "Evaluation with a gender perspective":** Evaluate implemented activities that had incorporated a gender perspective, and their results and impacts.

The table below shows the five steps for gender mainstreaming applied in three project phases: project formulation phase, project implementation phase, and after project completion. Step 1 to 3 fit into the project formulation phase, Step 4 is the project implementation phase, and Step 5 is the phase after project completion. Although a gender perspective must be incorporated throughout all phases, it is particularly important to mainstream a gender perspective in the project formulation phase (Step 1 "Social and gender analysis" to Step 3 "Setting gender indicators").

Project formulation phase			Project implementation phase	After project completion
Step 1 Social and gender analysis	Step 2 Formulation of an activity plan	Step 3 Setting gender indicators	Step 4 Implementation and monitoring with a gender perspective	Step 5 Evaluation with a gender perspective

The following table indicates where to refer in the Reference Material according to the project cycles of technical cooperation, Official Development Assistance (ODA) loan and ODA grant.

Scheme	Project cycle	Where to refer in the Reference Material
Technical Cooperation	At the time of preparing the Terms of Reference (TOR) for the data collection survey, detailed design study and basic design study	Step 1 (Analysis)
	At the time of drafting Main Point Discussed in the Record of Discussion (R/D) (activities related to gender), PDM, and Ex-Ante Evaluation document	Step 2 (Activity planning), Step 3 (Indicators)
	At the time of preparing the TOR of the project, implementing the project, and reviewing a monitoring sheet	Step 4 (Implementation and monitoring)
ODA loan	At the time of preparing the TOR for the data collection survey and Preparatory Survey, and drafting Project Planning Documents (1)	Step 1 (Analysis)
	At the time of preparing Minutes of Discussion (M/D), Project Planning Document (2)/(3), Records of hearings, and drafting Ex-Ante Evaluation document	Step 2 (Activity planning), Step 3 (Indicators)
	At the time of supervising the project and reviewing Project Status Report	Step 4 (Implementation and monitoring)

ODA grant	At the time of preparing the TOR for the data collection survey and Preparatory Survey, and drafting Project Planning Record (1)	Step 1 (Analysis)
	At the time of preparing Minutes of Discussion (M/D), Project Planning Document (2)/(3), and Ex-Ante Evaluation Document	Step 2 (Activity planning), Step 3 (Indicators)
	At the time of supervising the project and reviewing Project Monitoring Report	Step 4 (Implementation and monitoring)

Details of Steps 1 to 5 are explained in the following sections.

Step 1. Social and gender analysis

The first thing to perform in gender mainstreaming of a project is to identify gender issues through social and gender analysis. Specifically, a survey is to be conducted to collect and analyze gender-disaggregated data and related information in the target countries and areas to understand the current situation and issues of each gender. It is especially important to understand 1) behaviors and actions of people of different genders and their beliefs and values, 2) social and cultural norms and practices affecting those people, and 3) issues that they face based on their gender.

The table below is a "List of Survey Items and Contents for Social and Gender Analysis" to be referred to when preparing a survey. It shows exemplary survey items with respective survey questions. When a survey content is related only to a specific sub-sector, the name of the sub-sector is shown in a square bracket, "[Development of sustainable tourism]". The list also includes 'Basic information' that helps better understand the current situation and issues related to gender in the sector and the sub-sectors. Furthermore, since every project is expected to contribute to Goal 5 of the SDGs, including the elimination of sexual and gender-based violence (SGBV), it is desirable to collect and analyze a wide range of data; thus, the survey items include those related to Goal 5. It should be noted that these survey items and contents are examples. Thus, in accordance with the purpose and scope of the project, survey items and contents should be modified or added.

List of survey items and contents

Survey items	Survey contents
Statistics	
Labor participation rates by gender	☐ How many women and men do participate in labor market? (number and proportion) ☐ What are the forms of employment by gender (formal and informal, part-time, full-time, business owner, waged worker, family labor)? ☐ What differences are there in working conditions (e.g., wages for the same work, use of childcare leave) by gender?
Labor statistics by gender	☐ How is the labor statistics of related industries by gender?
Status of entrepreneurship	☐ What are the recent trends in starting business? (e.g., number of new businesses by year) ☐ What are the number and percentage of entrepreneurs and business owners by gender? ☐ Are there differences in types of industries and company sizes depending on gender of the entrepreneurs?
Status of companies	☐ What is the number and percentage of companies owned or managed by women? ☐ In all companies, what are the percentages of full-time employees by gender? What are the percentages for managers and technical jobs by gender? ☐ Are there differences in sales and profitability between women-owned or -managed companies and men-owned or -managed companies? ☐ Are there gender pay gaps within companies? ☐ Do companies have welfare systems to allow employees to take leave or choose flexible working hours for the reasons of childbirth, child rearing, and caring for family members? ☐ Do offices have restrooms and changing rooms for women to use safely?
Literacy and school enrollment rates by gender	☐ What is the status of literacy and basic learning skills by gender? ☐ Are there differences in opportunities to study specialized fields such as STEM and economics by gender?
Policies and systems	

