

ICIMOD Gender Audit 2016

Progress Since 2012 and Ways Forward

Elizabeth Cecelski, Energia International Network on Gender & Sustainable Energy, with inputs from the ICIMOD Gender Audit Team

Final Report
13 June 2016



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ABSTRACT

ICIMOD has placed itself at the cutting edge of gender mainstreaming in the Himalaya region, by successfully developing a gender equity policy with strong management support; establishing a high level of gender expertise within the organization; including components, activities and M&E indicators on gender in Regional Programs and the strategic framework; developing many good practices and strategies on gender in Initiatives; recruiting women in key professional positions and improving gender balance overall in the organization; monitoring and coaching for gender-sensitive communications; and making important strides in creating a gender-friendly organizational culture and human resources policies.

Challenges to further gender integration identified by ICIMOD staff include the absence of a Gender Action Plan to operationalise the gender policy, lack of accountability in results, lack of gender balance in professional and management staff and governance and the absence of a mentoring culture, the low level of female authorship and of gender content in publications, insufficient gender specialists, and limited resources to implement the gender policy. A key challenge is how ICIMOD will work with partner organizations on gender integration over the next five years.

Opportunities to take gender mainstreaming to the next level in ICIMOD, as identified by ICIMOD staff and the consultant, include operationalising the Gender Equity Policy through a Gender Action Plan, as part of MTAP IV; improving accountability with agreed and feasible M&E metrics, with a timeline for adding other metrics; strengthening the core institutional gender function to include strategic orientation, quality control and cross-cutting research; ensuring that all programs and initiatives have adequate access to gender expertise, commensurate with the growth of ICIMOD; improving gender mainstreaming in programming by reviewing, sharing and systematizing use of existing good practices; strengthening ICIMOD staff capacity on gender integration and analysis through training, reflection and sharing of ICIMOD and other good practices; continuing the gender-sensitive approaches in human resource policy and knowledge management and communications and strengthening these; establishing a “mentoring culture” that provides more opportunities for women to move into professional and managerial roles, and preparing a plan to increase capacity and commitment of partner organizations to gender integration.

The next gender audit should be carried out to dovetail with ICIMOD’s next MTAP in 2022 and should include partner perspectives.

EXECUTIVE SUMMARY AND KEY MESSAGES

Introduction

The International Centre for Integrated Mountain Development (ICIMOD) is a regional inter-governmental learning and knowledge-sharing center serving the eight regional member countries of the Hindu Kush Himalayas (HKH) – Afghanistan, Bangladesh, Bhutan, China, India, Myanmar, Nepal, and Pakistan – based in Kathmandu, Nepal. ICIMOD aims to assist mountain people to understand and adapt to the changes caused by globalization and climate change on the stability of fragile mountain ecosystems and the livelihoods of mountain people

ICIMOD as an organization has developed internal frameworks and policies that are meant to ensure that ICIMOD programmes are gender-responsive. A 2012 Gender Audit Report came out with some specific recommendations, one which was that another comprehensive gender audit should be ideally held in three or four years. Hence the present 2016 Gender Audit with scope to cover the gender mainstreaming work of ICIMOD at the institutional level, and at the programmatic and initiative levels. This Audit was tasked to review the political will, management support, technical capacity, accountability, and organizational culture to enable ICIMOD to identify options for strengthening its policies and practice in future, inform development of gender mainstreaming strategy for the Action Plan cycle 2017-2022, and guide the work of the Gender-Strategic Institutional Function (SIF).

Conceptual Framework and Methodology

Conceptual framework

Gender audits are useful tools to help organizations evaluate the extent to which earlier gender mainstreaming efforts, if any, have been successful and to establish specific gender goals and objectives against which future activities can be measured. Since the advocacy of gender mainstreaming (as opposed to separate women's activities only) at the 1995 Fourth International Women's Conference in Beijing, gender mainstreaming and gender audits have been undertaken by many international and development organizations. The present gender audit draws on these experiences, in particular three methodology variants:

- The InterAction Gender Integration Framework (GIF), which suggests that gender transformation can only occur when four organizational dimensions are ready for gender integration: political will, technical capacity, accountability, and organizational culture. The InterAction gender audit is a self-assessment tool for identifying staff perceptions on how gender issues are addressed in programming and in internal organizational systems and activities.
- The 2012 ICIMOD Gender Audit itself, which used a staff questionnaire as well as one-on-one interviews with a few staff members, including senior managers, and three focus group discussions to gather insights and make recommendations on gender policy frameworks, program activities, projects with partners, training, M&E, and human resource management.
- ENERGIA: Practical Handbook on Mainstreaming Gender in Energy Projects, which has adopted specific interactive and participatory strategies for gender assessments, based on its experiences of working with technical, scientific and engineering-oriented organizations and agencies in the energy sector, which usually do not have gender equity as a primary goal and which tend to be very practical, operational and results-oriented. Staff perceptions are garnered through interactions in workshops, and the factual situation in the agency and the field is the basis for a Gender Action Plan developed and led by the agency.

Methodology

The starting point for designing a methodology was the current level of management support, political will, and gender capacity in ICIMOD, all of which were very high. Following consultations with the SIF-Gender and ICIMOD management, it was decided that given new strategic approaches to strategic integration in ICIMOD since 2012, more focus would be placed in the 2016 gender audit on the programmatic and partnership level as well as institutional level. Self-reflection, analysis and target setting in M&E would be a particular emphasis, with a view to how to take gender to the next level in MTAP-IV.

A Gender Audit Team was established to guide and provide input, with representation from the gender team, programs and initiatives, Human Resources (HR), Knowledge Management and Communications (KMC), and Strategic Planning, Monitoring and Evaluation (SPME), chaired by SPM). To provide staff input, a staff perceptions survey was carried out, with 120 respondents. Twelve mini-workshops with a total of 91 participants were held with a sample of initiatives, major units, and the gender team, to reflect on the current gender situation, gender goals, achievements, challenges and opportunities. A publications review was also carried out with assistance from KMC. A final workshop was held with the Management Committee, the Gender Audit Team and GReaT to present initial findings, and working groups began to develop action plans.

While the Gender Audit was highly participatory and inter-active within ICIMOD, an important point to note is that neither the 2012 nor the 2016 gender audits have included any data collection or consultations with stakeholders, partner organizations, or beneficiaries.

Progress on Gender Integration in ICIMOD as an Institution

The role of organizational structure and organizational culture in the design and delivery of gender-responsive programmes and projects has been increasingly recognized by those who work on gender in development organizations. This includes gender policy/strategy, gender balance in staffing, human resources, and knowledge management and communications.

Gender policy and strategy

ICIMOD has made substantial progress since 2012 by putting in place a comprehensive gender policy and integrating gender into its overall strategic framework and program planning and results, as well as in its institutional reporting processes at initiative and program level. Operationalising the gender policy systematically has been slower, with overall no gender strategy or Gender Action Plan with logframe including budget and SMART indicators is as yet in place.

Self-assessment by ICIMOD staff of the current situation of ICIMOD initiatives in the continuum of gender transformative change found that while closing gaps between women and men and the transformation of gender roles is the vision of ICIMOD, this has not been achieved in most initiatives; some initiatives are at concept level, fewer at practice. A number of initiatives have components with strong elements of other levels in the gender continuum however, with gender equity, project efficiency and effectiveness, and welfare perspective figuring prominently. Levels vary widely, even within initiative components, as do estimates by managers and staff of the share of ICIMOD activities working with each gender goal.

Gender balance in staffing

ICIMOD has a strong policy on equal opportunity employment. This has been implemented through a number of steps taken since 2012 to promote gender balance in staff at all levels. As a result of these actions, gender balance in ICIMOD staffing has improved considerably, from 33% women in 2012, to 41% in 2016. There are more women than men in General and Technical Support Staff, as well as Interns and Short-Term Associates (SSAs). Despite these efforts though, women in the Professional Staff category have increased to only 28% in 2016 from 26% in 2012, more or less keeping pace with the expansion of total professional staff over the period.

Gender balance in management and governance has also improved, with 23% of management positions female in 2016, doubled from 12% in 2013. Currently, 2/5 senior management positions, 1/8 regional program manager and theme leaders, and 4/7 Programme Advisory Committee positions are filled by women, for a total of 7 out of 24 management positions. The member government-appointed Regional Member Country Board remains exclusively male.

Human resources policy

ICIMOD since 2012 has continued to expand its already very family-friendly resource policies, including a Code of Conduct, harassment policy, day care center, sick bay facilities, and paid maternity and paternity leave. Following recommendations by the 2012 Gender Audit, ICIMOD in response since 2012 has carried out a number of activities to become a more gender-friendly organization, led by Human Resources (HR) and supported by the Gender-SIF. Most notably, gender sensitivity training for all staff at all levels, and women's leadership training. "Coffee/tea with the DG" and a highly visible International Women's Day celebration and "Gender Innovation Award are also important activities promoting gender in the organization.

Nonetheless, HR notes a number of challenges to advancing gender equality further, e.g. gender stereotypes, lack of mentoring culture for young professionals, balancing work and home life, multi-cultural setting with different standards for gender-sensitive language.

Knowledge management and communications

Knowledge management and communications (KMC) has undertaken a number of important actions since 2012 to improve gender integration in publications, media, Knowledge Park, youth and gender, and other areas. An important achievement to highlight is attention to gender-sensitive communications in publications and media.

Regarding publications, despite the considerable efforts of KMC, gender-related output in both internal and external publications over the 2012-2015 period has been low. For internal publications, an analysis of gender/women mentions in ICIMOD's 70 technical reports published from 2012-2015 showed that in-depth gender analysis was found in 6 technical reports (3 gender-focused, 3 not), with other reports having a less in-depth treatment of gender. For external publications, out of a total of 429 external ICIMOD publications, a total of 15 with gender/women in their titles were published between 2012 and 2015. A number of these 15 were published in a Special Issue of the journal Mountain Research and Development,

Similarly, despite conducting several actions to encourage women as well as men's authorship of publications, KMC notes that women's authorship is still extremely low: while in 2013, 11% of total authors of external publications were female, in 2015, only 9% were female. For internal publications, the share of women authors has also decreased, from 31% to 22%. This trend may be surprising, given the increase in female professional staff over the period. This implies that there may be some obstacles to authorship by female professional staff, and indeed KMC notes a number of challenges e.g. difficulties in getting women positioned to be first authors, stereotypes, few senior women role models, and the lack of a formal mentoring system for either male or female junior staff.

Progress on Gender in ICIMOD Programming

Programming concerns how gender policy and other organizational support is actually operationalised in an organization in its project design and implementation, technical expertise on gender, monitoring and evaluation, partner organizations and strategic cooperation, and financial resources.

Project design and implementation

Gender mainstreaming in program and project (=initiative) design and implementation has been a continuing focus of ICIMOD over the period. Many ICIMOD initiatives are making serious efforts to bring a gender perspective to their work, and there are many good practices.

In mini-workshops, a variety of gender issues were identified by ICIMOD initiatives, showing a high level of understanding. A common theme is the different roles, responsibilities and impacts of modernization and climate change for women and men in the HKH, together with the higher barriers and constraints faced by women in dealing with these changes compared with men, due to their lower access to resources and capacity. Initiatives also see potential for women as change agents in addressing these impacts, especially in light of high male out-migration.

