A Good Practice Example

Nepal Skills for Employment Project
GAP Implementation Plan Selected View

A detailed GAP implementation plan is developed during the early stages of project implementation after the project teams are formed and fielded. It is based on full review and refinement of the GAP and agreements between ADB and EA/IA on the recruitment of a project gender specialist, the need for collection of baseline data, and the confirmation on available resources for GAP implementation. It outlines the allocation of responsibilities for implementation, monitoring, and reporting, and sequencing of gender-related activities.

Component 1: Increased Access to Market-Oriented Short-Term Skills Training

Subcomponent 1.2: Delivery of short-term skills training for formal and international labor markets supported

<table>
<thead>
<tr>
<th>Sub-component</th>
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<td>1.2.1. Analyze Labor Market Demand</td>
<td>Include gender perspective during labor market study to identify priority trades and employment opportunities for women.</td>
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<td>40% of the total identified skills needs are of priority occupations for women.</td>
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<td>Labor market study will identify and scrutinize women’s and poor participants’ issues and needs during skills training.</td>
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<td>Advertisement demand analysis will identify demand for women in overseas and local employment.</td>
<td>Sep 2008–2010</td>
<td>Survey conducted and results published.</td>
<td>CTETV/PIU</td>
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<td>1.2.2. Prioritize Training Programs</td>
<td>Follow GCE TNA guidelines</td>
<td>2008–2010</td>
<td>Skills training priorities for women and DGs identified.</td>
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<td>Incorporate outsourced life skills, WW, and HIV/AIDS training modules into skills training curriculum.</td>
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1.2.3. Deliver Training

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<td>Provide life skills training to female participants.</td>
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<td>Women, Dalits, and other DGs participated per project targets</td>
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<td>Select TTPs that can organize mobile training.</td>
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Tip Sheet No. 3

Implementing Gender Action Plans: Roles and Responsibilities

Key Roles in GAP Implementation

Main Roles:
- Project executing and implementing agencies (EA/IA) are responsible for gender action plans (GAPs) implementation and reporting. The project gender specialist/s in project management or implementation units (PMUs/PIUs) guide overall GAP implementation, while project gender focal points at district, town, or village levels in the project area assist with GAP implementation. The project steering committee, comprising EA/IA staff and gender focal points, may provide oversight for GAP implementation.

Supporting Roles:
- Resident mission gender specialist provides ongoing gender technical advice and assistance, and assistance on targeting GAP implementation. They also engage in gender policy dialogue with EA/IA/s in the context of GAP implementation, and share lessons and effective strategies that can be replicated across sectors and programs.

Key Factors in GAP Implementation: Executing Agencies

- Leadership support from senior management for sector-based gender policies and gender-inclusive project outcomes.
- Ownership of GAP with understanding of its rationale, e.g., why targeting women and implementing GAP will contribute to meeting overall project outcomes and outputs.
- Institutional mechanisms that incorporate gender-inclusive policies and operational measures, such as GAPs and sex-disaggregated monitoring systems, to track progress of project implementation.
- Commitment for GAP implementation demonstrated by motivated project directors.
- Gender expertise through recruitment of a long-term project gender specialist for oversight and support for GAP implementation.
- Resources adequate project funds for GAP implementation and gender capacity building.

ADB Resident Mission Gender Specialists

Project Executing Agency (EA)

Solid arrows: oversight function
Broken arrows: provision of guidance

ADB Resident Mission Gender Specialists

Project Management/Implementation Unit (PMU/PIU)
- Project Gender Specialist (National, long term)
- International Consultants (short term, not always present)

Project Steering Committee (PSC)
- (Usually with gender focal points of PSC member ministries/agencies and/or departments, and sometimes the national women’s machinery)

Local-Level Gender Committees
- (This is not a general practice, although some local bodies may have gender committees.)

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Local-Level Gender Committees
- (This is not a general practice, although some local bodies may have gender committees.)
Project directors (PDs) generally have limited knowledge and understanding of existing government policies on gender equality and women's empowerment, and lack incentives to achieve the project's gender-based objectives and GAP commitments. Implementing sector-based gender issues, sometimes lack adequate language skills, and have limited ability to understand the project GAP and to support the project management team in GAP implementation.

