

HARIYO BAN PROGRAM II

GENDER AND SOCIAL INCLUSION ANALYSIS AND ACTION PLAN

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Hariyo Ban Program



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Table of Contents

Acronyms and Abbreviations ii

Introduction 1

Analyses and Research..... 1

Actions in the Landscapes..... 3

Policy 3

Institutional Actions 3

The table below outlines actions, processes, responsibility and the timeline for the proposed Action Plan..... 5

Acronyms and Abbreviations

AWP	Annual Work Plan
CCA	Climate Change Adaptation
CFUG	Community Forestry Users Group
CLACs	Community Learning and Action Centers
CoP	Chief of Party
DCoP	Deputy Chief of Party
GBV	Gender Based Violence
GESI	Gender Equality and Social Inclusion
HR	Human Resource
LHFUG	Leasehold Forest User Group
LRP	Local Resource Person
M&E	Monitoring and Evaluation
MoFSC	Ministry of Forests and Soil Conservation
MoWCSW	Ministry of Women, Children and Social Welfare
MTE	Mid-term Evaluation
NAP	National Action Plan
NRM	Natural Resource Management
PPR	Protection of People's Right
PSEA	Prevention of Sexual Exploitation and Abuse
SMT	Senior Management Team
TAL	Terai Arc landscape
ToR	Terms of Reference
USAID	United States Agency for International Development
WWF	World Wildlife Fund

Introduction

Gender Equality and Social Inclusion (GESI) was a cross-cutting component of Hariyo Ban I and is a cross-cutting component of Hariyo Ban Program II. The GESI Analysis and Action Plan for Hariyo Ban Program II builds on the overall advances Hariyo Ban I made in reducing threats to biodiversity and climate vulnerability, and increasing ecological and community resilience in the Chitwan-Annapurna Landscape (CHAL) and the Terai Arc Landscape (TAL). Gender equality and social inclusion (GESI) mainstreaming under Hariyo Ban II will focus on the following result areas:

1. Improved internal GESI policies, standards, and governance practiced by user groups.
2. More women, youth, and marginalized people engage in effective leadership, decision making and advocacy.
3. Improved technical capacity of user groups to advance local solutions on biodiversity conservation and climate adaptation issues.

Hariyo Ban Program II will implement this GESI Action Plan to accelerate GESI mainstreaming, covering work in the landscapes with communities, and policy and institutional level interventions. The Program will continue as well as scale up successful approaches pursued during the first phase of Hariyo Ban.

Analyses and Research

A Rapid Assessment of GESI was undertaken in September 2016. This involved the review of Hariyo Ban Program - I project evaluation reports, assessments and outcomes documents; interviewing key personnel in the consortium partners and Government of Nepal; and consulting with a sample of Hariyo Ban program partners and beneficiaries. In addition, a one-day workshop was organized with key staff of the consortium partners from various levels, including male champions and leaders of Community Forestry Users Groups (CFUGs) from TAL and CHAL. The assessment focused on analyzing the underlying causes and consequences of gender inequality and social exclusion in relation to the biodiversity threats and climate change vulnerabilities. The assessment looked at how formal institutions such as policies/structures and informal social institutions such as social norms interact and influence the leadership and decision making of Brahmin/Chhetri, Dalits, Muslim, Newar and others by sex, age and well-being status. The assessment also reviewed the understanding of local and indigenous knowledge of biodiversity conservation, wildlife protection, climate change adaptation and livelihoods. The knowledge, issues and gaps identified by the assessment (included in Table 1) have been used to develop the GESI Action Plan of Hariyo Ban Program - II, which aims to achieve the program objectives through improving the lives of women, Dalits and marginalized groups. In addition, the action plan includes developing and revising targeted tools and techniques to more efficiently reach out to poor and vulnerable women and marginalized people. Analyzing the GESI status of consortium partners is another area included in the GESI analysis.