A number of state-of-the-art approaches and strategies for addressing gender issues have been used or combined in gender mainstreaming in ICIMOD, with numerous achievements and innovations since 2012 described by ICIMOD initiatives, including: Improving gender data, gender components and targeting of women, addressing sector issues of particular concern to women, drawing on expertise of gender specialists, gender in policy and stakeholder engagement, gender analysis in research, gender analysis in value chain and entrepreneurship development, gender approaches in communications and social media, gender balance in hiring, scholarships and fellowships, and using gender indicators in all programs.

Despite the many gender mainstreaming activities being implemented by ICIMOD programmes and initiatives, considerable experience to draw on, and facing similar challenges, sharing of good practices and lessons learned among ICIMOD initiatives to date has been limited, mainly informally through the gender team network.

Participation by women and men in ICIMOD events (capacity building, workshops, seminars and conferences) is tracked by ICIMOD since 2014 and has been promoted as a key indicator on gender equity by ICIMOD management, with an informal requirement of 30% set by the Director-General, moving towards a “vision” of 50%. Hence women’s participation in events has become a key metric of concern to managers outweighing other (admittedly more difficult to assess) measures such as gender content and analysis in their programs.

Women’s participation in ICIMOD events in 2015 was 33% overall, compared with 67% for men, but varies considerably by Regional Program from 22% in RP 3 (River Basins) to 46% in RP 1 (Adaptation to Change) and 58% in KMC unit events. Women make up 27% of resource persons in events, compared with 73% men, again with considerable variations by program. The overall trend is positive and rising, though gradually.

An attempt was made to obtain comparative figures for women and men beneficiaries in pilot projects for ICIMOD initiatives as a whole, but despite many attempts, this proved difficult. Annual progress reports do give examples from specific activities in initiatives that report these. However no overall comparative figures for women and men beneficiaries in pilot projects are yet tracked in annual reports. SPME is currently working to assemble reliable figures, which have to be collected from each initiative. What is clear is that the share of women and men beneficiaries varies considerably by initiative and by country, even for the same initiative. The share of women beneficiaries may currently be lower than targeted for some initiatives.

Technical expertise on gender

Since 2013, ICIMOD gender activities have been shifted from a separate unit on Gender and Governance and are now more closely integrated with program activities. Both Gender and Governance have been designated as separate “Strategic Institutional Functions,” consisting primarily of a single specialist, and housed under the Livelihoods Theme. The new arrangement has many positive aspects, integrating in ICIMOD initiatives. However in some aspects, the new arrangement could be seen as a downgrade for gender. The SIF-Gender function is not a manager position, and does not “sit at the table” when the Management Committee meets.

In addition to the SIF-Gender expert, three other core gender members make up the gender team and provide support to Initiatives, each supporting 3-5 initiatives, and other arrangements provide some additional support. The gender specialists are highly qualified, with degrees and work experience in

ICIMOD-relevant technical areas such as forestry, climate change, and agriculture, as well as gender expertise.

Nonetheless it should be noted that the level of gender expertise currently in ICIMOD compares similarly with 2012, despite considerable growth in ICIMOD budget. Hence the growth in gender expertise available has not been commensurate with ICIMOD programme growth. In fact, not all Initiatives have access to gender expertise; challenges include lack of gender staff and lack of funding. Some initiatives feel they compete for gender specialists' time.

Staff expertise on gender in ICIMOD has been built in a variety of ways. Gender sensitization training has been provided to all ICIMOD staff since 2014, and women's leadership training has been provided to 12 women. Some initiatives have offered gender training to staff and partners, and International Women's Day celebrations have been an important opportunity to share information and raise visibility of gender. Gender expertise has also been built through the innovative GReaT team, with members throughout the organization who champion gender in their units. Training in gender analysis is not however offered systematically to staff in ICIMOD.

Monitoring and evaluation

ICIMOD has put increasing emphasis on monitoring and evaluation to ensure quality and effectiveness, as its programs have grown, and in 2014 established a separate Strategic Planning, Monitoring and Evaluation (SPME) unit with wide responsibilities. SPME staff demonstrate an in-depth understanding of gender issues and have formulated ambitious plans and frameworks for gathering gender-disaggregated data throughout ICIMOD. Implementation of these plans is still ongoing however, and data is only gradually becoming available.

SPME has identified a number of critical challenges in addressing gender (and social inclusion) in M&E in ICIMOD. SPME has developed gender reporting frameworks but these are not yet fully operational. Programs and initiatives rely on reporting by partners, whose M&E systems may not be in line with ICIMOD's. Both capacity and commitment are lacking in some parts of ICIMOD. Critically, gender and social inclusion issues are not always specifically addressed in the pre-formulation stage of programs, and gender stakeholders are not included; hence the Theory of Change and design of initiatives does not always reflect gender analysis. Data collected is not always used by programs and initiatives to adjust strategy, with action points. There is lack of tracking capacity of staff and partners for gender indicators, going beyond the 30% target of event participation to show impacts on women's and men's incomes, welfare and empowerment.

Some other important challenges identified include:

- collaboration with the Gender-SIF has been limited by their availability to work with SPME as a team.
- while the MTAP tracks outputs and indicators at programmatic level, it does not address gender integration at organizational level, so this is not tracked or reported.
- Some gender indicators in MTAP-III may be difficult to measure or lack quality control, e.g. "programmes with a particular focus on gender and social equity", when gender integration is one of a number of parameters in the indicator.

Partner organizations and strategic cooperation

ICIMOD is a partnership organization that manages and develops partnerships at national, regional and international level to bring about transformative change and impact. It has experienced tremendous growth recently and a rising portfolio. About 30-40% of the portfolio is implemented with partners. A new unit on Strategic Cooperation was established in 2014, headed by a Director.

Training of partners in gender awareness and gender analysis to date has been undertaken by a few ICIMOD initiatives but has not been systematic. Challenges in integrating gender observed by ICIMOD's Strategic Cooperation Unit include how to bring partners up to speed on gender, how to increase gender

balance in capacity building events, the diverse member countries with similarly diverse gender issues, and that ICIMOD has worked mainly internally on gender rather than with partners.

A due diligence process for partners is being rolled out in new ICIMOD initiatives, an important effort which is likely to improve selection of partners. A template has been developed for terms of reference for partners, including a section on Good Governance and Gender Equity/Equality. To date, due diligence has been carried out for one initiative. In the pilot, all four questions on gender criteria were largely answered positively by partners, surprising given that lack of gender capacity of partners was regularly cited by ICIMOD initiatives as their primary constraint in carrying out gender work, and according to the gender team assessment, capacity is weak especially in sex-disaggregated data.

Some initiatives do specifically include gender as a mandatory issue in Letters of Agreement and monitoring frameworks with partners, however this is not systematic.

Financial resources

ICIMOD does not at present track expenditures on gender staffing, gender components in initiatives, or gender training activities, but has expressed an interest in doing so as one indication of the importance attached to gender mainstreaming in the organization.

Staff Perceptions Survey on Gender Integration in ICIMOD

To ascertain the level of staff knowledge and views on gender integration in ICIMOD, a staff perceptions survey was carried out in February-March 2016, adapted from a similar online survey done as part of the 2012 Gender Audit. The survey was divided into two sections, programmatic and organizational. 120 out of nearly 300 total ICIMOD staff responded to the survey, with good gender balance and reasonable representation of staff categories.

Staff perceptions on gender integration in ICIMOD as an organization

Major differences in perceptions on gender integration in ICIMOD as an organization exist between male and female staff. A majority but not all staff are aware that ICIMOD has a written gender policy that affirms a commitment to gender equity. Most staff also believe that ICIMOD's gender policy has an operational plan for implementation, which in fact is not the case. Women staff however perceive much more strongly than men that ICIMOD implements the policy inadequately.

Far fewer women than men agree too that ICIMOD works to attract, develop and promote and retain women. Men and women staff even disagree on the extent to which there has been an increase in women professionals working at ICIMOD since 2012 – though both sexes over-estimate women's representation (male staff to a larger extent than female). Most women staff also do not see an increase in the representation of women in senior management, and are much less convinced than men that there are proactive strategies implemented to recruit or promote women into senior management positions.

On human resource policies, most (though surprisingly, not all) staff are aware of the existing policies, though some feel they are still limited e.g. flexi-leave, and some men do feel that certain policies favor women overly.

On knowledge management and communications, most staff were favorable towards ICIMOD gender publications and communications, but again many more male staff than female staff believe that they reflect a gender perspective adequately. Very different perceptions are found among male and female staff on whether women and men have the same opportunities to write and publish at ICIMOD, with three times as many men as women believing this is true. Similar results were found for opportunities to present at workshops, seminars and conferences.

On organizational culture, most staff found the ICIMOD training on gender sensitivity in the workplace useful, and the women's leadership training was also viewed favorably. Both female and male staff report having to

work beyond normal workday hours, be away from family, working on weekends and holidays, and working at home, with male staff somewhat higher. Women report that home and family obligations often prevent them from working during these times, and can put them at a disadvantage vis-à-vis male colleagues.

Many ICIMOD staff, both male and female, do not feel they face discrimination in any respect. In fact, positive comments are made. Gender discrimination is still experienced by many however, much more by women than by men. Interestingly, the perception of gender discrimination has risen since the 2012 survey, with fewer female staff responding “don’t know”. Age discrimination (against youth) is considered even more important than gender discrimination, and is also much more perceived in 2016 than in 2012, and more by female staff. This may be a function of the changing demographics in ICIMOD, with more interns and SSAs as well as junior professionals being hired and many of these being women. Frequently this is perceived as a combination of age and gender discrimination. It appears that gender awareness training may have made all staff, and female staff in particular, more sensitive to gender as well as age and other types of discrimination than before.

The gender sensitivity training and other efforts by ICIMOD do seem to be paying off in staff perceptions of organizational culture. By nearly all measures, both female and male staff feel that organizational culture has improved since 2012. Nonetheless, differences in perceptions between male and female staff are striking, with female staff still generally less favorable about aspects of organizational culture such as efforts to discourage gender-insensitive language, ease of access to professional networks and career development opportunities, and male colleagues being comfortable working with female staff.

Most staff, both women and men do believe that ICIMOD management has a strong commitment to gender equality; but nearly all women and many men also feel that ICIMOD could do much more than it is currently doing to institutionalize gender equity. Encouragingly, nearly all staff agree that the promotion of gender equity fits into the image of ICIMOD, and responses here are similar for both female and male staff.

Staff perceptions of gender integration in ICIMOD programs

On project design and implementation, a majority of program staff believe there are tools and techniques available within ICIMOD for integrating gender sensitivity and/or gender analysis into their work. However a significant number did not know of such tools, and in fact there are at present no ICIMOD tools or guidelines for gender analysis. A majority believe nonetheless that gender dimensions are always or often included in ICIMOD’s technical work, though fewer believe that gender is considered in choice of partners, and a high proportion believe that ICIMOD’s programs contribute to increased gender equity in a wide range of areas. Access to training is the benefit most perceived and in fact is the only benefit where data is systematically collected at present. There may be a perception that access to training leads to many other benefits, even if these have not been documented.