Laws such as company law and civil code	☐	For business start-up and business management, are there any laws and regulations disadvantaging women? (e.g., opening a bank account, signing contracts[xvii])
Laws such as labor standards law and union law	☐	Do laws such as labor standards law and union law protect workers' rights? Who are protected by the laws?
	☐	Do laws have articles, with a gender perspective, to protect workers (e.g., prohibition of sexual harassment, equal wages for women and men)?
	☐	Are there any discrimination in working conditions and occupational segregation based on gender?
	☐	Are there laws stipulating welfare systems to let employees take leave, choose flexible working hours or receive financial support for the reasons of childbirth, child rearing, and caring for family members?
Systems on land registration and land rights	☐	Are there any differences in land ownership and rights to use by gender?
Laws and systems regarding investment facilitation	☐	Have investment promotion policies been developed based on gender analysis, and considered any negative influence that can differ depending on gender such as pay gap and unemployment?
	☐	Are there any laws and regulations disadvantaging women in investment promotion?
	☐	Is there information on investment environment and gender?
Policies on industrial promotion	☐	Do sector development policies intend to close the gender gap? (e.g., if the policies try to reduce gender discrimination such as gender bias in training opportunities for entire industry or specific job types)
Policies on small and medium enterprises (SME) promotion	☐	Have the policies and systems on SME and SME promotion programs, and financial policies been developed based on gender analysis so that women business owners are not in a disadvantaged position?
	☐	Is there a system to take gender disaggregated SME data (e.g., industry type, number of employees, financial status, profit)?
Tourism development policies	☐	Do tourism development policies and plans address gender equality and discrimination based on gender?
Business infrastructure	☐	Do the laws such as a company law, an antimonopoly law, and code of civil procedures, and a standard certification system have clauses disadvantaging women?[xviii]
	☐	Have registration procedures been simplified to make them time-saving and more accessible?
	☐	Are women representatives from the private sector included in public-private dialogues?
Gender-based discrimination and prejudice in customary laws	☐	Do customary laws in the target area have discriminatory contents based on gender and other attributes, such as ethnicity, regarding land ownership and inheritance, household headship, or freedom of movement?

As shown in the first chapter of this document, implementation of seemingly gender-neutral policies and systems can bring different effects and influences to people depending on their gender. Thus, it is important to understand consequences that individuals receive from implementation of policies and systems as well as if existing laws, policies, and systems are gender responsive.

Therefore, for a project to support development of laws, policies and systems, it is the first step for project implementers to understand that there are such differences depending on gender. At the analysis stage, it is desirable to foresee consequences of existing laws, policies and systems and consider counteractions if necessary. It would be useful to consult relevant ministries (e.g., ministry of gender/women), business organizations, and worker support organizations for information on the status of women and men whose lives may be affected by the laws, policies and systems. Even when there is no sign of negative impacts, such understanding that policies and systems would have different results depending on individuals' attributes can help find risks or unintended positive effects at early stages through close monitoring of progress and outcomes.

Organizational structure

[xvii] Six countries in Africa (Cameroon, Chad, Equatoria Guinea, Eswatini, Guinea-Bissau, and Niger) have laws with articles disadvantaging women such as those that do not allow married women to open a bank account without their spouse's permission.

[xviii] There are some cases in which married women are required to have spouse's permission in order to get their company registered or open a bank account.

Women's participation in the structure and decision-making of the implementation agency	☐	What are the number and percentage of staff (leadership, management, professionals such as engineers, and general staff) by gender in the implementing agency?
Decision-makers' participation in gender training	☐	Have the decision-makers of the implementing agency participated in gender training?
Gender mainstreaming policy and system of the implementing agency	☐	Is there an officer in charge of gender in the implementing agency? What tasks are assigned to the officer?
	☐	Does the implementing agency have any undertakings for gender mainstreaming? If it does, what do they do?

Undertakings by other donors and private organizations on gender equality		
Possibility of cooperation with gender ministries, international organizations, companies, and private organizations	☐	Are there any government agencies, local NGOs or private organizations supporting entrepreneurship?
	☐	What do other donors do in private sector development?
	☐	Are there any international organizations such as the UN, bi-lateral aid agencies, or international NGOs supporting women companies and entrepreneurs? If there is any, is there a chance for collaboration?
	☐	Are there any institutional investors whose contribution to gender lens investment is recognized by 2X Challenge? What investment did the investor make?

Access to resources		
Access to business development services	☐	Are there any differences between women and men entrepreneurs and managers in access to technical support including business incubation, financial support, and networking support?
	☐	Are there any systems to develop products and services meeting women's needs?
Access to technological improvement	☐	Do women employees have training opportunities?
	☐	Do women have opportunities to receive STEM education at technical schools or universities?
Access to finance	☐	Do women entrepreneurs and business owners have the same access to financial services as their men counterparts do?
	☐	What is the proportion of people having a bank account by gender?
	☐	What is the percentage of mobile money account holders by gender?
	☐	Do women have land rights that can be used as collateral?
	☐	Do women and men in the target area have sufficient financial literacy?
Access to foreign market linkage such as business matching and overseas business cooperation support	☐	Can women entrepreneurs and women-owned and -managed businesses access overseas markets as their men counterparts do?
	☐	Can women entrepreneurs and businesses access overseas business cooperation support as their men counterparts do?
Access to information	☐	Can women entrepreneurs and businesses access information through ICT and networks among government agencies and companies as their men counterparts do?
	☐	Can women use communication technologies such as mobile phones and the Internet?
	☐	Do women entrepreneurs and businesses have networking opportunities?
	☐	Are there differences in the contents and sources of information between women and men?

Infrastructure capable to facilitate women's economic empowerment		
Status of infrastructure that can reduce women's heavy workload on housework	☐	Are there public or private institutions or systems to support child rearing and care work in the target area?
Status of public transport	☐	Are there public transport systems available for women to move safely in the target area?

Participation in decision-making		
Participation in decision-making of industry associations	☐	Can women become a member of industry associations and unions?
	☐	Can women participate in the process of associations and unions' making decision that influences their businesses as their men counterparts do?
Participation in business (including family business) decision-making	☐	Do women participate in decision-making on businesses including family business?

