



ADB

Technical Assistance Report

PUBLIC

Project Number: 59118-001
September 2025

Advancing Women's Leadership in Asia and the Pacific

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Asian Development Bank

ABBREVIATIONS

ADB	– Asian Development Bank
AWLP	– Asia Women Leaders Program
DMC	– developing member country
Lao PDR	– Lao People's Democratic Republic
SDG	– Sustainable Development Goal
TA	– technical assistance
WiT	– Women in Transport
WePOWER	– Women in Energy and Power Sector

NOTE

In this report, “\$” refers to United States dollars.

Vice-President	Fatima Yasmin, Office of the Vice-President (Sectors and Themes)
Director General	Yevgeniy Zhukov, Climate Change and Sustainable Development Department (CCSD)
Director	Samantha Hung, Gender Equality Division (CCGE), CCSD
Team leader	Prabhjot Rehan Khan; Senior Social Development Specialist, CCGE, CCSD
Team members	Rosemary Victoria Atabug, Senior Gender Officer, CCGE, CCSD Bimbika Sijapati Basnett, Gender Specialist, CCGE, CCSD Sandeep Bhattacharya, Senior Public Management Specialist (Tax), Public Sector Management and Governance Sector Office, Sectors Department 3 Claire Charannac, Social Development Specialist (Gender and Development), CCGE, CCSD Eduard Chil-Akopyan; Procurement Specialist; Procurement Division (PFP); Procurement, Portfolio, and Financial Management Department (PPFD) Ketevan Chkheidze, Gender Specialist, CCGE, CCSD Joana Custoias, Senior Counsel, Office of the General Counsel Elsty Davidz-Morato, Principal Social Development Officer (Gender), CCGE, CCSD Carolyn Florey, Digital Development Specialist, Digital Sector Office, Sectors Department 2 Ma. Celia Guzon, Operations Analyst, CCGE, CCSD Zulfia Karimova, Principal Regional Cooperation Specialist, Regional Cooperation and Integration Unit, Central and West Asia Department Shuvechha Khadka, Senior Social Development Officer (Gender), CCGE, CCSD Kirsteen Mack, Procurement Specialist, PFP, PPFD Theonakhet Saphakdy, Senior Social Development Officer (Gender), CCGE, CCSD Samina Sabir, Gender Officer, CCGE, CCSD

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TECHNICAL ASSISTANCE AT A GLANCE

Project Data						
Project number	59118-001	Project name	Advancing Women's Leadership in Asia and the Pacific			
Nature of Activity	Capacity development	Modality	Regular			
Country	Regional (Kazakhstan, Kyrgyz Republic, Tajikistan, Turkmenistan, Uzbekistan); Lao People's Democratic Republic; Maldives; Nepal; Pakistan; Timor-Leste	Executing or implementing agency	Asian Development Bank			
Department/ Office	Gender Equality Division, Climate Change and Sustainable Development Department					
Sector	Public Sector Management	Subsector	Social Protection Initiatives			
Strategic Focus Area	Resilience and empowerment	Sustainable Development Goals	SDG 5.5			
Financing						
ADB Financing	Amount (\$ million)					
Technical Assistance Special Fund	1.50					
Cofinancing	Amount (\$ million)					
ADB-administered	0.00					
Non-ADB administered	0.00					
Counterpart	Amount (\$ million)					
	0.00					
Total	1.50					
{ADB Climate Financing}						
ADB						
Adaptation	0.00					
Mitigation	0.00					
Cofinancing (ADB-administered)						
Adaptation	0.00					
Mitigation	0.00					
Total	0.00					
Currency of ADB Financing: US Dollar						
Climate Action						
Disaster Risk Reduction, Environment and Nature		Not applicable				
Safeguards						
Category	Environment: <input type="checkbox"/> A <input type="checkbox"/> B	<input type="checkbox"/> C <input type="checkbox"/> FI	<input checked="" type="checkbox"/> Not Applicable			
	Involuntary resettlement: <input type="checkbox"/> A <input type="checkbox"/> B	<input type="checkbox"/> C <input type="checkbox"/> FI	<input checked="" type="checkbox"/> Not Applicable			
	Indigenous peoples: <input type="checkbox"/> A <input type="checkbox"/> B	<input type="checkbox"/> C <input type="checkbox"/> FI	<input type="checkbox"/> Not Applicable			
Gender Equality						
Category	<input checked="" type="checkbox"/> Gender equality objective (GEN)	<input type="checkbox"/> Effective gender mainstreaming (EGM)				
	<input type="checkbox"/> Some gender elements (SGE)	<input type="checkbox"/> Indirect gender benefits (IGB)				
Regional Cooperation and Public Goods						
Category	<input type="checkbox"/> Pillar 1	<input type="checkbox"/> Pillar 2	<input checked="" type="checkbox"/> Pillar 3 <input type="checkbox"/> Not applicable			