The top obstacle to incorporating gender analysis into programme/project planning, implementation and evaluation was identified by staff as lack of staff training on gender analysis, while office culture/environment, absence of specific gender targets and indicators, lack of empirical evidence for linkages between gender and my technical area, and national culture were identified by a significant number as well. This confirms the earlier finding that a significant number of staff feel they are lacking ICIMOD tools or guidelines for gender analysis.

Most participants in the mini-workshops saw partners’ lack of capacity on gender and absence of female staff as a main challenge to integrating gender in their Initiatives’ work, especially for ensuring women’s participation in events. Most staff would like to see 50% participation by women in events. They believe there has been an increase since 2012, but fewer women than men agree with this. Men are also much more likely than women staff to believe that ICIMOD events adequately reflect gender roles, participation and impacts in their technical content.

Concerning technical expertise on gender, a high proportion of program staff were able to identify a gender integration focal point in their program, though surprisingly many were not. Time constraints were cited in some staff comments, both for gender specialists and for program staff. A good majority feel that they have at least moderate knowledge of how to integrate gender into their work. Most program staff, and particularly women staff do not believe that ICIMOD offers enough opportunities to strengthen knowledge of gender issues in their professional areas, again confirming lack of staff training as the top obstacle identified.

More than 90% of respondents found some kind of gender training useful. The currently offered training on gender sensitivity in the workplace seems to be much appreciated, but other training on e.g. gender analysis and its practical application, to technical areas, examples and empirical evidence of impacts, and women's leadership is also seen as useful.

On monitoring and evaluation, most program staff believe that gender dimensions are included in ICIMOD's M&E and impact measurement. However monitoring and evaluating gender positive change was identified by staff as the top action for how ICIMOD can better integrate gender into its work, and expanding monitoring beyond simply counting the number of women in meetings/workshops was also mentioned. The vast majority of staff believe that gender disaggregated data provides useful information for program/initiative evaluation and design.

Staff appear generally to over-estimate the extent to which gender integration is promoted to partners. A large number believe that commitment to gender equity is a criterion in selection of partners, included in written agreements, and that ICIMOD provides training on gender planning, analysis and evaluation to partners, none of which is done systematically. As with many survey questions, male staff believe much more is being done than do female staff.

Ten Recommendations To Take Gender Integration in ICIMOD to the Next Level

ICIMOD has a unique opportunity to work in mountain areas with marginalized women as well as men, to bring about transformative change. Major opportunities exist in, firstly, mapping the Hindu Kush Himalaya region to identify gender issues and where, with outmigration, women are increasingly taking leadership in addressing the challenges of climate change and globalization; secondly, piloting innovative strategies to support women's entrepreneurship, empowerment and leadership on the one hand while building resilience and reducing vulnerability on the other; and thirdly, using the evidence generated to advocate for effective gender policies and strategies at national, regional and policy levels. The following ten recommendations are aimed at taking gender integration in ICIMOD to the next level.

1. Operationalise the Gender Equity Policy through a Gender Action Plan

The most important recommendation of the 2016 gender audit is that ICIMOD prepare and adopt a Gender Action Plan (GAP) that can feed into the next Medium-Term Action Plan. The data collection and participatory methodology used in the 2016 Gender Audit have laid the groundwork for preparation of an ICIMOD Gender Action Plan (or plans, by individual initiatives, programs and units) that could be integrated in the next ICIMOD Medium-Term Action Plan. The recommendations in the Gender Audit now need to be reviewed and further developed by ICIMOD, continuing the working groups initiated on programs and institutional aspects and then finalized by management for inclusion in the next MTAP.

In particular, ICIMOD should consider should consider maximizing gender impacts in the next MTAP through:

- Increasing ICIMOD's work in areas that particularly address women's as well as men's needs, such as migration, food security, and cooking energy;
- Ensuring that gender-responsive stakeholders and specialists are included in project planning and design, so that the Theory of Change reflects gender concerns; and
- Including development impacts of both women's and men's incomes, welfare and empowerment in baseline studies, so that impacts can be measured later.

- Designing a gender research program, starting with a review to identify policy-relevant research issues that require empirical research or conceptual development could be a useful first step, to design a gender research program.

The outcome of the process should be a Gender Action Plan with gender goals, outcomes, activities, SMART indicators, responsibilities, and budget. While integration into the MTAP which will be adopted by the ICIMOD Board is also essential, developing a separate GAP as well will be useful for monitoring and to ensure synergies and coordination of gender activities, to develop a separate GAP as well.

2 Improve accountability with agreed and feasible M&E metrics, with a timeline for adding additional metrics

Monitoring and evaluation of gender-positive change was the top suggestion of ICIMOD staff for how ICIMOD can better integrate gender into its work, and establishing baselines and setting measurable targets that are reported in ICIMOD annual reports also received support. Excellent policy and planning frameworks on gender are in place in ICIMOD, these need to be systematically operationalized. This will make it possible for SPM&E to effectively track progress. Starting perhaps from the metric used in this report, SMART metrics should be agreed and finalized by an ICIMOD Working Group including SPM&E, SIF-Gender, and representatives of key units and programmes. A timeline and framework for adding metrics should also be prioritized, as not all can be expected to be added at once and baselines need to be developed from initial results.

An Annual Review of Gender Strategy Implementation could report yearly on GAP targets met or revised and activities completed or added. This could be a joint product of SPM&E and SIF-Gender. Both organizational and programming metrics should be included in the Gender Action Plan.

3 Strengthen the core Gender Institutional Function for strategic orientation, quality control and cross-cutting research and learning

The core gender institutional function at ICIMOD needs to be strengthened and made more visible in the organization. More clarity is needed on the institutional versus programmatic role of the SIF. Different skill sets are needed for the different gender integration functions in ICIMOD: Research, training, gender mainstreaming in programmes; these may require more than one staff member.

Further, this function needs to be made more visible at policy and decision-making levels in the organization, preferably at management or even director level. The SIF-Gender function needs have the status and weight to “sit at the table” and “lean in” in management discussions.

4 Ensure that adequate gender expertise and budget resources are available and accountable in all Initiatives and Programmes - commensurate with the growth of ICIMOD

A level of gender expertise and budget in the organization that is proportional to ICIMOD total program budget should be agreed and maintained. Although integration of gender expertise into programming has been very successful in many cases, the current level of five full-time gender experts is similar to the level of expertise available in 2012, when ICIMOD’s budget and program was much smaller. Some initiatives and programmes do not have access to gender expertise, due to lack of funding or commitment; or they do not have funding allocated to carry out activities to make use of the advice of the gender specialists, such as baseline or impact studies and analysis. One full-time gender specialist for each Regional Programme should be considered.

An initial gender-responsive budgeting exercise should be carried out before the next Gender Audit, including expenditures on e.g. gender specialists staff time, gender components, surveys and studies as reported by Initiatives, and gender training and awareness, with the gender budget should be expressed as a percentage of total budget, as a baseline.

5 Evaluate, share, and systematize use of existing good practices on programming from current ICIMOD programmes and initiatives as well as from gender-responsive partners

There is considerable scope to scale up existing good practices on gender from some current ICIMOD programmes and initiatives, and quite possibly, from partner organizations as well. Many good practices were reported by initiatives, but these are not systematic throughout the organization. There is beginning to be information generated on results through the results framework that can be analyzed. Their effectiveness also seems to vary, and there is much potential for learning from both self-reflection and other initiatives and partners. The SIF-Gender and SPM&E could facilitate and this could also be part of the recommended work to increase partner capacity building.

Systematizing these current good practices into standard operating procedures, requirements, and targets could help weaker programs scale up their gender work more quickly and set standards for new initiatives. In particular, it may be useful to assess and reflect on good practices and lessons learned in attempting to reach gender balance in participation in events and in pilot projects, the two metrics examined in this report. Some initiatives have been successful but many struggle here.

ICIMOD-specific tools and guidelines for gender analysis should also be considered, but care should be taken that these are needed, adapted to program-specific needs, and would be used by program officers.

6 Strengthen ICIMOD staff capacity on gender integration and analysis through training, reflection and sharing of ICIMOD and other good practices

Existing ICIMOD staff training can be strengthened, and more systematic gender analysis training should be added for both ICIMOD staff and partners.

The current *gender sensitivity* training has been well received, and appears to have increased staff awareness of discrimination, which could eventually lead to less gender discrimination in fact. A particular area of action could be how to improve informal contacts and networking between women and men in ICIMOD, which in diversity training in the U.S. has been identified as the major way to build trust and teamwork, leading to more effective programs and outcomes. This may be particularly important in an inter-cultural organization like ICIMOD.

Consideration should be given to offering the Women's leadership training in-house to more women, rather than sending only a few women to the international course.

Developing a gender analysis training program that can be offered to both ICIMOD staff and partners, staffed with a full-time highly qualified trainer from the region, would be an important step in taking ICIMOD's gender integration to the next level.

There is considerable scope for sharing of good practices among ICIMOD initiatives as a form of in-house training.

7 Continue the gender-sensitive approaches of human resource and knowledge management and communications, and strengthen where appropriate

Both human resources and KMC already have strong gender-sensitive policies and practices in place and were also able to identify opportunities. Some areas for strengthening could be considered, for Human Resources include: Family-friendly policies on flexi-work, working from home, and travel compensation; consideration of gender equity of HR policies from both male and female points of view; design a means to measure gender expertise of non-gender specialist staff, e.g. a self-reported gender equality competence survey, and include gender objectives and measureable performance indicators in all performance monitoring.

For KMC, actions on gender-sensitive language, participation of women and youth in KMC activities, and coaching of staff should be continued. KMC could ensure that both internal and external publications are coded appropriately for gender in the ICIMOD database, monitor and report on these metrics from the current baselines. It could also analyze and compare progress by different units and initiatives, and promote sharing of good practices among them.

8 Establish a “mentoring culture” that provides opportunities for learning and growth into professional and management roles by both women and men, to improve gender balance

While ICIMOD has made impressive progress in increasing the number of women to a majority as interns, SSA and GS/TS level staff, progress in professional and managerial positions, especially senior management, has lagged. Authorship of ICIMOD research, both internal and externally published, is also low. ICIMOD should consider targeted training and mentoring for women in order to prepare for these roles. Establishment of a mentoring programme and culture in ICIMOD would benefit both young women and young men and prepare them to more effectively contribute to ICIMOD programs. HR should review good practices of other young professionals mentoring programs such as World Bank and ILO, and prepare a plan for consideration by management for instituting a mentoring program for young professionals, SSAs and junior staff.

More disaggregated data on current staff and annual new recruitment, by staff category, regional program and initiative could be used to design a mentoring program, compare units, and learn from good practice. This data and also sex-disaggregated data on management and senior management positions, could be included in annual progress reports and compared with earlier years' baselines.

9 Assess existing gender capacity of partners and prepare a plan to increase their capacity and commitment to gender integration

An initial assessment of partner organizations' gender capacity, from the viewpoint of the Regional Programmes and Initiatives, is needed in order to develop a strategy. Categories of partners could be assessed, e.g., women-targeted; development organizations who work substantially with women; scientific; policy. Some partners may have gender expertise to collaborate with ICIMOD or support other partners. The ICIMOD Board and PAC could be presented with the findings on partner gender capacity issues, and asked to assist in designing how to address this.