Participation in household decision-making	☐ Do women participate in household decision-making such as decision on household income, assets and use of equipment?	
Women's roles		
Employment	☐ In the target industry, what roles do women play (business owner, manager, employee or consumer)? ☐ In the value chain of the target industry, what roles do women play (e.g., employment status within the chain)? [Sustainable tourism development] ☐ What are the numbers and percentages of employees of different job types in the tourism industry by gender? ☐ What are the numbers and percentages of managers of different sectors in the tourism industry by gender?	
Domestic work	☐ Are there differences in the number of hours spent for unpaid care and domestic work by gender? ☐ Is there support from family and relatives to reduce the burden of care work?	
SGBV		
Number of incidents and consultation regarding SGBV	☐ How many incidents of SGBV are reported in the target area? ☐ Do the industry or individual companies have guidelines or a department in charge to address sexual harassment? [Sustainable tourism development] ☐ Are there SGBV and sexual harassment incidents against women workers in the tourism industry and women tourists? If it is the case, how many incidents have been reported? ☐ How many incidents were reported to the police and hotlines such as those operated by tourism associations? What responses were made to the reports?	

The following documents will be useful for desk review.

[Gender information by country] (See also the reference list at the end of this document)
- JICA: country gender profile reports[64]
- Asian Development Bank (ADB): Country Gender Assessments[65]
- United Nations Development Programme (UNDP): Gender Inequality Index[66]
- World Economic Forum: Global Gender Gap Index[67]
- OECD: Social Institutions and Gender Index (SIGI)[68]
- World Bank: Gender data portal[69]

[Information on companies in target countries]
- World Bank: Enterprise surveys[70]
- World Bank: business environment ranking regarding 10 areas (e.g., corporation, electricity, credit, import and export, contract)[71]

[Laws and systems affecting women's business]
- World Bank: Women, business and the law[72]

Depending on diverse attributes (e.g., age, social status, ethnicity, religion, disability, education, sexual orientation and identity, family situation[xix], income levels), women's situation, issues, needs and consequences of development project implantation differ. Thus, it is important to understand details of the women in the target area and industries.

[Tips on survey methodology]

Social and gender research methods include literature review, interviews (including Key Informant Interviews and Focus Group Discussions), field observations, and inspections. It is also useful to use "gender analysis tools" (referred to the attached list of reference materials at the end of the document) specifically developed to gain more accurate understanding of gender relations, such as gender division of roles and labor, and access and control over resources. Other points to be considered in conducting surveys are as follows.

∗ Interview both women and men to see if there are differences in their perceptions.

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xix Such as gender of household head, single or married couple, number of children.

> * When forming groups for interviews or discussions, carefully assess if target groups should be gender-mixed or single-gender. It depends on the cultural practices and social norms of the target country/area as well as the content and purpose of the information to be gathered. If women have difficulties expressing their opinions in front of men, it is desirable to interview women and men separately. On the other hand, mixed group discussions may provide the participants with an opportunity to deepen their discussions while understanding each other's perceptions.
> * Girls and boys may also have different needs and perspectives, thus make an effort to collect their voices.
> * For sensitive contents such as SGBV, it is preferable that staff of local NGOs with experience and expertise conduct individual interviews rather than group interviews. Carefully protect anonymity and confidentiality of the respondents.

In order to identify gender issues based on the collected data and information, the following points should be taken into account during the analysis.

- Division of labor: Are there any stereotyped gender division of labor?
- Access: Are there any gender disparities in the access to resources, services and the benefits derived?
- Control: Who manages and owns resources and services? Who controls benefits (are there any gender-based biases)?
- Decision making: Are there any gender-based biases in participation in decision-making?
- Organizational capacity: Do relevant institutions have policies, experience, and capacity to promote gender equality and women's empowerment?
- Sexual and Gender-Based Violence (SGBV): Are there any SGBV within the scope of private sector development?
  (Example: Sexual harassment issues in the target industries or companies and responses to the issues)

In addition, to ensure the project help the promotion of gender equality and women's empowerment, consider the following points:

- Will the benefits from the planned project be equally enjoyed by all beneficiaries regardless of gender? If there are any possibilities that they may not be equally beneficial to all, what are the reasons? What should be done to make them equally beneficial?
- What are the entry points for eliminating inequalities, such as gender-based prejudices, and social, cultural, and institutional constraints, and further promoting gender equality in a society?

Against the gender issues identified in Step 1, Step 2 and the subsequent Steps propose effective activities and present some points to keep in mind during implementation: Step 2 lists up gender-responsive activities for helping develop Activities section of a Project Design Matrix (PDM) (see "List of Effective Activities for Solving Gender Issues" in Step 2), and Step 4 introduces tips for the implementation of the activities set in Step 2.

In order to address gender issues identified in the previous Step, an activity plan needs to be developed and reflected in the PDM. In planning activities, it is important to take into account all three of the following aspects.

(1) Actions to strengthen agency of women and girls (Agency)
Actions to empower women and girls to overcome their relatively disadvantaged

positions through strengthening their capabilities and increasing their opportunities.

(Example: Improvement of production, management and technologies, improvement of access to finance and business development services, business and human resource development, support to business start-up）

(2) Actions to change people's mindset, attitudes and behaviors (Relations)
Activities that, by working with stakeholders from the government and businesses, aim to promote changes in preconception and resulting behavior of the stakeholders and society as a whole.

(Example: Promotion of gender lens investment, human resource development to increase female managers and employers, gender training of relevant agencies)

(3) Actions to transform policies and institutional mechanisms (Structure and systems)
Actions to review and develop relevant policies and institutional mechanisms to promote gender equality and women's empowerment.