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Generated Date: 25 August 2025

I. INTRODUCTION

1. The technical assistance (TA) will provide leadership training to senior women leaders working in government agencies and state-owned enterprises in male-dominated sectors, as well as select women leaders from private sector and civil society organizations, to address women's limited representation and voice in decision-making through regional and country-focused programs. It will expand the outreach of the flagship Asia Women Leaders Program (AWLP) of the Asian Development Bank (ADB) through country-focused and subregional training, enhancing women leaders' communication and negotiation skills to maximize their effectiveness in their spheres of influence, as well as build their confidence and networks for professional development. The TA will also strengthen AWLP's sustainability through training of trainers, a digital AWLP delivery platform, and an alumni resource and networking hub.
2. The TA will generate upstream knowledge and evidence to inform efforts to strengthen women's leadership across ADB's developing member countries (DMCs), especially in the infrastructure sector, where participation is low.¹ The TA will directly support the advancement of women's leadership policies and strategies linked with ongoing policy-based programs in selected countries. Specifically, the TA will generate knowledge and information on promoting women's leadership, provide training to government stakeholders, develop methodologies for assessing leadership gaps, and establish processes to institutionalize women's leadership at the national level. TA resources are necessary to convey internationally recognized good practices and standards to DMCs. The TA covers several DMCs, including the Lao People's Democratic Republic (Lao PDR), which is categorized as a fragile and conflict-affected situations country; Maldives, which is categorized as a small island developing state; and Timor-Leste, which is categorized as both a fragile and conflict-affected situations country and a small island developing state. The TA will pursue a tailored approach through dedicated national programs in these three DMCs, cognizant of the intersecting challenges of demography, geography, and cultural norms.
3. The TA contributes to the resilience and empowerment strategic focus area and development result 4 of ADB Strategy 2030's Midterm Review.² Promoting women's leadership is aligned with Sustainable Development Goal (SDG) 5 on gender equality. The TA is also aligned with development priorities of the DMCs and is anchored in their respective country partnership strategies.³

¹ The TA will be implemented in the following DMCs, with (i) a country focus in the Lao People's Democratic Republic (the Lao PDR), Maldives, Nepal, Pakistan, and Timor-Leste; and (ii) a subregional focus in Kazakhstan, the Kyrgyz Republic, Tajikistan, Turkmenistan, and Uzbekistan.

² ADB. 2019. [Strategy 2030 Operational Plan for Priority 2: Accelerating Progress in Gender Equality](#); and ADB. 2024. [Strategy 2030 Midterm Review: An Evolution Approach for the Asian Development Bank](#).