Some options include gender audits or joint activities to focal ministries as capacity building, in such a way that it would be attractive for them to engage. A regional project could be considered, where focal ministries in Regional Member Countries, technical partners and gender experts (selected by the partner) collaborate on a commissioned paper at national level, present at regional level, and develop a Gender Action Plan for joint activities.

In the meantime, more emphasis should be put on programmatic gender issues in discussions/activities with partners, not only on gender balance in events. Gender analysis training should be offered by initiatives to both ICIMOD staff and partners, at Regional Programme or Initiative level, in cooperation with the Gender-SIF.

How gender criteria can be more effectively implemented in the due diligence process needs to be considered. Initiatives can first focus on “working with the willing” partner organizations that can self-select to work with ICIMOD on gender activities.

ICIMOD networks and stakeholder meetings should be expanded beyond scientific organizations to include gender-sensitive development organizations, as well as women's organizations working in the HKH. A number of good practices to increase women's participation in events were identified by ICIMOD staff; these should be reviewed and systematized/scaled up in ICIMOD as a whole. Adding gender perspective to events and expanding the focus of relevant events to include social science disciplines and political/

strategic representation, could bring more women into events. A benchmark review of gender balance in the regional in technical fields where ICIMOD works, with other regional organizations and a sample of partner organizations, could also be a useful reality check.

10 Carry out another gender audit in 2022 prior to preparation of the next ICIMOD Medium-Term Action Plan

The next gender audit should be carried out to dovetail with ICIMOD's next MTAP, which would begin in 2022. More adequate resources should be budgeted for the next gender audit, to cover the needed activities. The next audit should follow an adaptation of the gender action planning process above and should include a preparatory reflection and reporting by staff, including data collection, prior to or during the audit. It include perspectives from stakeholders, partner organizations, and/or beneficiaries; and gender budget (share of budget) or gender budgeting (assessing the gender implications of all of ICIMOD's activities).

Acronyms

GAP	Gender Action Plan
GIF	Gender Integration Framework
GReaT	Gender Resource Team
GS	General Staff
HICAP	Himalayan Climate Change Adaptation Programme
HIMALICA	Rural Livelihoods and Climate Change Adaptation in the Himalayas Initiative
HKH	Hindu Kush Himalayas
HR	Human Resources
HUC	Himalayan University Consortium
ICIMOD	International Centre for Integrated Mountain Development
IWD	International Women's Day
KMC	Knowledge Management and Communication
MENRIS	Mountain Environment and Natural Resources Information System Division
MTAP	Medium Term Action Plan
PIPA	Participatory Impact Pathway Analysis
RMC	Regional Member Country
RP	Regional Program
SC	Strategic Cooperation
SIF	Strategic Institutional Function
SMC	Senior Management Committee
SPME	Strategic Planning, Monitoring and Evaluation
SSA	Special Services Agreement
TS	Technical Staff

I. INTRODUCTION

The International Centre for Integrated Mountain Development (ICIMOD) is a regional inter-governmental learning and knowledge sharing center serving the eight regional member countries of the Hindu Kush Himalayas (HKH) – Afghanistan, Bangladesh, Bhutan, China, India, Myanmar, Nepal, and Pakistan – based in Kathmandu, Nepal. ICIMOD aims to assist mountain people to understand and adapt to the changes caused by globalization and climate change on the stability of fragile mountain ecosystems and the livelihoods of mountain people. With this aim, ICIMOD's vision is *“men, women and children of the Hindu Kush Himalayas enjoy improved well-being in a healthy mountain environment,”* supported by its mission *“to enable sustainable and resilient mountain development for improved and equitable livelihoods through knowledge and regional cooperation.”*

ICIMOD as an organization has developed internal frameworks and policies that are meant to ensure that ICIMOD programmes in general are gender-responsive. For example, the Strategic Framework of 2012 specifically states that *“Widespread adoption of innovations developed by ICIMOD and partners to adapt to change leading to positive impacts for women, men and children”* as one of its strategic goals. The Medium-Term Action Plan (MTAP) – III particularly calls for gender transformative change, identifying gender integration and gender-focused work within regional programmes; capacity strengthening and women's leadership; policy and partnership development; and gender transformative organizational change as the four pillars. The Center has also developed a Gender and Equity Policy in 2013, which states as its goal, *“to ensure gender equality and transformative change in sustainable and equitable mountain development in the HKH”*. Its objectives specifically include ensuring equitable and meaningful participation of both men and women, empowerment of women and making ICIMOD a gender-equitable and sensitive organization.

A 2012 Gender Audit Report came out with some specific recommendations, one of which was that another comprehensive gender audit should be ideally held in three or four years. This leads to having a Gender Audit in 2016.

The scope of the 2016 Gender Audit is to cover the gender mainstreaming work of ICIMOD at the institutional level, and at the programmatic and initiative levels. The Audit was tasked to review the political will, management support, technical capacity, accountability, and organizational culture to enable ICIMOD to understand the extent to which the Centre incorporates a gender lens across key aspects of its work as an organization. The Audit is intended to enable the Centre to identify options for strengthening its policies and practice in future, inform development of gender mainstreaming strategy for the Action Plan cycle 2017-2022 and guide the work of the Gender-Strategic Institutional Function (SIF).

The 2016 gender audit was tasked with the following issues:

Institutional Level:

- Gender mainstreaming in institutional policies and frameworks within ICIMOD;
- Governance and leadership: capacity strengthening and women's leadership;
- Staffing and human resource support on gender issues;
- Existing gender expertise and strategy for building gender competence;
- Human resource policies and organizational change, including workplace issues, equal opportunity, sexual harassment; and
- Perceptions of staff on how gender concerns are addressed in the internal functioning of ICIMOD.

Programmatic Level:

- ICIMOD's approach to mainstreaming gender throughout ICIMOD's value chain and external operations. These include planning frameworks, project documents, knowledge products and advisory services in programs and in cooperation with organizations and institutions in member countries;
- How is ICIMOD's mainstreaming strategy reflected in objectives, programmes and budgets:
- How much of ICIMOD'S budgets are spent on addressing gender issues?
- How are ICIMOD's operations and institutional processes monitored and evaluated? How are gender-disaggregated and/or gender equality results collected across operations in member countries?
- How does ICIMOD try to establish partnerships and alliances with gender-sensitive organizations and institutions in member countries?
- Is gender as a crosscutting issue part of stakeholder mapping and analysis when partners are selected?
- How does ICIMOD work with organizations that are not gender-sensitive?

The specific objective for the audit is to gauge ICIMOD's progress towards gender transformative change as envisaged in its policies and frameworks:

- to review ICIMOD's institutional capacity to implement its gender mainstreaming strategy, including organizational culture;
- to review the extent to which ICIMOD is implementing and has incorporated its frameworks and policies to promote gender equity and justice into its programmes;
- to review the inclusion of gender issues in the objectives of the Programmes and projects;
- to review how far the recommendations of the Gender Audit 2012 have been followed and progress since then;
- to identify gaps in gender that will need to be filled; and
- to develop recommendations.

The 2016 Gender Audit is organized as follows: The present Chapter I provides the background and objectives of the gender audit, followed by Chapter II on conceptual framework and methodology. Chapter III addresses gender in ICIMOD as an institution: Gender policy and strategy, gender balance in staffing, human resource policies, knowledge management and communications, and organizational culture. Chapter IV focuses on gender in ICIMOD programmes: Program design and implementation, technical expertise on gender, monitoring and evaluation, partner organizations, and financial resources. The findings of the staff perceptions survey are presented in Chapter V. Finally, recommendations and opportunities for the way forward are presented in Chapter VI. Documents and persons consulted are available in a Drop box that can be accessed through the Gender-SIF.

II: CONCEPTUAL FRAMEWORK AND METHODOLOGY

2.1 Conceptual framework

Gender audits are useful tools to help organizations evaluate the extent to which earlier gender mainstreaming efforts, if any, have been successful and to establish specific gender goals and objectives against which future activities can be measured. According to ILO (2007), gender audits should include:

- examination of internal practices and support systems for gender mainstreaming
- monitoring and assessment of gender mainstreaming progress
- establishment of a baseline
- identification of critical gaps and challenges.

Since the advocacy of gender mainstreaming at the 1995 Fourth International Women's Conference in Beijing, gender mainstreaming and gender audits have been undertaken by many international and development organizations. The present gender audit draws on these experiences, in particular three methodology variants.

2.1.1 InterAction: Gender Integration Framework (GIF)

InterAction, a coalition of more than 200 US-based groups working on international development, issued a gender audit handbook that was updated in 2010¹. Its audit process uses a framework and theory of change called the Gender Integration Framework, which suggests that transformation can only occur when four organizational dimensions are ready for gender integration. These four elements are political will, technical capacity, accountability, and organizational culture, viewed as a tree in the figure below.



Figure 2.1: Gender Integration Framework (GIF)

The InterAction gender audit is a self-assessment tool for identifying staff perceptions regarding how gender issues are addressed in programming and in internal organizational systems and activities. The audit is organized into four steps: Preparing the organization to carry out a gender audit, surveying staff to uncover their perceptions regarding gender equality in the organization and programs, conducting focus groups to develop an organizational vision of gender equality, and creating the organization's Gender Action Plan. The entire process is intended to garner information on InterAction's Gender Equity Standards, shown in the box 2.1.

¹ InterAction, The Gender Audit Handbook: A tool for organizational self-assessment and transformation (Washington, DC, rev. 2010).

Box 2.1: InterAction Gender Equity Standards

- Develop a written policy that affirms a commitment to gender equality in organizational structures and in staff and board composition.
- Train program staff in gender analysis for program planning, implementation and evaluation.
- Institute gender analysis and planning in all phases of the program process, in collaboration with local NGO partners.
- Integrate gender sensitivity into human resource development for staff at all levels to improve organizational effectiveness, promote nondiscriminatory relationships and respect for diversity in work and management styles.
- Include gender awareness in job performance criteria.
- Strive to increase the number of women in senior decision-making positions and on Boards of Directors.
- Institute family friendly policies and create an environment that enables both women and men to balance work and family life.
- Develop policies and practices that support equal pay for equal work.
- Establish a mechanism, consistent with the organization's mission and constituency, which operates with a mandate from the CEO to promote and monitor the integration of gender equality in programs.

2.1.2 The 2012 ICIMOD Gender Audit

According to the ToR, the overall content of the 2016 Audit was to be guided by the last audit report, with standard methodologies used in the audit process to be agreed with management. The gender audit conducted in 2012 by an external consultant had the following objectives²:

- review of ICIMOD's gender policies and its history of incorporating gender into its work;
- analysis of ICIMOD's published work on gender, aimed at analyzing the extent to which this work has had an impact outside ICIMOD;
- gauge the extent to which the staff understand the concepts of gender mainstreaming and gender analysis, accept their validity, and use or promote them in their work; and
- gathering insights from staff into how gender analysis could be improved within the institution and in partner institutions.

The 2012 Gender Audit covered these elements, with the majority of the report devoted to the staff perceptions survey. A questionnaire was sent to all staff (staff survey). One-on-one interviews with a few staff members (key informant interviews), including some senior managers; and three focus group discussions were also used to explore questions in more depth and to gather insights into how gender analysis could be improved within the institution and in partner institutions.