Table 1: GESI assessments and findings

Assessment	Knowledge, issues and gaps
<ul style="list-style-type: none"> Mid Term Performance Evaluation of the Hariyo Ban Project, March 2015 Gender Assessment of Natural Resources Management: Dynamics of Power Relations and Indigenous Knowledge Identifying Barriers to Dalit and Janajati Women's Successful Leadership in Community Based Forest Management in Nepal, July 2013 Underlying Causes of Poverty and Vulnerabilities Assessment including Differential Impacts of Climate Change, Prevalence of Gender Based Violence in NRM sector, July 2014 Differential Impacts Analysis for Climate Change Adaptation: A Case Study from Kailali, Kaski and Gorkha districts of Nepal, Oct 2014 Hariyo Ban Program Gender Equality and Social Inclusion Mainstreaming Strategy Study report on status of GBV in NRM sector, March 2014 Study report on status of Gender Equality and Social Inclusion Mainstreaming of WWF, March 2013 Study report on rapid assessment of Gender Equality and Social Inclusion Mainstreaming in CARE Nepal, September 2013 	<ul style="list-style-type: none"> NRM research tends to ignore local technologies, local knowledge systems and the involvement of women and indigenous people as active agents of biodiversity conservation and wild life protection Participation of women, poor and marginalized social groups in CFUGs have increased substantially, but there are still questions about representation and leadership. There is limited capacity of women and people from marginalized groups to take part in leadership roles in NRM groups. Lack of respect from men of women in executive positions in groups intimidates women, and men encourage them to perform secondary activities such as carrying water and providing snacks for those in the group. A lack of information on local knowledge and solutions to address climate change issues was identified by the Program, and led to less appropriate climate adaptation solutions and less sustainable livelihood initiatives. A lack of understanding, commitment and accountability for GESI mainstreaming into the core components of the Hariyo Ban Program on the part of the Program staff and consortium partners was identified in several reports and studies. Tracking of GESI outcomes was ad hoc in Hariyo Ban I. Cultural norms and values constructed by society are much stronger than policy provisions. Enabling environment to help women, poor and marginalized people perform their leadership responsibilities is lacking. There are huge gender, caste and ethnicity based disparities in NRM groups and institutions. Formal documents of NRM institutions recognize GESI sensitivity, but they overlook the step of designing and implementing special programs targeting women and excluded groups. There are fewer women, poor and marginalized group professionals in government and partner agencies. District forums and the consultative process are dominated by male and high caste people. Impacts of climate change affect different communities and people in a variety of ways, not uniformly. Various kinds of GBV, including psychological violence, spousal violence and harmful traditional practices, are key leadership barriers for women in the conservation sector.

<ul style="list-style-type: none"> ▪ Assessment report on impacts of migration on biodiversity, forests and local communities, November 2014 	<ul style="list-style-type: none"> ▪ Outmigration of men and youth for employment means that forest management is going to fall increasingly to women, leading to an even more demanding workload for women.
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Actions in the Landscapes

Remaining within the broader framework of Hariyo Ban I, and the TAL and CHAL Strategy and Action Plans, Hariyo Ban II will work in the selected river basins, critical sub-watersheds, corridors, biodiversity important areas and other targeted sites of TAL and CHAL. This will involve continuing to train rural youths, women and members of excluded groups to enhance leadership qualities, promote local knowledge and practices, and offer alternative livelihoods to minimize natural resource dependency and poaching of wildlife. Hariyo Ban Program II will support the development and implementation of internal GESI policies, standards and governance of NRM groups and institutions. The promotion of good governance and anti-corruption efforts through women and excluded groups as agents and gate keepers of biodiversity will make an important contribution to reducing wildlife crime, while at the same time empowering women and excluded groups to improve their lives.

Hariyo Ban II will focus on building representation and effective leadership of women and marginalized people; improving their adaptive capacity in light of differential vulnerability to climate change; empowering women by developing women entrepreneurs; and promoting local knowledge and practices including local livelihoods and inclusive governance. In addition, the Program will conduct a study to explore additional barriers and constraints to the inclusion and empowerment of all marginalized groups in the priority working areas.