³ ADB. 2023. [Country Partnership Strategy: Kazakhstan, 2023–2027—Accelerating Resilient and Sustainable Growth for All](#); ADB. 2023. [Country Partnership Strategy: Kyrgyz Republic, 2023–2027—Fostering Inclusive, Resilient, and Private Sector-Led Growth](#); ADB. 2024. [Country Partnership Strategy: Lao People's Democratic Republic, 2024–2028—Strengthening Foundations for an Inclusive, Sustainable, and Resilient Economy](#); ADB. 2020. [Country Partnership Strategy: Maldives, 2020–2024—A Resilient and Sustainable Island Life for all Maldivians](#); ADB. 2025. [Country Partnership Strategy: Nepal, 2025–2029—A Partnership for Private Sector-Led Growth, Youth Employment, and Resilience](#); ADB. 2020. [Country Partnership Strategy: Pakistan, 2021–2025—Lifting Growth, Building Resilience, Increasing Competitiveness](#); ADB. 2021. [Country Partnership Strategy: Tajikistan, 2021–2025—Improving the Quality of Growth](#); ADB. 2022. [Country Partnership Strategy: Timor-Leste, 2023–2027—A Strategy for Economic Recovery, Inclusive Development, and Climate Resilience](#); ADB. 2024. [Country Partnership Strategy: Turkmenistan, 2024–2028—Transformation into a More Sustainable, Climate-Resilient, and Competitive Economy](#); and ADB. 2024. [Country Partnership Strategy: Uzbekistan, 2024–2028—Fostering Deep Reforms for a Sustainable Transformation to a Green and Inclusive Economy](#). The TA first appeared in the business opportunities section of ADB's website on 23 May 2025.

II. ISSUES

4. **Persistent gender gaps in Asia and the Pacific.** Despite significant strides in gender equality and women's empowerment, including reduced gender gaps in education, women's representation in leadership and women's labor force participation remains low in Asia and the Pacific. In 2022, the regional labor force participation rate average for women was 44% (compared to 73.6% for men) in Asia and the Pacific, varying from 24.1% in South Asia to 60.3% in East Asia.⁴ Closer analysis shows that women's employment is concentrated in government, care, and social services (53.8% in public administration, education, health, social work, arts, care services, and paid domestic work) and is the lowest in industry (29.4% in manufacturing, construction, mining, and utilities) (footnote 3). In public administration, women are underrepresented at all levels of decision-making, averaging 20% of top leaders, 25% of senior managers, and 33% of managers.⁵ Women's slow rise to leadership stems from sociocultural and structural barriers. Desirable leadership traits are often seen as "masculine," with assertive women perceived as unlikeable and softer-spoken women seen as weak leaders, for example. Gender-biased recruitment and promotion policies; limited child-care services, skills training and capacity development, mentoring and networks; and inflexible work options collectively pose key structural barriers.

5. **Low representation of women in the infrastructure sector.** Globally, women's representation in infrastructure sector employment is relatively low (footnote 3). Women occupy 2% of chief executive officer roles and 9% of senior positions. They hold 13% of mid-level roles and 22% of junior roles. Similarly, in utility companies, women comprise only 22% of the workforce. In the water, sanitation, and hygiene sector, women account for less than 17% of the labor force.⁶ Women are one-third of the workforce in the 20 largest global tech companies; however, they hold only one in four leadership positions.⁷ As a result, women's perspectives, knowledge, and skills are often overlooked in policies and programs addressing regional challenges like climate change, pandemic response, regional cooperation, rural–urban migration, digitalization, and infrastructure.

6. **Mixed progress towards gender equality.** The Global Gender Gap Index 2025 Report shows mixed progress on gender equality in Asia and the Pacific, with a gender parity score of 69.8% in Central Asia and 69.4% in East Asia and the Pacific, while South Asia lags at 64.6%.⁸ Full gender parity in leadership is projected to take 138 years in South Asia, 179 years in East Asia and the Pacific, and 208 years in Central Asia. While deep-rooted societal expectations often discourage women from pursuing leadership roles, women also lack access to influential networks that are crucial for leadership advancement.

7. The TA is categorized *gender equality objective* because it directly addresses reducing gender gaps in women's leadership. Because ADB's portfolio focuses largely on infrastructure, ADB has long recognized its unique position to improve women's representation and voice in decision-making in these sectors with targeted interventions. Building on this commitment, ADB launched its flagship AWLP program in 2014 to develop leadership capacity for senior women

⁴ International Labour Organization and ADB. 2023. *Where Women Work in Asia and the Pacific: Implications for Policies, Equity, and Inclusive Growth*.

⁵ United Nations Development Programme and University of Pittsburgh Gender Inequality Research Lab. 2022. *Where Are the Women? Gender Equality in Public Administration in Asia-Pacific*.