In the final report, recommendations were made by the consultant on gender policy frameworks, program activities, projects with partners, training, M&E, and human resource management, as well as on future gender audits.

2.1.3 ENERGIA: Mainstreaming Gender in Energy Projects and Policy: Practical Handbook³

ENERGIA International Network on Gender & Sustainable Energy, located in HIVOS in the Netherlands, is an initiative working since 1996 to support women's empowerment in the energy sector, through its network in 22 countries in Africa and Asia, gender mainstreaming in projects and policies, a women's energy entrepreneurship program, a gender and energy research program, and advocacy and policy influencing, linking these programs with Sustainable Energy for All (SE4All) and the Sustainable Development Goals. ENERGIA has carried out gender assessments and developed Gender Action Plans together with more

² Eva Rathgeber, Gender Audit Report: A Comprehensive Overview of Gender Issues at ICIMOD (Rathgeber Policy Research, Ottawa, Canada, 2012).

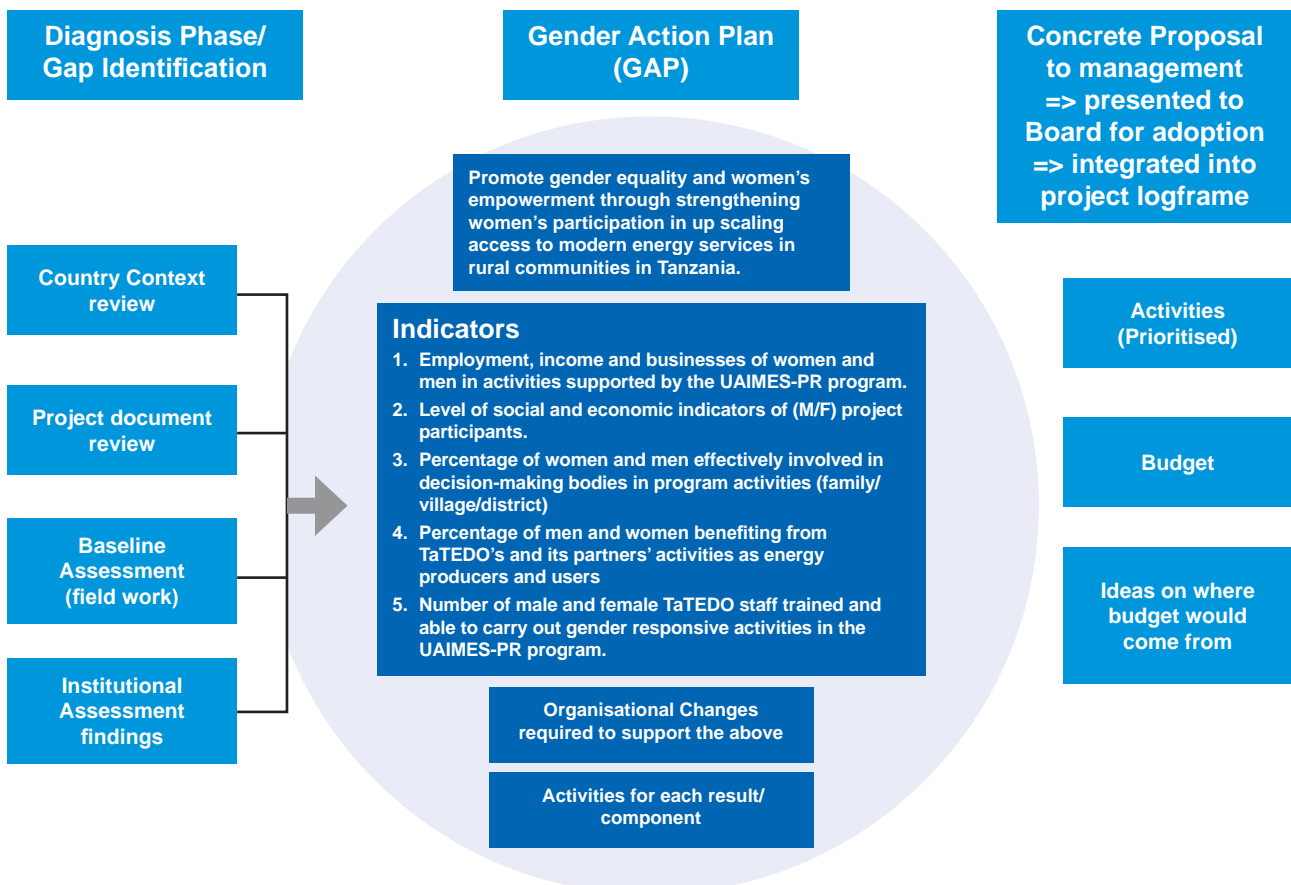
³ E. Cecelski and S. Dutta, Mainstreaming Gender in Energy Projects: A Practical Handbook, ENERGIA, 2011.

than 36 energy projects in Africa and Asia, as well as gender audits of national energy policy in a number of countries, together with national partners. Other agencies and organizations, including the World Bank, UNDP and Norad, have used and further adapted the methodology developed by ENERGIA for mainstreaming gender in energy projects.

While based on the state-of-the-art in gender assessments, the ENERGIA methodology has adopted specific strategies for gender assessments, based on its experiences of working with technical, scientific, and engineering organizations and agencies in the energy sector, which usually do not have gender equity as a primary goal and which tend to be very practical and results oriented:

- Assessments are specifically requested and guided by management, not only by donors (though they may encourage). Managers and staff participate actively throughout the process and frequently, considerable resources (e.g. organizing field visits and workshops, seconded staff, office space) are contributed by the organization.
- The factual situation on gender in the country and in the organization is the basis for analysis; this information is usually collected by organization staff or national consultants.
- ENERGIA provides methodology support and international evidence and good practice experiences for consideration by the organization.
- Capacity building of staff takes place through taking part in this process and through reflection exercises. Existing knowledge of staff and practical experiences in the organization are recognized and shared.
- Workshops (often including external stakeholders) encourage validation of different staff perspectives but also constructive debate, in a reflection on gender issues, current situation, challenges, and opportunities. The goal is to develop Gender Action Plans with log frame, budget and indicators that can be monitored for gender mainstreaming.

Figure 2.2: Gender in TaTedo Up-Scaling Access to Integrated Modern Energy Services for Poverty Reduction (UAIMES-PR) Programme, Tanzania



- The assumption is that, given adequate understanding of the current gender situation in the region and the organization, international good practice, and basic gender analysis approaches, (all presented in a final GAP workshop), the staff and management of the organization are best placed to determine feasible and innovative actions to include in a Gender Action Plan.
- Nonetheless, support from international and national gender specialists has proven crucial in facilitating this process and in supporting its further development.

An example of how ENERGIA works with organizations is the Gender Action Plan process with TaTEDO, the Tanzanian Traditional Energy Development Organization, shown in the figure below.

In the diagnostic phase, a country context review maps the gender and energy situation in the country. A project document/policy review is carried out to understand the project’s starting point on gender issues; and organizational assessment looks at the capacity of the energy project to mainstream gender; and stakeholder consultations and/or fieldwork contribute to understanding the perspective of beneficiaries and partners. A Gender Action Plan (GAP) is prepared, including log frame with agreement on goals, activities and indicators for both programmatic and institutional level. A monitoring and evaluation plan, as well as a communications strategy to effectively engage all stakeholders in the gender mainstreaming process are designed. Often the draft GAP is validated in a stakeholder’s workshop. Budget is identified and activities are prioritized. Finally, the GAP is integrated into the organization’s planning frameworks or project logframe, and formally adopted by management and the Board.

Adaptations of this methodology have been applied effectively in energy projects, national energy policies, and energy organizations/agencies/ministries at national, regional and international levels.

2.2 Methodology

The starting point for designing a methodology was the current level of management support, political will, and gender capacity in ICIMOD. A good deal of staff time is required for an effective gender audit, so it was encouraging to find that ICIMOD indeed meets virtually all of the InterAction methodology criteria for organizational readiness to carry out a gender audit. Selected criteria on support in the organization, vision, resources, history, politics and leadership are given in the Box 2.2.

Box 2.2: InterAction Organizational Readiness Worksheet

	YES	NO
Have senior managers demonstrated a commitment to mainstreaming gender equality to staff, clients, boards, or funders?		
Are key members of the organization expressing support for incorporating programming aimed at achieving gender equality goals in the organizations’s work?		
Does the vision of mainstreaming gender equity have powerful advocates in the organization: Does the leadership hold this vision?		
Are there qualified people (trained in gender analysis or a gender specialist on staff) to work to mainstream gender equity in programs and organizational structures?		
Are board and committee members in the organization prepared to invest the time required to mainstream gender equity?		
Does the organization have the resources and/or energy for implementing a gender equity initiative?		
Does the organization have a successful history of equitable operations and of adaptation to changing situations?		
Has the board authorized work on improving the current level of gender equity work to bring about change?		

Following consultations with the SIF-Gender and ICIMOD management, it was decided that given the new strategic approaches to gender integration in ICIMOD since 2012, more focus would be placed in the 2016 gender audit on the programmatic and partnership level as well as institutional level. Self-reflection, analysis and target setting in M&E would also be a particular emphasis, with a view to how to take gender to the next level in MTAP-IV. Drawing on the above methodologies, the following methods were used to carry out the

2016 gender audit:

- briefings with key senior managers;
- a Gender Audit Team was established with representation from the gender team, programs and initiatives, HR, KMC, SPME, chaired by SPME;
- policy document review: annual reports/progress reports, strategic framework, gender equity policy 2013, communications policy, human resource policies;
- publications review together with KMC for gender content, gender-focused publications, and male/female authors;
- staff perceptions survey: Programmatic and Organizational, which is the subject of Chapter V;
- a total of 12 mini-workshops were held to reflect on gender goals, achievements, challenges, and opportunities with: gender team, five “representative” initiatives in 4/6 Regional Programs (see 4.1.1 below), Strategic Planning, Monitoring & Evaluation (SPME), Knowledge Management and Communications (KMC), Human Resources, Strategic Cooperation, Support Staff, and the Management Committee; and
- a final workshop with the Management Committee, the Gender Audit Team and GReaT was held to present initial findings and working groups began to develop Gender Action Plan recommendations.

A total of 28 workdays were allocated by ICIMOD for consultancy for the gender audit, between February and May 2016. In addition, the ICIMOD gender team provided a full-time SSA over two months, and also supported by facilitating and coordinating activities and providing extensive information (see also Acknowledgments).

An important point to note is that neither the 2012 nor the 2016 gender audits have included any data collection or consultations with stakeholders, partner organizations, or beneficiaries. Although traditional gender audit methodologies do often focus internally only, the ENERGIA methodology normally would include both gathering information and feedback from outside the organization, as part of the participatory process. A consultative process can strengthen a gender audit by identifying external resources and capacity that can be drawn on for gender mainstreaming, building stakeholder ownership, and preparing for concrete roles of stakeholders in the Gender Action Plan.

While this amount of time did not allow for carrying out the full process for preparation of a Gender Action Plan, the experience with this methodology and in particular the reflections by five initiatives and key units are a very rich resource and are intended to lay the groundwork and start the process for preparation of an ICIMOD Gender Action Plan (or plans, by individual initiatives, programs and units) that can be integrated into MTAP-IV in future.