Policy

Hariyo Ban II will continue to support mainstreaming of GESI in biodiversity conservation and climate change adaptation related policy formulation and revision, including policy revision following the 2015 Constitution. Specifically, this will ensure GESI mainstreaming happens in the National Action Plan (NAP) by providing inputs based on lessons learned from Hariyo Ban I related to differential impacts of climate and adaptation measures for addressing those impacts. GESI mainstreaming will also be pursued by continuing to advocate for the implementation of GESI provisions of existing policies and strategies, and supporting the formulation of new policies for other forest management regimes, including Conservation Areas and Collaborative Forest.

Institutional Actions

Building on Hariyo Ban I experiences, Hariyo Ban II will enhance GESI responsive capacity of consortium partners and stakeholders in order to reduce GESI barriers and constraints within consortium partners, NRM groups and government institutions at local, regional and national levels. To achieve this, Hariyo Ban II will undertake GESI assessments and analysis, research and documentation showcasing learning and knowledge, build capacity as needed and promote partnerships for equality. Minimum GESI standards/criteria will be developed, which will become an institutional commitment of all consortium partners to mainstream GESI in policy, process, planning and actions, both institutionally and in programmatic work. The Consortium will place GESI staff at strategic levels for project implementation. GESI focal staff in the core team and consortium

partners will be responsible for building capacity of staff in consortium and implementing partners, and supporting revision of their internal GESI policies and standards. GESI performance of the consortium partners will be linked with quality results. The Monitoring and Evaluation Unit, GESI focal persons and GESI Coordinator will measure GESI performance, covering aspects such as: budget allocated for GESI; affirmative actions in place; number of institutional plans and policies integrating GESI considerations; participation and representation of women, poor and marginalized people through sex, caste, well-being status and ethnicity disaggregated data in order to ensure that indicators are GESI smart; and amount of revenue generated and received by women, poor and marginalized groups. Qualitative studies and perception surveys will be carried out to measure changes in social norms, gender roles, time use patterns, leadership capacities, and attitudes and perceptions of communities to gender equality and social inclusion. The Monitoring and Evaluation (M & E) Plan will include a set of newly developed specific indicators to report on results.

The GESI Action Plan of Hariyo Ban II is a guiding document for consortium partners and the Hariyo Ban Program team to mainstream GESI in all steps of the project cycle, including project planning, implementation, performance monitoring, reporting, evaluation, staff capacity and institutional capacity. The Chief of Party (CoP) of Hariyo Ban II will be accountable for all consortium partners to fully mainstream GESI. The CoP will be supported by the GESI Coordinator, GESI staff and focal people from consortium partners who will provide technical backstopping to implement the Action Plan. The GESI Coordinator is responsible for building the capacity of the consortium partners and provides technical support to help them mainstream GESI in program interventions. GESI responsive policy engagement will be ensured by engaging GESI experts in decision-making and policy formulation processes that will be facilitated by Hariyo Ban II.

This Action Plan will be reviewed/updated annually, and new ideas and activities will be populated based on the accomplishment status, achievements and learning. During implementation, the Team Leader of each consortium partner will be held responsible and accountable for GESI results by supporting the effective implementation of the GESI Action Plan. The M&E team of Hariyo Ban II will help generate and manage disaggregated data, tracking progress in GESI implementation and communicating progress and issues to the Consortium for informed decision making at institutional and management levels. The GESI Coordinator, in collaboration with the Deputy Chief of Party (DCoP) and Communication Manager, will ensure that program learning in GESI is shared with the wider community, including the government.

In Hariyo Ban II we will organize regular meetings with GESI focal points in MOFSC, MOPE, MOFALD and other relevant ministries to support them in the implementation of their strategies and action plans within the framework of Hariyo Ban II. In addition, GESI related updates and issues will be regularly shared in the PSC working group where these ministries are members.

The table below outlines actions, processes, responsibility and the timeline for the proposed Action Plan

Hariyo Ban Program II Gender Equality and Social Inclusion Action Plan

October 2016

This Gender Equality and Social Inclusion (GESI) Action Plan lays out the course of action for Hariyo Ban II for GESI work at the field, policy and institutional level, with particular focus on the first year of the Program. The action plan will be reviewed annually during the course of Hariyo Ban II, and follows USAID Nepal's template for GESI Action Plans.