⁶ ADB. 2023. *Enhancing Gender Equality in Infrastructure Development: Theories of Change, Indicators, and Sector Strategies*.

⁷ ADB. 2023. *Bridging the Gender Gap: Amplifying Women's Leadership in Fintech and STEM*.

⁸ World Economic Forum. 2025. *Global Gender Gap Report 2025*.

government officials in male-dominated sectors that are prominent in DMC portfolios. Since 2014, AWLP has delivered its targeted, context-tailored, high-quality leadership training program to 330 women leaders from 36 countries in Asia and the Pacific. This includes four regional, two subregional (South Pacific), and five country-focused trainings (two in Indonesia and one each in Cambodia, Mongolia, Papua New Guinea). Additionally, two refresher training sessions, attended by 52 alumni, were held to update their knowledge and skills, ensuring they remain engaged, develop their leadership abilities, and stay connected with the network. Impact assessments confirmed that participants (i) learned the connections between gender equality, women's leadership, and inclusive growth; (ii) improved communication, media, and negotiation skills through practical exercises and coaching on camera, in role play, and case studies; and (iii) were inspired by leadership journeys of 72 inspirational role models from public and private sectors and civil society and built their networks. AWLP's 10-year milestone in 2024 highlighted the urgent need for a more institutional and sustainable approach to program delivery, supported by a stand-alone TA.

8. The TA is expected to (i) expand leadership training opportunities to women leaders in subregions with lower rates of participation in AWLP, and (ii) strengthen the sustainability of resources and networks to support women leaders in Asia and the Pacific. The TA will ensure consistent delivery of a long-tested, high-quality training program; relevance to ADB operations for integrated solutions; and establishment of a central hub to disseminate achievements and resources and foster networking. To avoid constraints in implementation, TA implementation team in CCGE along with relevant resident missions will (i) translate training materials and delivery to ensure participation of women leaders in regions with language constraints; and (ii) include both aspiring and existing women leaders from government, private sector, and civil society.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

9. The TA will contribute to the following impact: women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life improved to support SDG 5.5.⁹ The TA will have the following outcome: the capacity and networks of transformative women leaders in Asia and the Pacific strengthened and sustained.¹⁰ Formal and informal connections and alliances through networks and partnerships among women leaders across different sectors and regions are essential for support and collaboration, resource sharing, advocacy, and mentorship to enhance their leadership and communication skills.

B. Outputs, Methods, and Activities

10. **Output 1: Capacity development program for women leaders delivered.** Across the Asia and the Pacific, women face many barriers in rising to the top, especially in male-dominated sectors. Research shows that women's leadership improves governance and protection of women's rights; service delivery; access to economic and social opportunities; and inclusive development outcomes.¹¹ The TA will continue ADB's flagship women's leadership training program to build the leadership communication and negotiation skills of women leaders

⁹ United Nations General Assembly. 2015. [Resolution 70/1: Transforming our World: The 2030 Agenda for Sustainable Development](#). A/RES/70/1. 21 October.

¹⁰ The design and monitoring framework is in the Appendix.

¹¹ United Nations Economic and Social Commission for Asia and the Pacific. 2019. [Pathways to Influence: Promoting the Role of Women's Transformative Leadership to Achieve SDGs in Asia and the Pacific](#).

associated with ADB's sovereign and nonsovereign operations in select DMCs through targeted, high-quality practical training and learning from inspirational role models. This output will:

- (i) **Enhance capacity.** The core training program will improve women leaders' communication skills on how to speak with authority and clarity and work with the media as well as sharpen their skills on how to navigate underlying gender biases in negotiations for themselves and on behalf of their organizations. Women leaders will also learn from inspirational role models, sharing their own journeys of transformative leadership, breaking down gender barriers and social norms, influencing laws to protect women's rights, reforming institutions to reduce gender bias, opening opportunities for women's economic empowerment to build resilience, and supporting other women to grow as leaders for collective action.
- (ii) **Sharpen relevance.** Capacity development activities will target women leaders associated with ADB operations in executing and implementing agencies, national women's machineries, private sector, and civil society in DMCs.
- (iii) **Expand outreach.** ADB will organize one subregional program (for Central and West Asia, including Kazakhstan, the Kyrgyz Republic, Tajikistan, Turkmenistan, and Uzbekistan) and four to five country-focused programs (the Lao PDR, Maldives, Nepal, Pakistan, and Timor-Leste).¹² To align with ADB priorities, programs will focus on context-relevant themes (e.g., climate change, transport) and increased participation from the private sector.

