# Project Reviews: Monitoring and Reporting on Gender Action Plans

Why Reviewing, Monitoring, and Reporting Are Critical

❖ The Corporate Results Framework of the Asian Development Bank (ADB) includes key operational performance indicators for (i) gender mainstreaming in 45% of all ADB operations and 55% of all Asian Development Fund operations, and (ii) completed sovereign operations delivering intended gender equality results.

❖ ADB's Gender Equality and Women's Empowerment Operational Plan (2013–2020) shifts focus from "at entry" design to better implementation and monitoring to ensure delivery of the intended gender equality results and outcomes. Improving implementation and monitoring will also ensure gender action plans (GAPs) in design documents become an integral project implementation tool, facilitating achievement of gender-inclusive targets and outcomes.

❖ GAP implementation poses many challenges that have to be resolved in a timely manner with regular monitoring and capacity development. Unless GAP activities and targets are achieved, intended project outputs and outcomes may not be realized or sustained.

❖ Reporting on gender equality and women's empowerment results enhances ADB's development effectiveness and accountability, and makes contributions to gender equality tangible at the country and regional levels.

Key Factors for Effective Monitoring and Reporting

❖ **Routine collection of sex-disaggregated data** is necessary for meaningful assessment of a project's progress and gender equality results and outcomes. Networking between resident mission (RM) and project gender specialists (GSs), gender focal points, and national gender focal agencies leads to better identification, collection, monitoring, and reporting of sex-disaggregated data and information.

❖ **Continuous dialogue, guidance, and supervision** by RM GSs are required for timely gender action plan (GAP) implementation. Ongoing guidance to executing and implementing agencies (EAs/IAs) on GAP implementation is needed beyond regular project review missions. To assess women's participation and benefits, RM GSs must interview and engage in discussions with beneficiaries in the field.

❖ **Gender-inclusive project monitoring mechanisms,** such as the design and monitoring framework (DMF), facilitate the monitoring, measuring, and reporting of gender-related targets, indicators, and results on men and women's participation, access to project resources, benefits, and impacts.

❖ **Project GAP** implementation monitoring matrix is a practical tool to regularly monitor GAP implementation progress, identify obstacles and solutions to achievement of GAP targets, and summarize gender results in the project completion report. It is attached to the EA/IA quarterly project progress reports.

❖ **Gender capacity development for EAs/IAs** on project- and sector-based gender issues organized by RM GSs on a regular basis helps project teams and directors to improve GAP implementation, monitoring, and reporting. Sufficient resources should be provided for gender capacity development.

❖ **Standardization of project reporting** is necessary to consolidate sector- and country-based gender results. To do this, it is important to prioritize indicators in the GAPs that are consistent within and across sectors and ideally aligned with ADB Corporate Results Framework indicators and/or the Gender Equality and Women's Empowerment Operational Plan indicators.
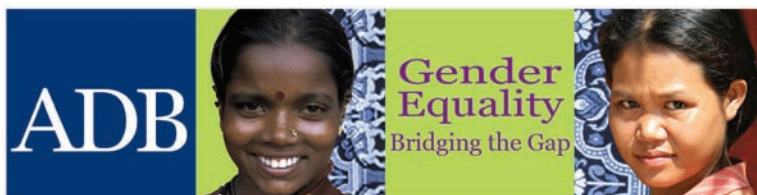
Project Inception Mission

During loan inception missions, it is important to discuss with the EA the arrangements, personnel, and resources necessary for implementation of the project GAP. In many instances, at this early stage, the project management unit and the full implementation team may not have been formed or recruited. Hence, discussion during inception may need to be more general with more detailed discussion of GAP implementation requirements conducted later when consultants and project teams are in place to commence activities.

❖ Explain the GAP rationale and requirements and how GAP implementation will contribute to meeting overall project outcomes and outputs.

❖ Discuss with the EA: (i) allocation of roles and responsibilities for GAP implementation, monitoring, and reporting; (ii) sequencing of gender activities, including recruitment and timing of fielding GSs; and (iii) allocation of resources for GAP implementation.

❖ Set realistic step-by-step actions.

❖ Check arrangements for collecting sex-disaggregated baseline data for monitoring.

❖ Confirm if adequate GS's resources are available in project teams to support GAP implementation.

❖ Review selection criteria and nongovernment organization contracting procedures to ensure they have demonstrated gender capacity.

❖ Review requirements for EA project progress reports to ensure they include reporting on GAP implementation.