	Current Status	Gaps and GESI Issues	Actions/Activities	Process/ Mechanisms	Responsible Members	Deadline
Project Planning and Implementation	Project GESI Analysis: Are major gaps and findings by domains identified? Does the project reflect the findings and conclusions of the project level GESI analysis? Have assumptions about GESI specific attitudes and behaviors been appropriately addressed through the project results (outputs, outcomes, etc.). If yes, do the activities, inputs and outputs aim at reducing the relevant gaps? Does it include discussion of opportunities for increasing female leadership of empowerment women and marginalized groups and their organizations in Project implementation?					
	Major GESI gaps have been identified from Hariyo Ban Program I by a project-level GESI analysis and this action plan has been developed based on the gaps identified, the findings, conclusions and recommendations. Activities and approaches in promoting women and members of marginalized groups	Gap 1: Inadequate level of participation by the very poor and most vulnerable members/groups. Hence women and marginalized community leaders often have little influence in decision making process at all levels. This group comprises: very poor and economically disadvantaged, disaster and human wildlife	Find ways to engage excluded segment of the population by better understanding and overcoming the barriers to their participation. Such barriers include lack of time to participate due to domestic, agricultural and employment demands.			

	Current Status	Gaps and GESI Issues	Actions/Activities	Process/ Mechanisms	Responsible Members	Deadline
	<p>were designed and successfully tested in Hariyo Ban I</p> <p>Critical mass of rural women and members of marginalized groups is created with improved self-esteem and collective capacities to raise their voices</p> <p>Rapid Assessment was undertaken in September 2016, reviewing Hariyo Ban I project evaluation reports, assessments and outcomes documents, and consulting with a sample of Hariyo Ban Program partners and beneficiaries.</p>	<p>conflict affected people, single and poor women, Dalits (especially women Dalits), minority groups including indigenous peoples, and disabled people. They are marginalized/disadvantaged for a number of reasons including geographic disparities, low socio-economic status, social and cultural norms and traditions, lack of education, traditional beliefs, patriarchal nature of society, GBV, low self-esteem, use of alcohol and smoking. Differential impacts of climate change and climate induced disaster are exacerbating marginalization.</p>	Solutions include, but are not limited to:			
			Conduct social analysis to identify the social groups which need to be targeted and ways of targeting	Annual Work Plan (AWP)	Project Managers, Thematic Leaders	Year II, III, IV
			Promote better time management and decrease women's workload by identifying and promoting locally appropriate and adequate time saving technologies in agriculture and domestic sector	AWP	Project Managers, Thematic Leaders	Year II, III, IV
			Develop GESI responsive beneficiary selection process to ensure at least 50% participation of women and proportionate representation of marginalized groups in each and every activity of the Program	AWP	Project Managers, Thematic Leaders	Year II, III, IV
			Build on and reinforce existing work with	AWP	Project Managers,	Year II, III, IV

	Current Status	Gaps and GESI Issues	Actions/Activities	Process/ Mechanisms	Responsible Members	Deadline
			Community Learning and Action Centers (CLACs), and encourage Local Resource Persons (LRPs) who are men champions.		Thematic Leaders	
		Gap 2: Inadequate resource allocation by all stakeholders to implement GESI activities.	Apply Gender Responsive Budgeting tool during planning and implementation phase	AWP	Project Managers, CoP, DCoP, Thematic Leaders	Year I, II, III, IV, V
		Gap 3: Inadequate actions to tackle gender based violence (GBV) in program target communities (including risk of exacerbating GBV as a result of program activities)	Continue to raise women's awareness about GBV and their rights through formal (e.g. 16 days' activism) and informal events; linking them to GoN and CSOs for professional support	AWP	Governance Specialist GESI Coordinator GESI Focal Persons	Year 1, II, III, IV, V
			Continue to identify men champions and men and women change agents, and promote their involvement, with particular focus on raising awareness and encouraging actions to reduce GBV	AWP	Governance Specialist GESI Coordinator GESI Focal Persons	Year 1, II, III, IV, V
	Inadequate level of	Gap 4: Traditional NRM	Identify local	Assessment	GESI	Year I