11. Output 2: Networks and partnerships of women leaders supported. Women need strong networks and alliances to address systemic gender bias and negotiate with a collective voice for gender equality in the workplace. When women work together, they can have more powerful influence on decision-making in their organizations and communities. They can share achievements and challenges, pool resources and skills, and create a "safe space" for peer learning and support to build leadership capacity. The TA will enhance women leaders' networks and collaboration among development partners to support women's leadership at national, subregional, and regional levels. This output will have three sub-outputs that strengthen:

- (i) **Cross-regional and/or cross-subregional networks of women leaders.** Regional and subregional women's leadership training will strengthen these networks, dovetailing with ADB initiatives supporting women's leadership in infrastructure sectors under regional cooperation programs in Central and West Asia, Southeast Asia, and South Asia, such as the Central Asia Regional Economic Cooperation Program, Greater Mekong Subregion Economic Cooperation Program, Women in Energy and Power Sector (WePOWER) Network South Asia, and Women in Transport (WiT) Network.¹³

¹² DMC selection is based on DMC demand shared by staff based in regional departments and ADB's Gender Equality Division staff working in resident missions.

¹³ The Central Asia Regional Economic Cooperation Program (CAREC), a partnership of 11 countries and development partners in Central and West Asia, endorsed the CAREC Gender Strategy 2030 to promote women's empowerment by ensuring regional projects address their needs and provide equal access to benefits and opportunities. The GMS Economic Cooperation Program, a regional cooperation platform established to support and complement national development strategies, developed the GMS Gender Strategy to complement the efforts of individual countries to enhance gender equality. WePOWER is a women's professional network in the energy and power sector in South Asia that supports women's participation in energy projects and institutions and promotes normative change regarding women in science, technology, engineering, and mathematics education. WiT is a World Bank-led initiative that aims to empower women across the transport sector in Asia and beyond, fostering networking, mentorship, and knowledge exchange to address gender gaps and promote women's leadership and employment. ADB. 2021. *CAREC (Central Asia Regional Economic Cooperation) Gender Strategy 2030: Inclusion, Empowerment and Resilience for All*. p. 9; ADB. 2022. *Greater Mekong Subregion (GMS) Gender Strategy*. World Bank. 2022. *WePOWER: The South Asia Women in Power Sector Professional Network Brochure*. ITF. 2025. <https://www.itf-oecd.org/women-transport-supporting-women-leaders-and-employees>.

- (ii) **In-country networks of women leaders in government, national machineries, private sector, and civil society organizations.** Establishing AWLP networks through country-focused women's leadership training will strengthen these networks. AWLP alumni will meet, organize leadership trainings, and initiate mentorships to share skills, knowledge, and insights to support each other and enhance the cadre of women leaders beyond national levels.
- (iii) **Partnerships with development partners supporting women's leadership in the Asia and Pacific.** Under previous AWLP programs, ADB collaborated with development partners such as Australian's Department of Foreign Affairs and Trade, Japan International Cooperation Agency, United Nations Development Programme, and United Nations Women. This will continue under the TA to broaden and deepen such partnerships for wider reach, more sustainable resources, including funding and expertise. ADB may pursue synergies and complementarity with other women's leadership networks (e.g., WiT and WePOWER), where applicable.