❖ Provide gender input into inception mission's back-to-office report (BTOR) and aide-mémoire.
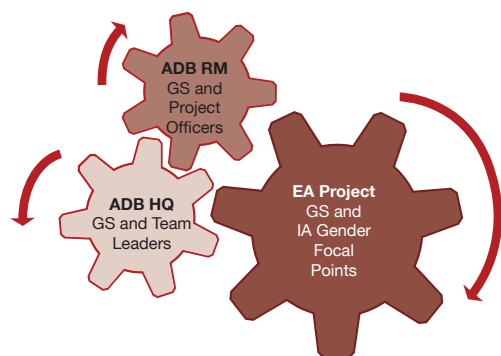
Early Phase of Project Implementation

❖ Ensure project implementation teams clearly understand GAP rationale and why it is important for women to participate and benefit from project activities.

❖ Revisit the GAP with EAs/IAs and project implementing teams to confirm that the mechanisms, strategies, and targets included in the GAP are relevant and achievable. Refine targets and activities, if needed.

❖ Identify who is responsible and accountable for implementing different elements of the GAP, including how GAP implementation will be monitored and reported.

❖ Ensure that the phasing of hardware and software components (e.g., civil works against capacity development, social mobilization, training, etc.) is complementary to maximize the impact and effectiveness of the GAP.

❖ Ensure formal, structured, and ongoing gender capacity building for all stakeholders, including national GSs in the EAs/IAs.

Project Reviews
(RM GS participation required at least once a year)

❖ Visit a sample of project sites and interview selected beneficiaries.

❖ Monitor GAP implementation progress on gender activities, targets, and design features using sex-disaggregated data, and report progress using the GAP implementation monitoring matrix.

❖ Review EA/IA capacity and systems to collect sex-disaggregated data.

❖ Ensure GAP activities are well phased with project outputs to maximize GAP effectiveness.

❖ Assess constraints to women's participation and recommend strategies and actions to address constraints.

❖ Adjust GAP activities and targets, if necessary, and reflect changes in the revised DMF and project administration manual.

❖ Review progress of project outputs and compliance with loan covenants.

❖ Include GAP implementation progress, any recommended actions, and/or GAP revisions in detail in the Key Findings and Agreements section of the aide-mémoire, and a summary in the BTOR.

❖ Ensure EAs report progress on GAP activities and achievement of gender targets in quarterly project progress reports with GAP implementation monitoring matrix attached as an annex.

❖ Ensure GAP implementation progress and meeting of gender targets are described and reported in ADB's project performance system (e-Ops).[1]

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[1] If national gender officers or gender consultants have limited access or influence on ADB processes, they need to work closely with resident mission project officers to ensure GAP implementation is monitored and reported.

Lao PDR: Northern Region Sustainable Livelihoods Project[a]
GAP Implementation Monitoring Matrix Select View

Output 1: Enhanced Productivity of Village Livestock Systems					
DMF Indicators	GAP Activities	GAP Targets	Responsible Organization/ Person	Progress/Challenges/Issues	Latest Update
50% women beneficiaries in 300 villages	Organize training at a convenient time for women	50% women in village-based training programs	NPD PGS	Achieved: On-the-job training conducted to improve livestock productivity of upland ethnic farmers through (i) building rapport with villages, (ii) forming LPGs, (iii) facilitating farmer groups and village learning activities, and (iv) linking farmers to resources; 95% of trainees/farmers (10,778 out of 11,322) are women.	Nov 2011
	Set quota for women to participate in the training	70%–80% women in training aimed at smaller livestock	NPD PGS	Partially Achieved: Training on small livestock (pig, goat, and poultry) raising for women has increased. – 96% of total participants (6,644 out of 6,919) are women – Women are expected to be at 80% (9,600 out of 12,000) – Good progress to date: 69% achieved against overall target	Nov 2011
50% of VLF loans are provided to women	Encourage women's VLF participation with separate meetings Ensure joint husband/wife VLF registration	At least 30%–50% of all beneficiaries under the VLF are expected to be women	NPD PGS	Achieved: 2,777 VLF members (49%) have taken credit out of a target of 6,000 – 2,708 (90%) women have taken credit out of a target of 3,000 for income-generating activities – 717 members used credit for raising large ruminants; 1,272 for pigs; 375 for goats; 333 for poultry; and 11 for fish cultivation in 86 villages	Nov 2011

DMF = design and monitoring framework, GAP = gender action plan, LPG = livestock production group, NPD = national project director, PGS = project gender specialist, VLF = village livestock fund.

[a] ADB. 2004. *Report and Recommendation of the President to the Board of Directors: Proposed Loan and ADF Grant to the Lao People's Democratic Republic for the Northern Region Sustainable Livelihoods Through Livestock Development Project* (Loan 2259-LAO).

Midterm Project Review

(RM GS participation required for all GEN/EGM projects)

The midterm review is a critical juncture in project implementation to assess if a project is on track to meet its intended outcomes, GAP implementation results, and if any midterm corrections are required to accelerate progress. While RM GSs do the same tasks outlined under project reviews, midterm review requires additional tasks as follows:

❖ Review GAP implementation progress on gender activities, targets, and design features including progress toward meeting gender-related outcomes. Ensure reporting that uses sex-disaggregated data.