	Current Status	Gaps and GESI Issues	Actions/Activities	Process/ Mechanisms	Responsible Members	Deadline
	understanding of and commitment to GESI Site specific GESI analysis is required	and CCA knowledge and practices of women and indigenous people not adequately incorporated in program activities. Data and information gaps about local knowledge for livelihood purpose, CCA and wildlife trade.	knowledge of women and indigenous peoples for livelihood, CCA and wildlife trade, and promote local livelihoods and knowledge of local and indigenous people		Coordinator GESI Focal Persons	
		Gap 5: Differential vulnerability of many women and marginalized people to climate change not fully understood and recognized	Conduct local knowledge and context analysis as part of climate vulnerability analyses	Underlying Causes of Poverty and Vulnerability Assessment	CCA Technical Advisor and Specialists	Year I, II
			Ensure differential impacts of climate change are incorporated into the National Adaptation Plan	Represent the thematic group of NAP formulation process	GESI Coordinator	Year I, II
		Gap 6: Lack of/poor implementation of internal GESI policies in NRM groups and often weak GESI responsive behavior of NRM leaders	Continue to identify women and men champions and promote their involvement	AWP	GESI focal persons	Year I, II, III, IV
			Provide trainings and awareness raising for men and decision makers	AWP	Project Managers and GESI Focal person	Year II, III, IV
			Capacitate men and youth in promoting leadership of women and members from	AWP (Bundling of CLACs to work on	Governance Specialist	Year II, III, IV

	Current Status	Gaps and GESI Issues	Actions/Activities	Process/ Mechanisms	Responsible Members	Deadline
			marginalized groups through men and youth CLACs	common issues)		
			Continue advocating for the systematic operationalization of existing GESI responsive provisions in CFUG guidelines and CHAL strategy	AWP	Governance Specialist	Year I, II, III
			Advocate for policy reform for the institutions such as BZUCs, CAMCs, LHFUGs, including GESI strategy of MoFSC, to make them GESI responsive	AWP, engaging in policy group	CoP, DCoP, GESI Coordinator, Governance Specialist	Year II, III
		Gap 7: Social and cultural barriers to women's leadership are not adequately addressed	Provide continued support and training to women and marginalized groups for their economic empowerment	AWP	Livelihood Specialist	Year II, III, IV
			Continue to provide coaching and training to women and marginalized groups	AWP	Project Manager GESI Focal Persons	Year II, III, IV
			Promote the economic value of unpaid work of women and marginalized groups that is taken for	Developing and adopting standard tool and promoting	GESI Coordinator and GESI Focal Persons	Year I, II, III, IV

	Current Status	Gaps and GESI Issues	Actions/Activities	Process/ Mechanisms	Responsible Members	Deadline
			granted; develop and implement concrete actions for removing leadership barriers and creating an enabling environment	through AWP		
Performance Monitoring	All activity M&E Plans have indicators that track gender and inclusion issues					
	Hariyo Ban Program II has GESI indicators	Tracking of GESI outcomes has not been done systematically	Develop a comprehensive approach to track GESI outcomes at all levels	Workshop	M & E Specialist and GESI Coordinator	Year I
		Field level tracking mechanism is not strong enough	Develop a set of 3-4 additional field level GESI indicators	Consultation and Discussion	M & E Specialist and GESI Coordinator	Year I
	Sex and caste ethnicity disaggregated data and methodologies exist and applied.					
	Disaggregated data management system is established	Inadequate demographic and social composition related information, which makes it difficult to target various social groups	Develop baseline value and annual milestones, including collection of demographic information of various user groups	Part of program baseline survey and database	M & E Specialist, GESI Coordinator	Year I
Reporting	A short summary of gender and inclusion activities is included.					