12. Output 3: Women's leadership training resources and networks sustained. ADB's flagship women's leadership training program continues to be relevant and effective in addressing key challenges that women leaders in Asia and Pacific face in moving up to decision-making roles. The TA will take stock of AWLP's evolution, innovations, and achievements over the decade since its inception to strategically ensure the training program's sustainability, consolidate its knowledge base and resources, establish a networking hub for alumni, and explore new approaches to expand collaboration with development partners in Asia and Pacific. This output will have three sub-outputs:

- (i) **Training of trainers.** ADB will expand the pool of core trainers to institutionalize the program with new approaches in different subregional or country contexts in Asia and the Pacific. Further, in Cambodia and Mongolia, ADB organized country-focused AWLP programs in close collaboration with committed government partners like the Ministry of Women's Affairs in Cambodia, the National Committee on Gender Equality in Mongolia, and National Academy of Governance in Mongolia, with AWLP-certified master trainers translating core training materials into local languages. These programs demonstrated that a substantial AWLP investment in core training and training of trainers strengthened the sustainability of women's leadership training and its national rollout.¹⁴ The country-focused trainings planned under the TA will include the training-of-trainers component.
- (ii) **Digital networking hub.** AWLP alumni have set up (a) formal in-country networks to meet and support each other regularly and (b) informal in-country, subregional, and/or regional networking forums through messaging apps, such as WhatsApp or Telegram, to connect with each other. In a key innovative step, the TA will create a digital sustainable central networking hub for all AWLP participants, inspirational speakers, organizers, and trainers to more easily connect to share achievements, highlight new resources, seek advice, and support each other.
- (iii) **Digital AWLP database.** ADB will establish a digital AWLP database to consolidate and ensure the sustainability of AWLP's rich knowledge base, which will be easily accessible.¹⁵ The database will include an overview and breakdowns of participants by subregion and/or country; track career advances of alumni; link

¹⁴ An AWLP workshop held in Phnom Pehn, Cambodia on 25–28 March 2019 trained 50 participants, and one held in Terelj, Mongolia on 29–31 May 2023 trained 49 participants.

¹⁵ TA implementation team will consider commercial software solutions such as Mighty Networks, Circle, Hivebrite, Graduway, or a private LinkedIn group instead of building a custom platform from scratch.

reports from all training events with group photos; and share technical resources, blogs, and videos on building communications and negotiation skills.

C. Cost and Financing

13. The TA financing amount is \$1,500,000, which will be financed on a grant basis by ADB's Technical Assistance Special Fund (\$750,000 under TASF 8 and \$750,000 under TASF-other sources).¹⁶

14. The total TA amount is broken down per output in Table 1.

Table 1: Cost Breakdown per Output

Output	Indicative Cost (\$'000)	Percentage of TA Amount (%)
Output 1: Capacity development program for women leaders delivered	711.00	47.0
Output 2: Networks and partnerships of women leaders supported	283.00	19.0
Output 3: Women's leadership training resources and networks sustained	506.00	34.0
Total	1,500.00	100.0

TA = technical assistance.

Source: Asian Development Bank estimates.

D. Implementation Arrangements

15. ADB will administer the TA. The Gender Equality Division of the Climate Change and Sustainable Development Department will implement the TA in coordination with the sectors departments, regional departments, and relevant resident missions. The Gender Equality Division will select, supervise, and evaluate consultants; procure goods; organize workshops, training, and conferences; and provide staff to act as resource persons in the workshop (including mechanisms to capture and share lessons from TA implementation). Relevant resident missions will be consulted for proposing candidates for participation in AWLP programs.

16. Implementation arrangements are summarized in Table 2.

Table 2: Implementation Arrangements

Aspects	Arrangements		
Indicative implementation period	September 2025–August 2028		
Executing agency	Asian Development Bank		
Implementing agencies	Gender Equality Division, Climate Change and Sustainable Development Department		
Consultants	To be selected and engaged by ADB. Firm 1: International QCBS/SCQS	Digital AWLP Resource and Networking Platform and Database Team leader and knowledge platform developer (6 person-months) Women's network specialist (5 person-months)	\$356,780

¹⁶ The key expenditure items are listed in Cost Estimates and Financing Plan (Annex 1).