Table 2.1: Total participants in Gender Audit workshops

Workshop Participants	Female	Male	Total
Atmosphere	3	4	7
HICAP	8	4	12
HIMALICA	2	4	6
Kailash	4	4	8
Koshi	4	3	7
HR	2	0	2
KMC	2	0	2
Admin (Support Staff)	4	1	5
GReaT/Gender Audit Team	15	8	23
SC	0	2	2
MC	7	8	15
SMC	0	2	2
Total	51	40	91

III: PROGRESS ON GENDER INTEGRATION IN ICIMOD AS AN ORGANIZATION

The role of organizational structure and organizational culture in the design and delivery of gender-sensitive programmes and projects has been increasingly recognized by those who work on gender in development organizations. A fundamental premise underlying most support for gender equality initiatives is that gender equality must be integrated into an organization's programming and organizational practices in order to bring about sustainable change toward achieving real equality. This section seeks to capture the organizational characteristics of gender integration in ICIMOD and reports on findings from the review and mini-workshops: Gender policy/strategy, gender balance in staffing, human resources, and knowledge management and communications. A fifth area, organizational culture is reported on separately in Chapter V on staff perceptions of gender integration in ICIMOD.

3.1 Gender policy and strategy

ICIMOD has made substantial progress since 2012 by putting in place a comprehensive gender policy and integrating gender into its overall strategic framework and program planning and results, as well as in its institutional reporting processes at initiative and program level (see also section 4.3 on M&E). Operationalising the gender policy systematically has been slower, with overall no gender strategy or Gender Action Plan with logframe including budget and SMART indicators is as yet in place.

Self-assessment by ICIMOD staff of the current situation of ICIMOD initiatives in the continuum of gender transformative change found that while closing gaps between women and men and the transformation of gender roles is the vision of ICIMOD, this has not been achieved in most initiatives; some initiatives are at concept level, fewer at practice. A number of initiatives have components with strong elements of other levels in the gender continuum however, with gender equity, project efficiency and effectiveness, and welfare perspective figuring prominently. Levels vary widely, even within initiative components, as do estimates of the share of ICIMOD activities working with each gender goal. The exercise was highly effective in increasing understanding of gender goals and vision of where ICIMOD would like to be. While time did not permit reaching a consensus on the share of ICIMOD initiatives or their components at each level, this could be identified by each initiative and used for reporting and for gender budgeting.

3.1.1 Gender Equity Policy 2013

ICIMOD adopted a comprehensive Gender Equity Policy in 2013 aligned with its Strategic Framework. It has the goal to ensure gender equality and transformative change in sustainable and equitable mountain development in the Hindu Kush Himalayas (HKH). Key elements of the policy are:

1. Gender integration and focused programmatic work in program development, implementation, monitoring and evaluation, and knowledge sharing.
2. Gender positive organizational change and institutional strengthening in ICIMOD's organizational culture and institutional policies.
3. Capacity strengthening on gender issues, awareness, analysis and women's leadership in support of gender equality and mountain women's empowerment.
4. Evidence-based advocacy for gender equitable policies, institutions and partnerships within the organization, at the regional level, and at the international level.

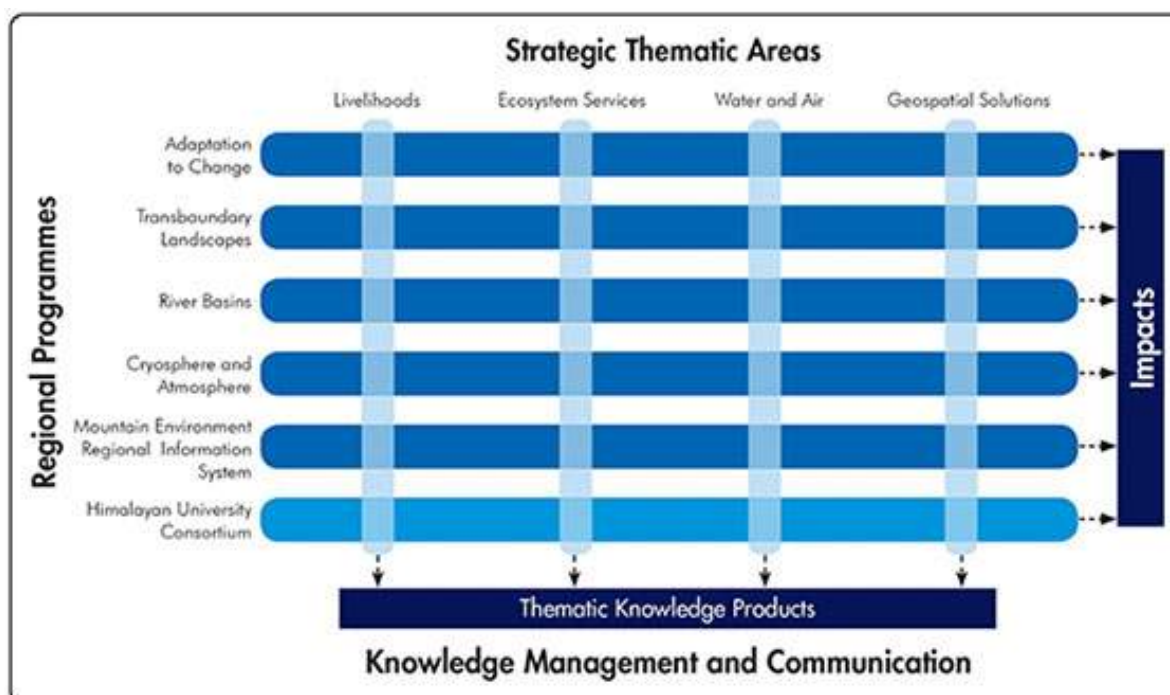
Specific responsibilities for gender integration are allocated in the Gender Equity Policy to the Director General, the Director of Programme Operations, the Director of Administration and Finance, Senior Managers, Theme Leaders and Chief Scientists, the Gender Strategic Institutional area, the Gender Resource Team (GReaT), Regional Program Managers and Initiative Coordinators, and Professional, Support and All Staff.

In addition, a draft concept note on gender transformative change has been drafted as a basis for implementation of the gender policy. The note describes ICIMOD's vision on gender transformative change and outlines steps and strategies at Programmatic Level and Institutional Level

3.1.2 Strategic Framework and Medium-Term Action Plan (MTAP) III

ICIMOD has adopted a matrix system, with four Strategic Thematic Areas (Livelihoods, Ecosystem Services, Water and Air, and Geospatial Solutions), implemented by six cross-cutting Regional Programmes: Adaptation to Change, Transboundary Landscapes, River Basins, Cryosphere and Atmosphere, Mountain Environment Information System, and Himalayan University Consortium. According to ICIMOD's working structure, the Regional Programmes and their Initiatives (projects) take professionals from the various themes to carry out their work.

Figure 3.1: ICIMOD Strategic Framework



The ICIMOD Strategic Framework and its Medium-Term Action Plan (MTAP III) of 2012 include sections on gender and men/women/children as target groups. In the MTAP, the results framework is delivered through Regional Programs, and each Regional Program has included gender in outcomes, at least two gender-inclusive outputs and indicators. An example of some programme outcome, output and indicators, for Regional Programme 1, is given in the table for reference, with women/gender references highlighted in bold. This is an important step in gender integration in ICIMOD programs.

SPME is in the process of collecting data on progress in these results. Noted is that:

- some indicators may be difficult to measure, e.g. when gender integration is one of a number of parameters in the indicator;
- there is no quality control by the SIF-Gender function in assessing the gender content in outputs;
- the MTAP III includes activities and indicators on gender integration only in the six Regional Programs, and not at organizational level.

Table 3.1: Programme Outcome and Outputs 2015, RP1: Adaptation to Change

Outcomes and Outputs	Indicators
<p>Outcome 1:</p> <p>Adaptive capacities of women, men, and children of the HKH region facing socio-economic and environmental change, including climate change, enhanced and supported through appropriate policies and practices</p>	1. Degree of up scaling by partners and relevant stakeholders of innovative and equitable strategies to enhance livelihoods and resilience.
	2. Number of relevant local and national institutions that are better able to plan, implement, and monitor adaptation-related programmes, with a particular focus on gender and social equity
	3. Number of mountain-specific national development policies, strategies, and approaches, including tools such as National Adaptation Plans of Action (NAPAs), Local Adaptation Plans of Action (LAPAs), and Biennial Update Reports making use of recommended practices and knowledge
	4. Number of women, men and children benefited by innovative adaptation-related strategies, policies, and programmes
<p>Output 1:</p> <p>Knowledge products for enhanced understanding of risks, uncertainties, vulnerabilities, gender issues, migration, poverty, and opportunities to adapt to change developed and strategically disseminated</p>	1.1 Number of topical publications targeted to research, policy, and professional community.
	1.2 At least X peer reviewed journal articles on stated topics
	1.3 Participation in at least X global forums advocating mountain issues
	1.4 Number of stakeholder engagements organized or participated in to facilitate uptake of knowledge products
<p>Output 2:</p> <p>Comprehensive and inclusive approaches, assessment methods, economic and gender analyses, institutional and governance mechanisms for adaptation to change developed</p>	2.1 Number of innovative and inclusive approaches, assessment methods, and institutional mechanisms promoted by partners;
<p>Output 3:</p> <p>Improved resource governance, access, and support services identified, assessed, and promoted for livelihoods</p>	3.1 Number of improved resource governance, access, and support services approaches made available to partners to improve livelihoods
<p>Output 4:</p> <p>Gender-specific livelihood diversification options (high value products, value chains, and ecotourism) to enhance income and adaptive capacity of mountain people identified, piloted and validated, and up-scaled in collaboration with partner</p>	4.1 Number of innovative livelihood pilots adopted by partners
<p>Output 5:</p> <p>Capacity of relevant institutions (public, civic, and private) to mitigate risks and manage change strengthened</p>	5.1 Number of communities, people (women and men) and relevant institutions trained in mitigating risks and managing change*
<p>Output 6:</p> <p>National and regional platforms to share knowledge, experiences and engage diverse stakeholders to shape policies and practices on innovative adaptation approaches and mechanisms are established</p>	6.1 Number of platforms at national and regional levels active in contributing to shaping policy and practices in innovative adaptation approaches
	6.2 Number of knowledge sharing, cross country learning, and policy engagement events organized

The scientific frameworks developed by programs in 2015 have considered gender to varying extents. The Scientific Framework for ICIMOD's Regional Programme on Adaptation to Change integrates gender and women effectively in goals, methods, vocabulary, concerns, and in its Change Matrix and theoretical framing of the programme. The draft Interdisciplinary Implementation Framework on Long-Term Environmental and Socio-ecological Monitoring in Transboundary Landscapes however only mentions gender once, in connection with changed workload in the changing social fabric of local communities, and women once, in connection with employment in agriculture.

3.1.3 Where is ICIMOD in the gender continuum?

One of the most effective methodologies used in the gender audit, according to ICIMOD staff reflection, was a self-assessment of the current situation of ICIMOD initiatives in the continuum of gender transformative change. As part of mini-workshops held with the five initiatives as well as with the gender audit team and management committee and some managers, a reflection exercise was carried out to rank gender goals from least sensitive to most gender-sensitive. (or from gender-blind to gender-transformative). Staff were then asked to identify gender goal status of their own initiative or ICIMOD generally, and finally to identify where they would like their initiative to be in the future. Box 3.1 lists the gender goals in order from least to most gender-sensitive, in a continuum.