	Current Status	Gaps and GESI Issues	Actions/Activities	Process/ Mechanisms	Responsible Members	Deadline
	A separate section of GESI activities is included in the annual work plan, and accomplishments are included in the annual performance report	GESI outcome level reporting needs to be more systematic	Collect and analyze quantitative and qualitative data on GESI mainstreaming and promote positive impacts on conservation goals compared to program/sectors without a GESI component	Project Performance Report; Thematic Monitoring Visits; Review Reflection	M & E Specialist, GESI Coordinator	Year I, II, III, IV
			Conduct thematic monitoring and review reflection	As a part of Regular Monitoring and Review Reflection	M & E Specialist, GESI Coordinator	Year II, III, IV
	An annual 2-3-page report card on gender in preparation for PPR and Portfolio Review is made: compilation of list of gender assessments, list of evaluations with a question on gender, gender-based activities of IPs and directly by USAID staff, list of gender-related indicators, methodologies					
	No separate annual report card on GESI		Prepare a separate GESI report card aligned with GESI action plan	A part of Project Performance Report	DCoP, GESI Coordinator	Year I, II, III, IV
	Evaluation	All evaluations that ask questions about gender and inclusion; follow up evaluations ask questions about the effect of reducing gender gaps.				
	Core components focused evaluations (MTE) are prioritized and GESI expertise is being used but not systematically	GESI efforts and knowledge are not adequately covered in evaluations	Ensure inclusion of GESI perspectives in a systematic way through various analysis and assessments conducted over the	By Including GESI Expert	Technical Advisors, CoP	Year III, IV

	Current Status		Gaps and GESI Issues	Actions/Activities	Process/ Mechanisms	Responsible Members	Deadline
				course of the project, and through data gathering tools used in the M & E plan.			
				Adapt project assessment tools to address GESI issues so they contain gender-sensitive and responsive questions, and issues relating to other marginalized groups	Project M&E plan	GESI Coordinator, Technical Advisors M&E Specialist	Year I, II, III
Staff Capacity	Staff are responsible for ensuring their project team develops gender and inclusion understanding and skills to implement/use Primary GESI POC, GESI specialists and experts						
	Limited number of dedicated GESI staff	Poor representation of women and marginalized groups in senior positions of formal institutions, including partner agencies. One reason being limited number of GESI professionals available.	Provision of human resources, including internships, fellowships, management trainees, and capacity at all levels of program implementation.	Hire and retain GESI Experts in all Consortium Partners, Apply GESI Responsive (Including LRPs) Selection Process	HR Managers and Project Managers	Year I	
		Lack of understanding and skills of program staff who are responsible for ensuring GESI mainstreaming	Develop GESI mainstreaming guidance tool for program staff	Workshop	GESI Coordinator and Focal Persons	Year I	
			Conduct capacity	AWP	GESI	Year I, II, III	

	Current Status	Gaps and GESI Issues	Actions/Activities	Process/ Mechanisms	Responsible Members	Deadline
			building training for program staff at all levels from all consortium partners on GESI mainstreaming		Coordinator, GESI Focal Persons	
	GESI team or working group					
	GESI task force at consortium level	Inadequate level of achievements of GESI crosscutting theme at field level than in central level	Form and activate GESI task force at institutional level	Continue thematic discussion at the central level to address difficult GESI issues and support a more in-depth mainstreaming of GESI principles into the program	GESI Coordinator DCoP	Year I, II, III, IV
	Lack of GESI task force at landscape level		Form and activate GESI task force for each landscape (program staff from all themes, LRPs, men champions, couple champions) to address difficult GESI issues and support a more in-depth mainstreaming	Develop ToR and conduct regular meetings of Landscape level GESI task force to address difficult GESI issues	Landscape Coordinator	Year I, II, III, IV

	Current Status	Gaps and GESI Issues	Actions/Activities	Process/ Mechanisms	Responsible Members	Deadline
			of GESI principles into program components			
	All project leadership and key personnel describe their own personal efforts related to gender and inclusion (as part of their job duties of GESI integration)					
	GESI mainstreaming is not considered part of duties of key program staff	Commitment and accountability for GESI mainstreaming is not clearly established.	Demonstrate to staff the value of taking a GESI integrated approach	Induction package of HR, Management meeting	HR Managers Senior Management Team (SMT)	Year I, II
			Revise ToR of staff and make them GESI responsive, ensuring accountability of key program staff	Support from Hariyo Ban GESI Coordinator and Direct Supervisor of Key Hariyo Ban Program Staffs	HR Managers	Year I
			Ensure performance goal and/or Individual Operation Plan of key program staff are developed and accomplishments are evaluated	Annual Performance Evaluation Mechanism	HR Managers CoP, DCoP	Year I