(Example: Improvement of business start-up, business management, and financial access; introduction of a quota system into business matching and networking of women enterprises and businesses, reform of trade facilitation system, improvement of policies and systems aiming to increase women entrepreneurs and businesses)

These three aspects are interrelated, and it is necessary to work on all these three when promoting gender mainstreaming activities to address the identified gender issues. Suppose that a woman entrepreneur has developed her capacity on management and product development through training, and enhanced her means to achieve success in business (agency). However, if she is unable to obtain funds because of investors' underestimation of creditworthiness of women-owned and -managed companies, and if she is unable to procure supplies because suppliers do not regard her as a dependable business partner, she would have difficulty in starting a business, failing to use her newly acquired skills. This shows the importance of a change in attitudes and behavior of stakeholders such as investors and companies. Further, if laws and systems directly or indirectly restrict operation and management of women-owned and -managed companies, the woman entrepreneur will be put in a disadvantaged position even if she manages to start a business. Therefore, in supporting women entrepreneurs and women-owned and -managed businesses, it is necessary to understand the business environment where women-owned and -managed companies operate and facilitate transformation of attitudes and behavior of stakeholders of industries and investors, as well as improve the laws and systems affecting business environments.

Below are the examples of effective activities to tackle gender issues.

List of useful measures to tackle gender issues

Identified gender issues	Useful strategies and measures (example)
Policies and systems	

Women's economic activities may be hindered by laws and customs (e.g., the current practices limit women's land rights, which leads to restricted access to financial services).	☐ Amend policies if they are disadvantaging women. Conduct workshops and lobbying that target policy makers to facilitate the amendment process ☐ When a customary law is incompatible with a statutory law that recognizes women's land rights, conduct awareness-raising activities on women's land rights stipulated in the statutory law.
Policy makers do not have sufficient understanding of gender and gender mainstreaming.	☐ Conduct gender training and workshops. ☐ Promote studies on gender mainstreaming in private sector development such as gender in global value chains.
💡 Gender training covers the following: what is gender; gender issues in private sector development; gender analysis; the impact of gender bias on organizational operations and systems; the significance of gender mainstreaming (e.g., sound organizational operations, and improved project results and sustainability); creating action plans to promote gender mainstreaming; and response to harassment and SGBV.	
Not many policies, plans, guidelines, and projects in relevant fields are developed with a gender perspective.	☐ Develop policies, plans, guidelines and projects that promote women's entrepreneurship and business management.
There are gender gaps in working conditions, salaries, and job types.	☐ Conduct workshops for policy makers to inform them of both the consequences of discriminatory practices and good practices in gender mainstreaming. ☐ Establish a working group to incorporate a gender perspective into policies.
In technical upgrading process of a manufacturing industry driven by industrial promotion policies, demand for unskilled labor may decrease and women may lose jobs.	☐ Establish a working group to develop policies to promote technological education for women to build their capacity.
Women-owned and -managed SMEs do not fully benefit from SME promotion policies.	☐ Incorporate components such as business development services targeting women-owned and -managed SMEs in policies and programs. ☐ Establish support programs such as lending programs for women-led industry associations. ☐ Promote new systems and procedures to facilitate women-owned and -managed companies' participation in public procurement (e.g., by information dissemination to women-owned or -managed companies, establishing quotas for women's companies, providing support to facilitate the procurement process, putting split order[xx]).
Women-owned and -managed micro enterprises in the informal sector tend to be excluded from public support.	☐ Simplify business registration procedures to facilitate shifting from the informal sector to formal sector of micro enterprises owned or managed by women who have limited education and information. ☐ Support the establishment of self-help groups or cooperatives of female business owners and managers, and employees of the informal sector.
Women entrepreneurs and businesses' voices are rarely reflected in policies and systems regulating business environment.	☐ Establish a system to reflect the voices of women entrepreneurs and businesses through advisory committees and regular meetings with women entrepreneurs' groups and networks.
Organizational structure	
There is no system to promote gender mainstreaming within the organization.	☐ Create a post in charge of gender such as gender focal points. ☐ Organize a system or structure for regular meetings and reporting on gender. ☐ Introduce gender-responsive public procurement systems that assess bidding companies' gender equality promotion activities.
The organization or certain job types have limited number of women.	☐ Provide women staff members with training opportunities. ☐ Set gender quotas for recruitment.

[xx] Split order, by lowering the price per project, may be able to facilitate bidding of women-owned or -managed companies of which the majority are SMEs.

	☐ Support the implementing agency to improve working environments and conditions so that women can work in more gender equal, better working environment.
Access to resources	
Women have limited access to business development services that help improve product quality, competitiveness, and productivity.	☐ Provide women's groups and businesses with business development services, and support for the development and improvement of products. ☐ Support networking with service providers. ☐ Provide technical support or facilitate networking to assist the development of products and services targeting women.
Women entrepreneurs are disadvantaged in business start-ups because of limited opportunities for information, training and networking.	☐ Conduct upskilling training for women entrepreneurs on human resource and organizational management, marketing, management strategy, and financing. ☐ Provide mentoring support. ☐ Organize an overseas tour including a pitch event to meet investors.
Women have fewer chances to get an engineering position than men.	☐ Organize a matching event of women STEM students with companies. ☐ Conduct technical training for women who have studied STEM and seek a STEM-related jobs to raise their employability. ☐ Conduct awareness activities targeting companies (e.g., introduce good practices on recruitment of women engineers, in-house training for women employees).
Women do not have enough skills for tourism development.	[Sustainable tourism development] ☐ Conduct technical training for tourism products development and diversification with specific attention to the preservation of tourism resources such as nature (for ecotourism) and local culture and tradition. ☐ Facilitate women's market access including fair trade.
Women-owned businesses have financial gaps.	☐ Conduct a study on gender lens investment and the financial needs of women entrepreneurs and share with relevant government agencies, industrial groups, and companies. ☐ Support setting of funding and investment requirements of financial and investment institutions that accommodate the situations and needs of women entrepreneurs and businesses and facilitate their financial access. ☐ Provide women-owned or -managed companies with technical support to improve financial access (e.g., e-learning, seminar, and coaching). ☐ Facilitate women businesses' participation in pitch contests. ☐ Conduct training on topics such as unconscious bias for institutional investors. ☐ Promote the establishment of a gender focal point or gender desk within institutional investors' organizations so that they can understand the needs of women-owned or -managed companies and build mutual trust with them. ☐ Provide two-step loans targeting women-owned or -managed SMEs.
Women micro-enterprises and employees have financial gaps.	☐ Facilitate the introduction of lending methods that do not require land ownership for collateral and a bank account (e.g., VSLA[xxi]). ☐ Organize women's groups and provide training on savings and financial management.
Women have limited access to digital technology.	☐ Provide women-owned and -managed companies with technical support on digital technology through e-learning, online-seminar, and mentoring. ☐ Facilitate Internet access to women (e.g., provision of subsidies, setting up of Internet access points).