Project implementation in EAs/IAs lead to limited reporting of gender equality results. Weak gender expertise and monitoring mechanisms for recruitment of intermittent project GSs and inadequate understanding of existing government policies on gender equality. Sector-based gender issues, sometimes lack of technical expertise and monitoring mechanisms, and gender specialists’ brief tenure on project teams delay GAP implementation.

The Project Administration Manual (PAM)—to be used by the EAs/IAs, including the PMU/PIU, and ADB—sets out project implementation agreements on roles and resources to guide and monitor project implementation and evaluate project impact. A gender-inclusive PAM, as outlined below, is necessary to ensure the EA/IA, as well as the PMU/PIU, understands the project’s GAP objectives, implements and monitors GAP activities, and reports on GAP results.

Resident Mission Gender Specialist: Roles and Responsibilities

Planning
- Assist EAs to outline terms of reference and work plans for project gender specialists or consultants.
- Lead EAs/IAs to prepare detailed GAP implementation plans during the early stages of project implementation.
- Work with project teams and gender specialists to review and refine gender targets and activities, and prepare detailed GAP implementation plans.

Implementation
- Provide guidance to EAs on how to implement GAP activities and design and monitor gender indicators.
- Assist in developing sector-wide gender policy, institutional mechanisms, and procedures for GAP implementation.
- Provide social and gender capacity-building training and support to project staff, gender specialists, and focal points through regular consultations, policy dialogue, and technical advice.

Monitoring and Reporting
- Provide written inputs to mission reports, and ADB’s project reporting system.
- Assist EAs to plan, design, and deliver training and orientation to project staff on sector-based gender issues and explain GAP objectives or requirements.
- Provide gender-related inputs to project documentation, including gender equality indicators in project baselines.
- Monitor GAP implementation progress on a regular basis with field visits and quarterly reporting of progress and results.

Tips: How to Prevent Delays in GAP Implementation

- Build commitment of PDs by informing them of the country’s national policies on gender equality.
- Explain the GAP rationale and how GAP implementation will contribute to meeting overall project outcomes.
- Convince PDs of the value of gender-inclusive approaches with sector-based gender training, peer exchanges, and regional gender learning seminars.
- Use results to encourage EAs to replicate effective design approaches in other projects and sectors.

- Regularly visit sample project sites with the project GSs to observe how GAP activities are being implemented, why problems can be resolved, and how problems are being solved.
- Build capacity of project GSs through day-to-day consultations, technical advice, guidance, and project-based training on GAP implementation.
- Build commitment of GSs to overcome them.

- Provide advice, guidance, and project-based training on GAP implementation.
- Build commitment of PDs by informing them of the country’s national policies on gender equality.
- Explain the GAP rationale and how GAP implementation will contribute to meeting overall project outcomes.
- Convince PDs of the value of gender-inclusive approaches with sector-based gender training, peer exchanges, and regional gender learning seminars.
- Use results to encourage EAs to replicate effective design approaches in other projects and sectors.

- Sometimes the EA’s reluctance to implement sector-wide gender policy, institutional mechanisms, and procedures for GAP implementation lead to recruitment of intermittent project GSs and inadequate implementation of GAP activities and achievement of targets.
- Explode EAs that (i) GAP is not a separate project but an essential part of the overall project design, and (ii) GAP implementation needs project funds for the achievement of project outputs and outcomes.
- Explore sourcing additional funds for GAP activities or gender capacity development from other sources.

- Weak gender expertise and monitoring mechanisms for GAP implementation in EAs/IAs lead to limited reporting of gender equality results.
- Prepare a GAP implementation plan with EAs/IAs in the early stage of project implementation with careful GAP review and refinement.
- Incorporate sector-disaggregated indicators in project monitoring systems of EAs/IAs with baseline data.
- Ensure that GAP implementation status is reported in the quarterly project progress reports submitted by EAs to ADB.

- Build gender capacity of EA/IA project staff, gender specialists, and focal points through regular consultations, policy dialogue, and technical advice.
- Develop a gender-inclusive project monitoring and evaluation system with guidance on collection, analysis, and reporting of sex-disaggregated data related to GAP activities and targets.
- Assist EAs to outline terms of reference and work plans for project gender specialists or consultants.
- Lead EAs/IAs to prepare detailed GAP implementation plans during the early stages of project implementation.
- Work with project teams and gender specialists to review and refine gender targets and activities in the GAP and design and monitoring framework (DMF). Revise GAP and DMF when necessary.
- Provide guidance to EAs to strengthen their gender capacities by facilitating the development of gender strategies, guidelines, and manuals on GAP implementation; and proposing institutional mechanisms and gender advisory forums to provide leadership and guidance on sector-based gender issues and monitoring gender equality results.