Aspects	Arrangements		
		Media and public speaking trainer for women leaders (5 person-months) Negotiation and strategic communication trainer for women leaders (5 person-months) National event coordinators (5 person-months) National logistics and administrative support staff (4 person-months)	
	Firm 1: National QCBS/SCQS	Digitization and Data Management IT expert - digital knowledge consultant (team leader, 6 person-months) Web developer (4 person-months)	\$110,740
	Individual selection	International expertise for Senior gender and development capacity building specialist (4 person-months)	\$133,400
	Individual selection	International expertise for women's leadership specialist (3 person-months)	\$111,400
	Individual selection	National expertise for technical assistance coordinator (12 person-months)	\$83,380
	Resource persons	International and national expertise: workshop facilitators, trainers, speakers	\$130,300
Procurement	ADB will engage consultants and service providers and carry out procurement following the ADB Procurement Staff Instructions on ADB-Administered Procurement.		
Disbursement	Disbursement of technical assistance resources will follow ADB's <i>Technical Assistance Disbursement Handbook</i> (2020, as amended from time to time).		

ADB = Asian Development Bank, AWLP = Asia Women Leaders Program, ICS = individual consultant selection, QCBS = quality- and cost-based selection, SCQS = simplified consultants' qualifications selection.

Source: Asian Development Bank.

17. Consulting services. ADB will engage consultants following the ADB Procurement Policy (2017, as amended from time to time).¹⁷ Individual consultants and resource persons will be recruited through individual selection wherein short-listed candidates may be hired as needed for the duration of the agreement to provide technical expertise and assistance to participating DMCs. Two firms will be recruited using quality- and cost-based selection or simplified consultants' qualifications selection, with quality- and cost-based selection with a 90:10 quality-cost ratio as the default selection method; other selection methods will require justification. Non-consulting services, including simultaneous interpretation, rapporteur support, event coordination, graphic design, and photo and/or video documentation, may be engaged on an as-needed basis to support the effective implementation of TA activities. ADB will engage consultants and service providers and carry out procurement following the ADB Procurement Staff Instructions on ADB-Administered Procurement. ADB will recruit an individual consultant (one Philippine national) to coordinate and implement the project.

18. Application of special provisions. A digital AWLP delivery platform, containing the database and alumni resource and networking hub, will be developed in collaboration with the Department of Communications and Knowledge Management; Information Technology Department; and the Digital Sector Office, Sectors Department 2. The TA aims to ensure platform sustainability after completion through a maintenance plan covering update, backups, security,

¹⁷ Terms of Reference for Consultants (Annex 2).

user support, performance monitoring, and long-term budget management using grants and partnerships.

19. **ADB's visibility.** ADB's visibility will be a key driver of impact, with its branding and leadership prominently featured in workshops and capacity-building activities across DMCs. These events will not only deliver targeted training, but also reinforce ADB's role as a trusted partner in advancing women's leadership. Through strategic use of media, branded materials, and digital platforms, ADB will amplify its presence, strengthen stakeholder engagement, and position itself as a regional leader in promoting inclusive governance and gender equality.

IV. THE PRESIDENT'S DECISION

20. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$1,500,000 on a grant basis for Advancing Women's Leadership in Asia and the Pacific, and hereby reports this action to the Board.