[xxi] Village Savings and Loan Association. A development model of self-help groups in which members save money and a loan is given to members from the savings. The funds are to grow with interests paid by borrowers.

Women-owned and -managed companies tend to have insufficient business information about overseas markets and business matching opportunities.	☐ Share information on overseas markets with women-owned and -managed companies through the networks of chambers of commerce or women-owned or -managed companies. ☐ Provide long-term support in the form of mentoring and matching with role models as well as e-learning, and online-seminars. ☐ Support capital investment of women-owned or -managed companies so that they can meet the requirements of the global market. ☐ Conduct matching activities for women-owned or -managed companies. ☐ Conduct training on overseas businesses targeting women-owned or -managed companies.
Many women are in low-paid and unstable employment.	☐ Establish a system of a government agency to have tripartite discussions with a company and a union to negotiate appropriate working conditions.[xxii] [Sustainable tourism development] ☐ Facilitate employees' self-organization in the tourism industry and form self-help groups to enable saving groups, develop labor union, and increase accessibility to social protection.
Participation in decision-making	
Not many women participate in managerial decision-making.	☐ Conduct gender training for female and male managers. ☐ Conduct management and leadership training targeting female managers.
Not many women are included in the leadership of industry associations and their voices are not always taken up.	☐ Support the establishment of women's groups or women wings in industry associations to amplify women's voices.
Women may not have decision-making power over the revenue from their businesses, and may be unable to invest funds for their business.	☐ Conduct gender training targeting community members and family members (especially their spouses) of women business owners and promote joint decision-making of women and men.
Women's roles	
Women do not have enough time for economic activities because of the burden of housework.	☐ Facilitate the introduction of systems to support childbirth, child rearing and care work in companies. ☐ Facilitate care businesses or public care service systems.
Women face difficulties in balancing economic activities and other tasks that are time-consuming and physically demanding, such as menstruation, childbirth, and child rearing.	☐ Provide companies with business development services that help develop femtech [xxiii] products such as labor- or time-saving products and women's health products to solve issues women face.
Many women workers tend to be found in specific value chain segments consisting of unskilled low paid workers, and fail to enjoy the benefit of global value chain upgrading.	☐ Provide women workers with upskilling training on advanced technology.
Many women work as part-timers or seasonal unskilled workers in low-paying jobs in the tourism industry.	☐ Facilitate women's participation in soft skill and upskilling training. [Sustainable tourism development] ☐ Develop and conduct trials of new tour products, such as short tours or city tours that are easier to conduct for women tour leaders facing time constraints.

	☐	Promote women's participation in training for higher-paid jobs such as tour leaders, translators and engineers.
Sexual and Gender-Based Violence (SGBV)		
Infrastructure, such as offices and factories, do not equip facilities for women.	☐ ☐ ☐	Build changing rooms for women Build sex-disaggregated toilets/restrooms, all-user toilets/restrooms Design putting lightings and make no blind spots from a security perspective
There are incidents of gender-based violence against women working in the tourism industry and tourists, including sexual harassment.	☐ ☐ ☐	Conduct awareness-raising activities involving all stakeholders in the target area. Establish a hotline service. Conduct training on prevention and response to violence targeting managers and women employees.

Good practices in gender mainstreaming

The following shows good practices in gender mainstreaming relating to two or three of the above aspects. The JICA good practice (1) is a project that sets clear indicators that assess the level of women's empowerment. The JICA good practice (2) is the one that enhance women's agency, as well as work on the attitudes and behavior of men in the family and community.

Example of JICA's activities 1: Honduras "Promotion of Self-management Enterprises of Women in Rural Areas in Honduras", 2013, Technical Assistance

Project summary: The project targeted poor women in the Honduras with very few employment opportunities. It established a model to support women's micro-enterprises through group formation, training of promotors who facilitate organizing groups, and training of women on knowledge and skills for enterprise management.

Gender-responsive activities

● Making empowerment visible by setting women's empowerment indicators (agency)

The project is characterized by its emphasis on women's empowerment through a series of management capacity development training for women-owned micro-enterprises. It conducted an empowerment survey to make empowerment visible, and monitor and evaluate improvement and impacts of the project. The survey set 12 empowerment indicators: participation, raising voices, perception change, taking action, cooperation, creation, setting a new goal, negotiation, satisfaction, self-confidence, management of operation and finance, and decision-making. Information was collected against the indicators, and empowerment outcomes were identified. A positive correlation was found between individuals' empowerment and group empowerment (the latter was assessed using indicators similar to those used for corporate diagnosis such as management capacity, sales capacity, productive capacity), and individuals' empowerment and monthly income per month.