- The Project Administration Manual: Reference Document for GAP Implementation

- Present and explain GAP requirements to EAs/IAs and work with PMUs in scheduling and fielding of gender consultants, and in preparing work flow and implementation schedule.
- Build gender capacity of EA/IA project staff, gender specialists, and focal points through regular consultations, policy dialogue, and technical advice.
- Develop a gender-inclusive project monitoring and evaluation system with guidance on collection, analysis, and reporting of sex-disaggregated data related to GAP activities and targets.
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- Provide gender-related inputs to project documentation, including gender equality indicators in project baselines.
- Monitor GAP implementation progress on a regular basis with field visits and quarterly reporting of progress and results.

- Document lessons learned from gender-inclusive projects with case studies or project completion reports for potential replication of successful gender mainstreaming approaches in designing similar projects.
Tips: How to Prevent Delays in GAP Implementation

- Build commitment of PDs by informing them of the country’s national policies on gender equality.
- Explain the GAP rationale and how GAP implementation will contribute to meeting overall project outcomes/outputs.
- Convince PDs of the value of gender-inclusive approaches with sector-based gender training, peer exchanges, and regional gender learning seminars.
- Use results to encourage EAs to replicate effective design approaches in other projects and sectors.

Project Gender Specialists (GSs) are often hired on intermittent or short-term contracts, lack capacity to understand sector-based gender issues, sometimes lack adequate language skills, and have limited ability to understand the project GAP and to support the project management team in GAP implementation.

- Regularly visit sample project sites with the project GSs to observe how GAP activities are being implemented, why activities are delayed, and how problems can be resolved. Suggest strategies and actions for tackling delays.
- Build capacity of project GSs through day-to-day consultations, technical advice, guidance, and project-based training on GAP implementation.
- Allocate budget for translation of GAP implementation guidance in local languages.

Sometimes the EA’s reluctance and insufficient allocation of project resources for GAP implementation lead to recruitment of intermittent project GSs and inadequate implementation of GAP activities and achievement of targets.

- Explain to EAs that GAP is not a separate project but an essential part of the overall project design, and (b) GAP implementation needs project funds for the achievement of project outcomes and outcomes.
- Explore sourcing additional funds for GAP activities or gender capacity development from other sources.

Weak gender expertise and monitoring mechanisms for GAP implementation in EAs/IAs lead to limited reporting in GAP implementation and results.

- Prepare a GAP implementation plan with EA/IAs in the early stage of project implementation with careful GAP review and refinement.
- Incorporate sex-disaggregated indicators in project monitoring systems of EAs/IAs with baseline data.
- Ensure GAP implementation status is reported in the quarterly project progress reports submitted by EAs to ADB.

The Project Administration Manual (PAM)—to be used by the EAs/IAs, including the PMU/PIU, and ADB—sets out project implementation agreements on roles and resources to guide and monitor project implementation and evaluate project impact. A gender-inclusive PAM, as outlined below, is necessary to ensure the EA/IA, as well as the PMU/PIU, understands the project’s GAP objectives, implements and monitors GAP activities, and reports on GAP results.

- Project Description and Implementation Plans: Sections I and II include key GAP features and activities relevant to project outputs.
- Procurement and Consulting Services: Section VI includes terms of reference for a gender and social development specialist, preferably with a long-term contract.
- Gender and Social Dimensions: Section VIII includes the design phase GAP and describes the technical and financial resources available for GAP implementation.
- Performance Monitoring, Evaluation, Reporting, and Communication: Section IX includes the project’s DMF with main GAP features, indicators, targets, and benchmarks; and describes how the GAP will be monitored and reported.

Resident Mission Gender Specialist: Roles and Responsibilities

Planning
- Assist EAs to outline terms of reference and work plans for project gender specialists or consultants.
- Lead EAs/IAs to prepare detailed GAP implementation plans during the early stages of project implementation.
- Work with project teams and gender specialists to review and refine gender targets and activities in the GAP and design and refine monitoring framework (DMF). Revise GAP and DMF when necessary.
- Provide guidance to EAs to strengthen their gender capacities by facilitating the development of gender strategies, guidelines, and manuals on GAP implementation; and proposing institutional mechanisms and gender advisory forums to provide leadership and guidance on sector-based gender issues and monitoring gender equality results.