Box 3.1: Ranking gender goals on the gender continuum from least gender-sensitive to most gender-sensitive

- 1 **No strategy** for participation of women or to ensure same opportunities and equal burdens for women and men. Women are not mentioned in institution's policy, objectives and strategies.
- 2 Policy defines women's roles from a **welfare perspective**: Women as passive beneficiaries or target groups for separate programs in their reproductive roles.
- 3 Policy defines women's roles from a perspective of **program efficiency and effectiveness**: Women contribute to planning, maintenance and management for a better service and use. Special activities and programs encourage women in entrepreneurship, data-gathering and analysis, etc.
- 4 Policy defines women's roles from a perspective of **equity**: Same rights, equal burdens and benefits for women and men; disadvantaged position of women vis-à-vis men is improved.
- 5 Policy defines women's and men's roles from perspective of **closing gaps** between women and men; transformation of gender roles and relations through agency of both women and men.

Value chains in our RP are a means to enhance incomes, ensuring income and diversifying options. Men would have better access to linkages in the market and interact with other actors in the market more easily than women. So women producers get exploited in the market and get lower returns. I know this gap is there. My gender goal is how do I improve and empower these women so they can negotiate on equal terms? Not just Capacity building, but give them an option where men come to the women for something the market wants, e.g. weaving – and the women have the capacity to negotiate better terms.

- A Regional Program Manager

Major findings of the exercise and ensuing discussions were that:

- Closing gaps between women and men and the transformation of gender roles (the highest level gender goal) is the vision of ICIMOD but this has not been achieved in most initiatives.
- A number of initiatives however have components with strong elements of other levels in the gender continuum, with gender equity, project efficiency and effectiveness, and welfare perspective figuring prominently.
- Virtually no initiatives are gender-blind, or have no gender strategy.??

- Moving to the highest-level gender goal of closing gaps may not be appropriate for all types of initiatives, for example....
- A number of initiatives are at concept level advancing along the gender continuum, while fewer have put the concepts into practice. Most initiatives have a vision of continuing to develop their gender practice and concepts.
- Different initiatives are at different levels currently, and even different components of initiatives. Estimates of the share of ICIMOD activities working with each gender goal varied considerably among initiatives, managers, and gender team. Senior managers tended to rate ICIMOD as further along the gender continuum than did gender teams.
- Some groups ranked the order of gender goals variously, and the exercise resulted in better understanding of the meaning of different gender goals. For example, gender equity could be seen as a necessary condition for closing gaps.

Figure 3.2: Where are ICIMOD Initiatives on the gender continuum?

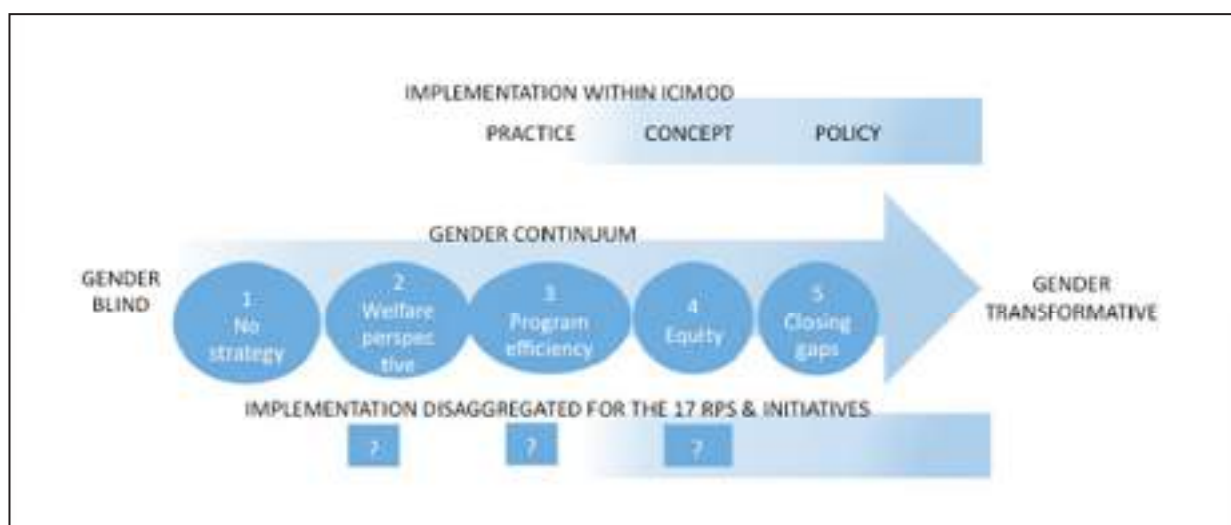


Figure 3.2 above provides a conceptual framework for thinking about the gender continuum. While time did not permit reaching a consensus on the share of ICIMOD initiatives at each level during the mini-workshops, eventually the ICIMOD initiatives, and perhaps components of initiatives, could be classified into the different levels of the continuum, and used for reporting.

3.2 Gender balance in staffing

This section considers achievements in policy and practice, gender balance in staff, and gender balance in management and governance, as well as staff perceptions of these.

ICIMOD has a strong policy on equal opportunity employment: "ICIMOD seeks to ensure balance in the workplace in terms of gender and ethnicity/nationality. It does not inappropriately discriminate against anyone because of race, tribe, religion, colour, gender, age, national origin or disability but may actively seek to employ women and people from disadvantaged groups and unrepresented member countries..." This has been implemented through a number of steps taken since 2012 to promote gender balance in staff at all levels. As a result of these actions, gender balance in ICIMOD staffing has improved considerably, from 33% women in 2012, to 41% in 2016. There are more women than men in General and Technical Support Staff, as well as Interns and Short-Term Associates (SSAs). Despite these efforts, women professional staff have only increased from 26% in 2012 to 28% in 2016, more or less keeping pace with the expansion of professional staff over the period. Gender balance in management and governance has improved, with 23% of management positions at present filled by women.

3.2.1. Progress since 2012

A number of steps have been taken since 2012 to promote gender balance in staff at all levels:

- Importantly, senior management identifies as pro-actively thinking and trying to give leadership roles to women;
- Since 2013 recruitment and administration have been merged and synchronized, helping to create awareness on how to focus on gender balance.
- HR is supported on gender issues by the Strategic Institutional Function – Gender.
- Reporting on total staff and recruitment by m/f has been included in the annual report since 2013, and on staff by regional program, thematic areas, and units by m/f since 2014 (though not by staff category).
- Clause in Vacancy announcements on the Gender and Equity Policy: “Qualified and eligible women candidates and those from disadvantaged backgrounds are highly encouraged to apply. ICIMOD implements a gender fair policy and is supportive of working women. It operates a daycare centre at the campus and is committed to gender mainstreaming at the organizational and programmatic levels. Facilities are also wheelchair accessible.”
- In selection for vacancies, screening and short-listing give opportunity to women, recruitment panels are gender-balanced, and preference is given to women when equal qualifications.
- An important action by ICIMOD was the introduction of a Special Services Agreement (SSA) program in 2014, and for both Interns and SSAs, seeking targets to recruit a majority of women.

3.2.2 Gender balance in staff

As a result of these actions, gender balance in ICIMOD staffing has improved considerably, from 33% women in 2012, to 41% as of March 2016. There has been a considerable increase in female representation in General and Technical Support Staff (from 39% to 53%), as well as in Interns and Short-Term Associates (SSAs) (from 44% to 67% and 52% respectively), the latter as a conscious selection policy to employ more young women in these positions. There are more women than men at present at all these staff levels.

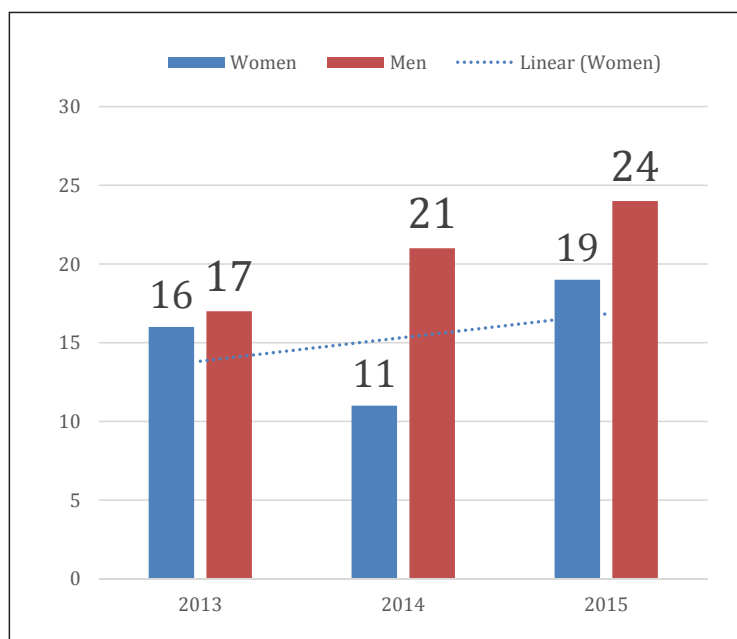
Nonetheless, despite the considerable efforts, representation of women in professional staff has only increased from 26% in 2012, to 28% in 2016; it has more or less kept pace with the expansion of professional staff over the period.

There is a considerable shift in recruitment trends towards women, which if it persists, would ultimately result in a higher percentage of female staff overall in the organization. The data in the figure below is not disaggregated by staff category, though, so it is not possible to see whether the trend holds for professional equally with staff categories. Breakdown by program or initiative might also show different results. For example, significant recruitments in core scientific positions e.g. two female glaciologists have taken place and raised visibility of women professionals.

Table 3.2: Representation of women and men in ICIMOD staff, by category, 2012-2016

Staff categories	2012		2013		2014		2015		2016 (on 15/3)	
	#	%	#	%	#	%	#	%	# M+F	%
	M+F	F	M+F	F	M+F	F	M+F	F		F
GS & TS	69	39	74	42	73	47	71	52	73	53
Intern	16	44	33	48	21	71	12	58	12	67
SSA					49	51	57	54	63	52
Professional (inc Dir)	93	26	108	27	114	24	133	27	134	28
All staff	178	33	215	35	257	39	273	41	282	41

Figure 5: Staff recruitment trends, by male/female, 2013 – 2015



3.2.3 Gender balance in management and governance

There has been a considerable increase, nearly doubling female representation in overall management positions, as shown in the table below: from 12% in 2013, to 23% in March 2016. Currently 1/8 regional program managers and theme leaders, 3/12 programme/initiative coordinators, and 3/7 heads of unit are female, for a total of 7 out of 24 management positions.

The number of women in the Senior Management Committee (SMC) has remained steady over the last 3 years: 2 female members out of 5 (previously 4) members, as shown in the table below.

Regional Member Country Board members are directly appointed from their focal ministry by the respective Country Governments, and the Board continues to be made up of men only. However there has been a doubling in women's representation in the Programme Advisory Committee (PAC), which is nominated by the funding partners, from 2 women out of 7 members in 2013, to 4 out of 7 in 2016, a majority of the Committee.