● Changed perception of men and stakeholders in the area (attitudinal and behavioral change)

Women recognized their own changes and capacity as well as brought about actual changes in the form of increased incomes of poor families. It is found that these changes had positive impacts on men's perception and attitude regarding women's social participation and capacity. Additionally, the empowerment survey effectively made the stakeholders aware of the project's super goal, that is, empowerment of the target women, by highlighting empowerment, a multifaced and difficult-to-measure concept.

Example of JICA's activities 2: Pakistan "Project for Improvement of Livelihoods and Well-being of Female Home-Based Workers (FHBWs) in the Informal Economic Sector in Sindh Province", 2017, Technical Assistance

Project summary: The project aims to support the improvement of lives of the low-income population and family workers, majority of whom are women, in the informal sector which plays an important role in the Pakistani economy.

Gender-responsive activities

- Improved women's entrepreneurship and perception change in the area (agency, attitudinal and behavioral change)

  In supporting the capacity development of women entrepreneurs, the project made efforts to involve their family members as supporters of the project activities. As a result, some male family members became cooperative and started aiding in record keeping and workspace construction. At the same time, family members and local people started recognizing the project and women's activities, which in turn encouraged women, and a virtuous cycle was created. This is a good example of a synergistic effect between the change in perception held by men and local people and strengthened women's agency.

- Perception changes in the men of the local area and stakeholders (attitudinal and behavioral change, development of organizational structure)

  The project, aiming to facilitate women's employment in the formal sector which can lead to stable income and capacity development, also works to create a conducive environment by awareness-raising programs that target companies and local communities. Awareness-raising activities for companies show how other companies promote the employment of women by presenting concrete examples such as the improvement of work environments and commute arrangements, and explaining the economic benefits women employees can bring to the company. The project tries to change the perception of the local community and employers about women's work, capacity, and potential, and at the same time, works to influence companies' organizational structures that respect gender equality.

Step 3. Setting gender indicators

After considering activities with a gender perspective, indicators (gender indicators) will be set to measure expected results (changes) of such activities. When setting indicators, set quantitative indicators as much as possible to objectively assess the status of the changes. If it is difficult to set quantitative indicators, qualitative indicators can be set to measure the progress of change. Examples of gender indicators are indicated below.

List of gender indicators

Policies and systems
[Amendment of laws and policies] ☐ Number of amendment of laws and regulations on finance, labor and assets which disadvantaged women entrepreneurs and businesses (e.g., inheritance, land ownership, creditworthiness) ☐ Number of awareness-raising activities and preparatory workshops for legal reform ☐ Number of participants in legal reform awareness-raising activities by gender and position
[Awareness-raising of policy makers] ☐ Number of policy makers who participated in gender training, by gender ☐ Number of studies on gender issues in relevant fields conducted or commissioned by the government ☐ Number of workshops to present the consequences of gender inequality and good practices of gender equality, that target policy makers
[Development of laws and policies] ☐ Number of gender-responsive policies, plans, guidelines and projects on the promotion of women entrepreneurs and businesses, investment, and industrial promotion for women-owned businesses, and sustainable tourism
[Structure to promote gender mainstreaming] ☐ Number of meetings of a gender working group set up to mainstream gender, and number and roles of group members by gender
[Policies on women's access to resources] ☐ Number of working group meetings on policy development to expand technical education targeting women ☐ Number of women who received technical training ☐ Number of women-owned and -managed companies that availed a loan ☐ Development of policies or programs that include business development services for women -owned and -managed SMEs ☐ Number of companies that availed loans from associations of women companies and loan amounts ☐ Number of women-owned or -managed companies that participated in public procurement ☐ Number of simplified items of the company registration procedure ☐ Number and percentage of companies that shifted from the informal sector to formal sector by gender of the owners or managers ☐ Number of self-help groups formed by the people working in the informal sector ☐ Number of advisory committees or their regular meetings including women ☐ Development and implementation of support systems for women and men engaging in care work
Organizational structure
☐ Establishment gender focal points ☐ Number of training sessions for officers in charge of gender ☐ Increase in the number and percentages of women who attended training in Japan or in a third country ☐ Increase in the number and percentages of women staff members in the implementing agencies ☐ Number of initiatives to improve work environments and conditions so that women can work in more gender equal, better environments, and their contents
Access to resources
[Entrepreneur and business development] ☐ Number and percentages of recipients of business development services, training on finance, tax systems, and laws on businesses, by gender ☐ Number and percentage of entrepreneurs who used start-up support, by gender ☐ Number of employment opportunities generated as a result of business start-up and expansion support (including number of employees, and number and percentage of those in vulnerable employment, by gender) ☐ Number of services and products targeting women developed by women entrepreneurs and businesses

26

[Sustainable tourism development]
☐ Number of tourism products developed with the support of the project aiming for the preservation of tourism resources such as nature (for ecotourism) and local cultures and traditions
☐ Number of fair-trade products sold supported by the project

[Financial access]
☐ Number of entrepreneurs and businesses that received training on financial services and financial management, by gender
☐ Number and percentage of companies that availed a loan from financial institutions and the loan amount, by gender
☐ Increase in the number of financial products targeting women entrepreneurs and businesses
☐ Increase in the number and percentage of investors and financial institutions that take the diversity aspect of the company (e.g., gender, disability) as a criterion when making investment decisions
☐ Number and percentage of companies that received coaching for pitches such as the preparation of presentations, by gender
☐ Number and percentage of micro-enterprise owners and employees who obtained access to funds through VSLA, by gender
☐ Number of women's group members who received training on financial management and savings

[Gender lens investment]
☐ Number of studies conducted on gender lens investment and/or on the needs of women entrepreneurs
☐ Publication of studies on gender lens investment and needs of women entrepreneurs, and the number of seminars for dissemination of the study results targeting investors
☐ Number of training programs on unconscious bias for institutional investors
☐ Increase in investment in businesses of women entrepreneurs and business owners by financial institutions that received training conducted by the project