Implementation
- Assist the PMU/PM to plan, design, and deliver training and orientation to project staff on sector-based gender issues and explain GAP objectives or requirements.
- Provide social and gender inputs for training at the institutional and community levels.
- Maintain oversight of GAP implementation, identify constraints, and prepare strategies to overcome them.
- Prepare monitoring and reporting templates on GAP implementation for incorporation in EA quarterly progress reports and annual performance reviews.

Monitoring and Reporting
- Consult regularly with women beneficiaries.
- Assist in developing a sex-disaggregated project monitoring and evaluation system, identify baseline data needs, and ensure collection of sex-disaggregated data.
- Monitor GAP implementation progress on a regular basis with field visits and quarterly reporting of progress and results.

The Project Administration Manual: Reference Document for GAP Implementation

- Present and explain GAP requirements to EAs/IAs and work with PMUs in scheduling and fielding of gender consultants, and in preparing work plan and implementation schedule.
- Build gender capacity of EA/IA project staff, gender specialists, and focal points through regular consultations, policy dialogue; technical advice on implementation with training on how to improve gender results; sector- and project-based gender training; and supporting EA/IA participation in lateral learning workshops and peer exchanges.
- Participate in project review missions in the field to assess GAP implementation; record GAP implementation progress against gender targets and indicators against baseline data; interview beneficiaries on practical and strategic benefits including women’s participation and access to project resources, and progress toward gender equality including women’s decision making in the household and community; and provide written inputs to mission reports on GAP implementation results, challenges, and solutions.

Document lessons learned from gender-inclusive projects with case studies or project completion reports for potential replication of successful gender mainstreaming approaches in designing similar projects.
A Good Practice Example

Nepal Skills for Employment Project

GAP Implementation Plan Selected View

Key Roles in GAP Implementation

Main Roles: Project executing and implementing agencies (EAs/IAs) are responsible for gender action plans (GAPs) implementation and reporting. The project gender specialist(s) in project management or implementation units (PMU/PIU) guide overall GAP implementation, while project gender focal points at district, town, or village levels in the project area assist with GAP implementation. The project steering committee, comprising EAs/IAs staff and gender focal points, may provide oversight for GAP implementation.

Supporting Roles: Resident mission gender specialist(s) provide ongoing gender technical advice and assistance, and support on GAP implementation. They also engage in gender policy dialogue with EAs/IAs in the context of GAP implementation, and share lessons and effective strategies that can be replicated across sectors and programs.

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Subcomponent 1.2: Delivery of short-term skills training for formal and international labor markets supported

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<td>Make provision for participation of women and DGs in skills training, including safe and women-friendly environment (separate toilets, hostels, and child care facilities).</td>
<td>2008–2011</td>
<td>Women, Dalits, and other DGs participated in project targets.</td>
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Key Factors in GAP Implementation: Executing Agencies

- Leadership support from senior management for sector-based gender policies and gender inclusive project outcomes
- Ownership of GAP with understanding of its rationale, e.g., why targeting women and implementing GAP will contribute to meeting overall project outcomes and outputs
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- Commitment for GAP implementation demonstrated by motivated project directors
- Gender expertise through recruitment of a long-term project gender specialist for oversight and support for GAP implementation
- Resources: adequate project funds for GAP implementation and gender capacity building

Tip Sheet No. 3

Implementing Gender Action Plans:

Roles and Responsibilities

- Partnership with all project stakeholders and other development partners in GAP implementation
- Gender capacity building of EAs/IAs staff through ongoing support of ADB resident mission gender specialist, project-specific training, lateral learning, and peer exchanges to improve understanding of sector-based gender issues, gain new skills and tools for gender mainstreaming, and enhance motivation for GAP implementation
- Lessons learned from challenges and successful approaches in mainstreaming gender issues in previous projects within the same sector
- Continuity of project directors, gender specialists, and gender focal points who understand the project’s gender-based objectives and requirements for GAP implementation

ADB: 2004, Report and Recommendation of the President to the Board of Directors: Proposed Loan to the Kingdom of Nepal for the Skills for Employment Project (Loan 2111-NTP)

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