❖ Assess constraints to GAP implementation, and with the review team, recommend midcourse corrections to improve implementation, outreach, and results for women's participation, access to resources, and benefits.

❖ Adjust GAP activities and targets, if necessary, and reflect changes in the revised DMF and Project Administration Manual.

❖ Assess how results for women are contributing to the achievement of overall project outcome.

❖ Plan for qualitative impact assessments on GAP achievements before project completion.

❖ Where possible, assess progress toward changes in gender relations, including women's participation in decision making at household, community, or project levels.

❖ Prepare a detailed written assessment of findings relating to the implementation of GAP and gender-related results for incorporation in the midterm review report.

Final Project Review

The role of the RM GS in final project review missions includes the following:

❖ Collecting gender-based results against original GAP using sex-disaggregated data and impact stories

❖ Analyzing and evaluating the effectiveness of GAP design, implementation, and monitoring

❖ Reporting on GAP implementation assessment and gender-based results in the aide-mémoire and BTOR

❖ Ensuring the government's project completion report will include (i) sex-disaggregated data, analysis of GAP implementation, and gender results; (ii) GAP implementation Appendix against original GAP; and (iii) suggestions on improvements for gender mainstreaming in follow-on projects in the same sector

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Gender in Midterm Project Review

Aide-Mémoire Key Findings and Agreements: Include a Detailed Paragraph on GAP Implementation
- Report GAP implementation progress on key activities (e.g., hiring of project gender specialist; gender capacity building of EA/IA; women's participation in social mobilization, community development planning, skills building, and leadership training).
- Discuss progress against DMF gender indicators/targets, assess likelihood of achieving them, and suggest revisions.
- Assess if there is a systematic project monitoring system for collection of sex-disaggregated data.
- Discuss reasons for incomplete/delayed activities and unmet targets. Include time-bound remedial actions agreed with the EA.
- Provide a detailed assessment of GAP implementation by project outputs in aide-mémoire Appendix.

BTOR Key Findings and Agreements: Include a Summary Paragraph on GAP Implementation
- Report on overall GAP implementation progress and discuss whether expected gender targets will be met.
- List specific time-bound actions/revisions agreed with the EA to accelerate GAP implementation for the remainder of the project.

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Country Portfolio Review

Country portfolio reviews provide an annual overview of the project portfolio performance. RM GSs should

❖ Discuss with the head of the project administration unit and with the country director the inclusion of GAP implementation performance in the agenda of the country portfolio review mission (CPRM).

❖ Prepare discussion points on overall GAP implementation performance across the portfolio with suggested revisions to address implementation delays.

❖ Ensure CPRM aide-mémoire and BTOR adequately report on gender issues.

Nepal Country Portfolio Review Guidelines

To ensure regular monitoring of gender-based progress and results, all quarterly project performance reports and CPRMs in Nepal report on gender and social inclusion (GESI) results in (i) women's participation in project activities and decision-making positions, (ii) gender-inclusive policy and institutional reforms, (iii) women's employment and livelihood options, (iv) women's capacity development/ training, and (v) GESI-sensitive monitoring and evaluation systems. Standardization of project results aims to consolidate sector- and country-based results on gender.

Parameters/Indicators	Progress Update	Issues and Challenges
Policies/Strategies and Mechanisms • Policies/strategies/legal framework developed, reformulated, or amended (#, type) • Unit/Section established or GESI focal point appointed (#, type) • Staff/Consultant with GESI expertise recruited by EAs/IAs (#, %) • Adoption of GESI-responsive budgeting and auditing	(Progress updates with quantitative and qualitative data disaggregated)	(Reasons for incomplete implementation, unmet targets or delays, etc.)
Participation and Access (Disaggregate by sex, caste, and ethnicity [S/C/E]) • Participation in community groups: farmers and building groups, water supply and sanitation user groups (#, %) • Participation in decision-making structures: infrastructure and water supply and sanitation committees (#, %) • Access to financial resources and extension services (#, %)	**Women:** **Dalit: %M, %F** **Janajati: %M, %F** **Others: %M, %F**	Same as above
Capacity Development (Disaggregate by S/C/E) • Participation in capacity development training, group mobilization, and skills development (e.g., vocational training, cooperative and entrepreneurship training, and technical training on operation and maintenance) (#, %)	**Beneficiaries:** **Government** **Nongovernment Organization** **Private Sector**	Same as above
Access to Employment and Livelihood Opportunities (Disaggregate by S/C/E) • Employment and livelihood options generated (#, %, type) • Skilled, unskilled, professional • Assets owned (number and type) and entitlement received	**Beneficiaries** (same as above)	Same as above
Monitoring and Evaluation (M&E) • GESI-sensitive M&E system established • M&E system institutionalized in the EAs/IAs	(Progress updates same as above)	Same as above