DESIGN AND MONITORING FRAMEWORK

Impact the TA is Aligned with Women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life improved to support SDG 5.5 (Transforming our world: The 2030 Agenda for Sustainable Development) ^a			
Results Chain	Performance Indicators	Data Sources and Reporting Mechanisms	Risks and Critical Assumptions
Outcome The capacity and networks of transformative women leaders in Asia and the Pacific strengthened and sustained ^b	By 2028 (for all indicators): a. Leadership and communication skills of at least 300 women enhanced (2024 baseline: 0) [DR2, DR4] b. At least 10 networks and partnerships for women's leadership established (2024 baseline: 0 networks) ^c [DR4]	a. Training completion reports and participant feedback surveys b. Network activity reports and partnership agreements	A: Strong engagement and support from local partners and stakeholders R: External exigencies, e.g. political instability in the DMCs
Outputs 1. Capacity development program for women leaders delivered	By 2028 (for all indicators): 1a. At least 90% of 30 participants of the subregional leadership program for women (covering Kazakhstan, the Kyrgyz Republic, Tajikistan, Turkmenistan, and Uzbekistan) confirmed enhanced leadership and communication skills (2024 Baseline: 0)	1a. Training reports and attendance records	A: DMCs have policies and/or strategies to promote women's leadership
	1b. At least 90% of 80 participants of the five country-focused leadership programs (covering Maldives, Nepal, the Lao PDR, Timor-Leste, Pakistan) confirmed enhanced leadership and communication skills (2024 Baseline: 0)	1b. Training reports and attendance records	
2. Networks and partnerships of women leaders supported	By 2028 (for all indicators): 2a. At least three cross-regional or subregional alumni networks formed (2024 baseline: 0) 2b. At least five in-country networks and mechanisms established (2024 baseline: 0) 2c. At least two partnerships with other donors expanded and deepened (2024 baseline: 0)	2a. Network formation documents and activity logs 2b. Network formation documents and activity logs 2c. Partnerships agreements (e.g., memorandums of understanding)	R: Limited opportunities given to demonstrate women leadership roles
3. Women's leadership training resources and networks sustained	By 2028 (for all indicators): 3a. Pool of core trainers expanded to at least 50 women (2024 baseline: 0)	3a. Resource distribution records and feedback forms	A: DMCs have policies and/or strategies to promote women's leadership

Results Chain	Performance Indicators	Data Sources and Reporting Mechanisms	Risks and Critical Assumptions
	<p>3b. All training and learning materials digitized (2024 baseline: 0)</p> <p>3c. Digital AWLP resource and networking platform established and rolled out (2024 baseline: Not applicable)</p>	<p>3b. Digital records of training and learning materials maintained internally (ADB) or externally (commercial software solution)</p> <p>3c. Digital AWLP platform maintained internally (ADB) or externally (commercial software solution)</p>	
Key Activities with Milestones			
<p>1. Capacity development program for women leaders delivered</p>			
<p>1.1 Complete country and subregional training needs assessment (Q1 2026)</p> <p>1.2 Develop methodology for training assessment and align training modules (Q2 2026)</p> <p>1.3 Conduct country and subregional training programs (Q3 2026–Q4 2027)</p> <p>1.4 Conduct post training program assessment and survey (Q1 2028)</p>			
<p>2. Networks and partnerships of women leaders supported</p>			
<p>2.1 Identify networking platform for AWLP alumni and organize networking event(s) for country-level and subregional level participants (Q2 2026)</p> <p>2.2 Identify mentors/mentees and organize mentorship programs to enhance the cadre of women leaders beyond national levels (Q2 2026)</p> <p>2.3 Identify development partners and initiate partnership arrangements (Q2–Q4 2026)</p>			
<p>3. Women's leadership training resources and networks sustained</p>			
<p>3.1 Develop training-of-trainer modules and identify 10–15 resource persons (Q2 2026)</p> <p>3.2 Develop e-learning module based on AWLP programs (Q1–Q4 2026)</p> <p>3.3 Develop web-based platform for AWLP resource and networking (Q2 2026–Q2 2027)</p>			
Inputs			
Asian Development Bank: \$1,500,000 Technical Assistance Special Fund (\$750,000 from TASF 8 and \$750,000 from TASF-other sources)			

A = assumption, ADB = Asian Development Bank, AWLP = Asia Women Leaders Program, DMC = developing member country, DR = Development Result; Lao PDR = Lao People's Democratic Republic; MoU = Memorandum of Understanding, R = risk, SDG = Sustainable Development Goal, TA = technical assistance.

^a United Nations General Assembly. 2015. [Resolution 70/1: Transforming our World: The 2030 Agenda for Sustainable Development](#). A/RES/70/1. 21 October.

^b “Networks” refer to the formal and informal connections and alliances among women leaders across different sectors and regions essential for support and collaboration, resource sharing, advocacy, and mentorship.

^c Two networks have been established under the previous program.

Contributions to ADB's Development Results and Alignment with SDGs

A summary of the TA contributions to ADB's development results and alignment with SDGs are presented in the Contributions to Strategy 2030 Development Results page in eOperations. This information may be provided by the TA team upon request.

Source: Asian Development Bank.