[Access to technology]
☐ Number of entrepreneurs and businesses that received support such as e-learning and online seminars on digital technology, by gender
☐ Number of entrepreneurs with Internet access, by gender

[Access to overseas market]
☐ Number of entrepreneurs and businesses that obtained overseas market information through chambers of commerce, by gender
☐ Number of participants in e-learning and online seminars on overseas market, and number of beneficiaries of mentoring services, by gender
☐ Number of women-owned or -managed companies that received capital investment to meet the requirements of the global market, by gender
☐ Number and percentage of companies that participated in business matching activities, by gender
☐ Number and percentage of companies that participated in overseas business training, by gender
☐ Number and percentage of companies that concluded a contract with an overseas counterpart with the support of the project, by gender

[Decrease in vulnerable employment]
☐ Decrease in gender pay gap
☐ Number of established unions in the tourism industry
☐ Number of employees who used social protection systems, by gender

Participation in decision-making
☐ Number and percentage of managers and board members, by gender
☐ Number and percentage of private companies' engineers and employees, by gender
☐ Number of members and leaders of industry associations and unions, by gender
☐ Number of members of female managers networks
☐ Increase in the number and percentage of households that feel that women's participation in household decision-making improved

Women's roles

[Domestic work]
☐ Planning, implementation, and use of companies' systems to support childbirth, child rearing and care work of women and men

[Enterprises]
☐ Number of trainees of technical training, by gender
☐ Number of managers who received gender training, by gender
☐ Number of people who moved to a value chain segment with better working conditions, by gender
☐ Improvement of working conditions of workers in unskilled segments of a value chain, by gender

[Sustainable tourism development]

☐ Number and percentage of trainees in upskilling training, by gender
☐ Increase in number of women tour leaders
☐ Number of women who switched to a better-paying job such as tour leader, translator, and engineer

SGBV
☐ Number of awareness-raising activities in the target area; number of participants and the levels of their understanding by gender
☐ Establishment of a consultation system such as a hotline to respond to incidents of SGBV; number of consultations and responses
☐ Number of business owners and women employees who received training on the prevention and response to violence
☐ Number and percentage of companies that conducted training on sexual harassment prevention
☐ Number and percentage of women and men who received sexual harassment prevention training
☐ Number of changing rooms and toilets/restrooms for women feeling safely or built from a safety perspective

Other impacts[xxiv]
☐ Increase in the number and percentage of women-owned or -managed companies
☐ Number of women businesses with increased revenue
☐ Number of women business owners and employees with increased income
☐ Number and percentage of employment generated by the project by gender
☐ Increase in the number and percentage of women community leaders
☐ Decrease in the number of SGBV cases such as DV and sexual harassment against women, or percentage decrease of SGBV cases
☐ Increase in the number and percentage of women who feel that they are respected by their husband or partner
☐ Increase in the number and percentage of women and men who recognize women's capacity
☐ Decrease in the percentage of women and men who justify wife beating in some circumstances[xxv]
☐ Increase in the number and percentage of women who think that it has become easier to go to the town, markets, family and relatives' houses, clinics and meetings
☐ Increase in the number and percentage of men who share domestic work or decrease in women's workload (e.g., decrease in the number of hours spent on domestic work)

[xxiv] What indicators should be included may depend on the project and its scheme. Indicators for super goal or impacts can be both quantitative and qualitative assessing social transformation and the process of gender equality and women's empowerment as a result of women's participation.

[xxv] A certain number of surveys ask if it is justifiable to beat the wife for reasons such as neglect of childcare.

Step 4. Gender responsive project implementation and monitoring

In the implementation of a project, it is necessary to consider the situation of women and men and the issues and needs of each gender based on the information collected in Step 1. To set up an implementing structure, it is necessary to take measure to ensure gender balance among the project staff, raise gender awareness of the staff, and prevent workplace harassment. During implementation, the project should promote the participation of people of all genders and also pay attention to awareness raising of people in the target area, especially men who work and live close to the women targeted in the project. The diversity among women should be kept in mind throughout the project.

To monitor activities, the project collects information and assesses the implementation of the project (including participation status of women and men) and the status of achievement of outcomes, using the gender indicators presented in Step 3. When an additional gender issue is identified, the project should try to find effective countermeasures, and if such countermeasures could be incorporated into the project based on the scope and progress of the project, it is desirable to reflect such modifications in PDM and PO accordingly.

The following is the points to remember for gender-responsive project implementation and monitoring.

Points to remember for gender-responsive project implementation and monitoring

Category	Points to remember
Implementation structure	• Identify the gender balance of the members of the counterparts (C/P). If there is imbalance, examine if it affects project implementation. Unless such an imbalance can be justified, try to balance the gender of C/P. • Conduct gender training targeting C/P, project staff, and Japanese experts prior to and during the project. If a lack of understanding on gender is found during the training, design continued activities to raise their awareness. • In the process of project staff recruitment, have a meeting with the candidate before signing a contract and clearly state the project policy on sexual harassment and sexual exploitation and abuse. Request the candidate to sign a form wherein they state that they understand and agree with the policy. • Japanese experts need to fully understand the culture and customs of the target country and the risk of sexual exploitation and abuse, and harassment. Behave carefully and call for attention among the experts so that no one takes unintentional discriminatory action. • Establish a consultation and reporting procedure for all stakeholders including the project team and beneficiaries to respond to SGBV and harassment cases. • If necessary, assign international or local gender specialists.
Implementation of activities	• Ensure that the time and venue of project activities are carefully selected to facilitate the participation of women burdened with housework, care work, and time constraints. • If women's literacy rates are low, always ensure that information and skills are conveyed in a way which facilitates the learning of and comprehension by women with low literacy, and that those who need the information and skills are not excluded from training simply because of their low literacy levels. • Ensure that women always participate in decision-making processes. Build a conducive environment for them to participate and express their views by adjusting membership requirements or meeting agendas. • Women are not homogeneous and face different situations and issues, have varied needs, and benefit differently from development projects depending on their age, social status, ethnicity, disability, levels of education and types of households. Thus, pay attention to diversity among women. • Involve members of the community including men and boys to facilitate their understanding on gender mainstreaming.