	Current Status	Gaps and GESI Issues	Actions/Activities	Process/ Mechanisms	Responsible Members	Deadline
Institutional Capacity	GESI policies, plans, tools, best practices, learning agenda and forums					
	GESI assessment of all consortium partners was completed in the second year of Hariyo Ban I	Partners have revisited their institutional policies, procedures and practices for leading and implementing GESI responsive programs. However, further review of these policies is required to respond to the latest developments and GoN actions on GESI issues.	Partnership with feminist organizations and networks of women, indigenous people and marginalized groups are further developed	Developing implementation modality of Hariyo Ban Program II	CoP, DCoP, Managers GESI Coordinators	Year I
			Conduct GESI analysis to assess the status of GESI concepts understanding and commitment to GESI mainstreaming within the institutions	Rapid analysis	GESI Coordinator	Year II
			Allocate sufficient budget to implement GESI action plan and help consortium partners in mainstreaming GESI in program initiatives	AWP	CoP, DCoP, Project Managers	Year I, II, III, IV
			Provide support to have a complaint handling mechanism in place to deal with GBV within partner organizations, if they do not already exist	Engaging NRM Groups and Anti GBV Committees (Including it as an important activity of	Governance Specialist	Year II, III, IV

	Current Status	Gaps and GESI Issues	Actions/Activities	Process/ Mechanisms	Responsible Members	Deadline
				institutional capacity building plan)		
			Develop higher management GESI champions (men and women) and make sure they are involved in disseminating positive messages	HR policy revision and capacity building trainings	HR Managers and GESI Coordinator	Year I, II, III,
			Explore ways in which to emphasize hiring staff and seeking local agents who fill roles outside the typical gender roles (such as a woman working on wildlife issues, a man working on social inclusion issues)	Consultation with Consortium Partners and Program Team	CoP, DCoP, GESI Coordinator	Year I, II
			Provide support to conduct a GESI audit of consortium partners, and develop an institutional	Discussion with HR and Program Team	HR Managers, CoP, DCoP	Year I, II, III, IV

	Current Status	Gaps and GESI Issues	Actions/Activities	Process/ Mechanisms	Responsible Members	Deadline
			capacity building plan			
			Organize institutional capacity building initiatives, such as Prevention of Sexual Exploitation and Abuse (PSEA), GESI responsive institutional culture and behavior, complaint handling mechanism	GESI Assessment	HR Managers and GESI Coordinator	Year II, III
	Is GESI a learning priority?					
	GESI was recognized as a learning priority of the in the learning strategy in Hariyo Ban I	GESI has not been among the top learning priorities of consortium partners	Develop learning questions and establish knowledge management mechanism	Survey among program team and stakeholders to gather information on learning questions of highest interest and priority	DCoP GESI Coordinator	Year I
			Develop GESI as a learning agenda of the institution	Institutional Knowledge Management	GESI Coordinator, Knowledge	Year I, II, III, IV

	Current Status	Gaps and GESI Issues	Actions/Activities	Process/ Mechanisms	Responsible Members	Deadline
					Management Specialists	
			Showcasing learning and knowledge of Hariyo Ban II in national, regional and international platforms	Represent national, regional and international platforms	DCoP, GESI Coordinator	Year II, III, IV
			Bring best practices and evidence from other countries and regions	Exposure visit, represent regional and international seminars, workshops and forums	GESI Coordinators GESI Focal Persons	Year II, III

Annex I

Suggested format

GESI Report Card to Track GESI Action Plan Progress

(To be reported together with Semi-annual and Annual Performance Reports)

	Gaps and GESI Issues	Actions/Activities	Progress	Means of Verification	Remarks
Project Planning and Implementation					
Performance Monitoring					
Reporting					
Evaluation					
Staff Capacity					
Institutional Capacity					

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