	●	Facilitate understanding of influential community and religious leaders in the target area so that it is understood that gender equality can lead to improvement of living standards and economic activities of the area. Ensure their cooperation with the project (in some areas where strict gender norms and discrimination are found, the understanding and support of local leaders are important).
Monitoring	●	If a certain gender dominates project activity participation and project benefits, identify the cause and facilitating and inhibiting actors, and take appropriate actions (e.g., participation in training activities, low employment rates of women).
	●	Ensure that the training time and venue are set in such a way that busy women can participate. Monitor if activity participation adds extra burden to specific persons or groups. If it is the case, mitigate such unfair situation.
	●	If there is a gender gap in practice and application of introduced skills and technology to businesses, identify facilitating and inhibiting factors and take action to mitigate it.
	●	If unexpected positive or negative impacts are identified, measures need to be taken to maximize positive impacts and minimize negative impacts (e.g., positive impacts: income increase brought by women's labor participation led to the recognition of women's work outside home; negative impacts: increase in domestic violence by a male family member who does not like women working outside the home).
	●	If policies and plans are developed or amended by relevant government agencies and other donors during the project implementation, examine if there are any funds or schemes available for C/P and beneficiaries to benefit from.

In the evaluation phase, project achievements, implementation process, outcomes, and impacts should be assessed with a gender perspective, while evaluating the project in accordance with a prescribed project evaluation framework (ex-post evaluation) and evaluation methodology (DAC six evaluation criteria). When identifying the outcomes and impacts, attention needs to be paid to signs of emerging outcomes and impacts as well as already achieved outcomes and impacts. If there is difference in benefits received by women and men, details of the difference and its causes should be analyzed.

It should be noted that during the evaluation, whether be it quantitative or qualitative, gender-disaggregated data and information should be collected, whenever possible, and analyzed. When conducting interviews, attention should be given to gender balance and attributes of the survey participants. Group formation (either single-gender or mixed-gender) will be decided depending on the content of the interview. Gender composition of an evaluation team should also be decided after thorough consideration.

The following shows gender-responsive evaluation questions listed in accordance with the DAC six evaluation criteria.

Points to keep in mind for gender-responsive evaluation

OECD DAC 6 evaluation criteria	Points to keep in mind
Relevance	Development policies and needs of the target country - Are the gender-responsive activities of the project consistent with priorities of gender equality policies and private sector development policies? Inclusion of people with special needs - Do specific gender or groups occupy the majority of beneficiaries? - Prior to beneficiary selection, was information collected from various sources including women and women's groups? Appropriateness of the plan and approach - Did the project take an approach to avoid exclusion of any specific gender or groups? - Did the project take an approach so that diverse beneficiaries participate in the project activities and benefit from them? - Did the project take an approach to avoid additional heavy workload to specific gender or groups? - When the monitoring results did not show expected effects or outcomes, did the project find the reasons and made any revision based on the monitoring results?
Coherence	Coherence between global goals and initiatives such as SDGs and global norms and standards - Did the gender-responsive project activities align with global initiatives? - Did the aforementioned activities contribute to achievement of global goals such as SDGs?
Efficiency	- Did the project make use of women's knowledge and experiences, women's groups to realize effective project implementation process (e.g., business skill development training and financial product development targeting women's groups)? - Are the training participants in Japan and the third countries gender-balanced?
Effectiveness	- Did the gender-responsive activities achieve the expected results? - Did the aforementioned activities contribute to achievement of the project objectives and outcomes?
Impact	- Did the gender-responsive activities facilitate positive impacts (e.g., increased revenue of women businesses, product and service development catering to women's needs, leadership, and system reforms as a result of project activities, improvement of systems to amplify women's voices, decrease in domestic violence and SGBV against women)? What are the facilitating factors? - If there are any negative impacts (e.g., increased women's workload, increase in domestic violence and SGBV against women), are there any differences in impacts depending on

		people's attributes such as gender and age? What made such differences?
Sustainability	–	Have the policies, systems and practices that used to inhibit women's business start-ups and managements been changed so that women can do business as men do?
	–	Can women regularly participate in industry associations and contribute to private sector development?
	–	Are the changes in perception and behavior found in households and communities sustained? Will the cooperative relationship between women and men in the relevant fields continue?
	–	Do relevant agencies keep implementing gender mainstreaming?
	–	Do relevant agencies keep facilitating women's participation in decision-making?
	–	Are gender-responsive activities reflected in policies, plans, and budgets in private sector development?

Regarding effectiveness (outcomes), impact, and sustainability, identify how gender-responsive activities have contributed to the promotion of gender equality and women's empowerment, taking into account the three aspects of agency, relations, and structure and systems (see Step 2). Specifically, "agency" refers to what women have become able to do as a result of the implementation of the activities (including not only their own abilities but also changes in the external environment surrounding the women). "Relations" refers to how the activities have helped transform the gender relations among stakeholders and in societies. As for "structure and systems," the scope of evaluation includes how the activities have been integrated into policies and systems, as well as operational policies and plans of the implementing agencies, and how gender equality has been promoted in the organization. If a negative impact is identified, lessons learned should be extracted as much as possible for reflecting in future projects.

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Updated in Jan 2023