Table 3.3: Gender balance in management, 2013 and 2016

	2013		2016	
	Total #	% Female	Total #	% Female
Initiative leaders	9	11	12	25
Theme leaders	3	0	4	25
Head of units	7	29	7	43
Regional programme managers	4	0	4	0
Senior management committee	6	33	7	29
Programme Advisory Committee	7	29	7	57

3.3 Human resource policies

ICIMOD since 2012 has continued to expand its already very family-friendly human resource policies. These include:

- a Code of Conduct: "Demonstrate mutual respect and courtesy to all, regardless of ethnicity, culture, gender, religion, age, sexual orientation or health status," which was made more visible in the HR Manual in 2014.

- A harassment policy, currently being updated in draft to expand from internal focus to address when working with partners or in the field.
- A Day Care Center within the premises for use of staff member's young children during office working hours has been offered since 1999 and improved since 2012.
- Sick bay facilities with primary first aid services available for staff members to use when sick/unwell during office hours; separate sick bay for men and women decided since late 2015.
- Paid maternity leave of 16 weeks for women and paid paternity leave of 10 days for men; miscarriage leave of 15 days.
- One hour per day leave for lactating mothers to feed their child while at work, for up to 18 months from birth.
- Up to 13 days compassionate leave in case of death of an immediate family member.
- Pick up from airport for women after 6 pm.
- Ombudspersons (2 female, 1 male) are currently being established and trained, with counseling training including gender issue.
- Post-earthquake psychological support was provided in 2015, with focus on parents and children.

The 2012 Gender Audit focused strongly on organizational culture, and ICIMOD in response since 2012 has carried out a number of activities to become a more gender-friendly organization, led by HR and supported by the Gender-SIF.

- Most notably, gender sensitivity training has been introduced for all staff at all levels, and this has been well received. Gender sensitization training for all staff has been implemented by HR and SIF-Gender since 2014; in 2015, training for support staff in Nepali was added. In addition, a two-day induction for new staff includes the ICIMOD Director-General emphasis on gender sensitization, core values, and language, as well as orientation by the SIF-Gender. In the staff survey, 58% of staff found training on gender sensitivity in the workplace very useful, and another 38% found it somewhat useful; only 4% did not find it useful at all.
- Women's leadership training has been supported by sending two professional or potential professional staff women per year since 2010 to a one-week training program with AWARD; so far 12 women staff have received this training. In 2015, a pilot training workshop was held by HR together with SIF-Gender on "Reframing Leadership for Women and Men for Gender Equality," with both male and female participants from ICIMOD staff (11) and partners. According to the survey, 55% of staff believe women's leadership training is useful, and 37% that it is somewhat useful.

Other actions to address organizational culture taken by ICIMOD since 2012, in addition to those covered under knowledge management and human resources, include:

- An informal meeting twice a year of both professional and support female staff "Coffee/tea with the DG" provides an opportunity for women staff to meet directly with senior management and express concerns.
- International Women's Day has become institutionalized as an important celebration of gender equity and receives highest-level support from management. It raises status and visibility of gender and in 2016 provided some serious material for analysis and self-reflection as well as a high-level political profile with a State Minister from Pakistan as keynote speaker. A "Gender Innovation Award" is awarded to three teams for their work on gender that year, for which a call is sent to all Theme leaders, Regional Program Managers, Program Coordinators and Division heads to send their nominations describing the innovative activity, process, outcomes and impacts. A selection committee comprising of the DG, DPO, and Gender Team set up the criteria for selecting the best three nominations for the award.

Nonetheless, a number of challenges related to human resources and organizational culture came up in the mini-workshops and other discussions:

- "old boys club" in office and professional areas of work;
- "girls tables" at lunch do not mix with male staff and women do not "lean in" in meetings;

- lack of mentoring culture for young professionals;
- balancing work and home life (cultural setting) is a challenge for many staff;
- multi-cultural organisation with different standards for gender sensitive language;
- men often take/get more space to talk in meetings than women.

3.4 Knowledge management and communications

ICIMOD's Knowledge Management and Communications Unit (KMC) promotes a knowledge sharing culture in the organization. Key gender issues identified by KMC include:

- engagement of women in KMC activities;
- encouraging women to be part of research communication;
- gender-sensitive language guidance and guidelines, training and editing;
- citation, biometric, and altmetric analysis of gender in all ICIMOD knowledge products.

This section looks first at ICIMOC policy and practice achievements since 2012, then turns to examine the record on gender in ICIMOD publications, including gender-focused publications, and on men and women authors in ICIMOD publications.

KMC has undertaken a number of important actions since 2012 to improve gender integration in publications, media, Knowledge Park, youth and gender, and other areas. Gender balance in KMC media activities has been good. An important achievement to highlight is attention to gender-sensitive communications in publications and media.

Despite the considerable efforts of KMC, gender-related output in both internal and external publications over the 2012-2015 period has been low. For internal publications, an analysis of gender/women mentions in ICIMOD's 70 technical reports published from 2012-2015 showed that in-depth gender analysis was found in 6 technical reports (3 gender-focused, 3 not), with other reports having a less in-depth treatment of gender. For external publications, out of a total of 429 external ICIMOD publications, a total of 15 with gender/women in their titles were published between 2012 and 2015. A number of these 15 were published in a Special Issue of the journal Mountain Research and Development,

KMC has carried out several actions to encourage women as well as men's authorship of publications, such as specific training. Nonetheless, KMC notes that women's authorship is still extremely low: while in 2013, 11% of total authors of external publications were female, in 2015, only 9% were female. For internal publications, the share of women authors has also decreased, from 31% to 22%. This trend may be surprising, given the increase in female professional staff over the period. This implies that there may be some obstacles to authorship by female professional staff, and indeed KMC notes a number of challenges e.g. difficulties in getting women positioned to be first authors, stereotypes, few senior women role models, and the lack of a formal mentoring system for either male or female junior staff.

3.4.1 Progress since 2012

KMC has undertaken a number of important actions since 2012 to improve gender integration in publications, media, Knowledge Park, youth and gender, and other areas. An important achievement to highlight is attention to gender-sensitive communications in publications and media, described below.

In publications,

- Training in using gender-sensitivity in publications and presentations as part of annual gender sensitivity training since 2014;
- Gender sensitivity guideline as part of Knowledge Management and Communication Strategy;
- Orientation for new staff guides them to these as well as other guidelines;
- Editors monitor application of the guidelines in preparing all knowledge products;

- Since 2013, KMC has been working on how women are portrayed and how photos of women and children are used –a publication by a partner was even withdrawn due to an inappropriate photo (transparent dress on a young girl). Photo training for staff who go to the field is planned in 2016, including how to behave around women and children.
- Photos illustrating gender barriers have been collected, e.g. men talking to ICIMOD staff, women waiting outside the discussion group.
- A Gender special issue of the journal Mountain Research and Development was published in 2014;
- A gender-specific Koshi initiative infographic was prepared.

In media (see table):

- media training and fellowship programs, and major international events, try to recruit women participants, with a target of 30%; women media trainers are also used;
- training includes gender issues, how to report on gender, how to respect and inter-act with women in the field;
- women journalists are targets for International Women’s Day;
- media focus on gender issues.

Gender balance in KMC media activities has been good, as shown in Table 3.4 below.

Table 3.4: Gender balance in KMC media activities

Media Fellows	Female	Male
2013 India	3	2
2014 Bhutan	2	2
2015 Pakistan	1	4

Media Training	Female	Male
HICAP 2013, 2014, 2015	18	30
Atmosphere 2015	14	14
HIMALICA	36	31

Conferences	Female	Male
2013 Poverty conference	7	11
2014 Adaptation conference	6	14
2015 Dehra Dun Conference	3	3
2016 Indus Conference	2	2

On youth and gender, KMC has been taking the lead in organizing a yearly flagship event on youth (Asia Pacific Youth Forum) since 2010 to empower youth on mountain and climate change issues. About 40 participants from the region have taken part each year, in the age range of 21-33. In most Forums, the number of women youth participants are greater than men: In 2015, 25 women out of 40 participants from 14 countries participated, 7 women resource persons were included, and a special session was held on “Youth, Gender and Climate Change” by the Gender -SIF

Other gender actions by KMC include:

- encouraging women to write blogs, to be more outspoken, informal mentoring, discussed in publications committee, on how to encourage younger women to have a voice;
- making sure that local staff participates in the tea/coffee with DG meeting, and has translation done;
- promoting recruitment of women as drivers and gardeners, to give a gender-positive image of ICIMOD as role models for Knowledge Park livelihoods as well.

3.4.2 Gender in ICIMOD internal and external publications

ICIMOD publishes a variety of high quality publications, increasingly external journal articles, books/book chapters/conference papers, as well as its self-published technical reports and general publications. While it was not possible to review all publications in detail, analysis was done of gender primary focus and mentions in the 70 internal technical reports issued by ICIMOD over the period, as well as of gender primary focus in the 429 external publications. Despite the considerable efforts of KMC described in the previous sections, gender-related output in both internal and external publications in 2012-2015 has been low.

Internal publications

An analysis of gender/women mentions in ICIMOD's 70 own technical reports published from 2012-2015 had the following results:

Table 3.5: Gender/women mentions in ICIMOD technical reports, 2012-2015

Mentions 'Gender' + 'Women'	# Technical Reports	% Technical Reports
0	20	29
1-10	27	39
11-50	17	24
51-150	3	4
151-805	3	4
Total	70	100

KMC notes the challenges of integrating gender in publications: an “often superficial ‘touch’ on gender in publications, gender not taken seriously; has improved but it is a slow process”, “authors try to consider gender/women but often not clear enough.”

The three technical reports with numerous mentions of gender/women were specifically gender-focused publications, out of the 70 total technical reports:

Khadka, M.; Verma, R., 2012. Gender and Biodiversity Management in the Greater Himalayas: Towards Equitable Mountain Development

Shrestha, M. S.; Kafle, S.; Gurung, M.; Nibanupudi, H. K.; Khadgi, V. R.; Rajkarnikar, G., 2014. *Flood Early Warning Systems in Nepal: A gendered perspective*. ICIMOD Working Paper 2014/4

Gurung, D. D.; Bisht, S., 2014. *Women's Empowerment at the Frontline of Adaptation: Emerging Issues, Adaptive Practices, and Priorities in Nepal*. ICIMOD Working Paper 2014/3

In addition, three other technical reports also included a high number of mentions of gender/women (71, 76, and 121 respectively), even though these publications were not specifically gender-focused and did not have gender in their titles,

Chaudhary, R. P.; Uprety, Y.; Joshi, S. P.; Shrestha, K. K.; Basnet, K. B.; Basnet, G.; Shrestha, K. R.; Bhatta, K. P.; Acharya, K. P.; Chettri, N., 2015. Kangchenjunga Landscape Nepal

Kotru, R.; Choudhary, D.; Fleiner, R.; Khadka, M.; Pradhan, N.; Dhakal, M., 2014. *Adapting to Climate Change for Sustainable Agribusiness in High Mountain Watersheds : A case study from Nepal*. ICIMOD Working Paper 2014/1

Shakya, B.; Chettri, N.; Rawat, G. S., 2012. Transboundary Landscape Management Framework for Ecological and Socioeconomic Resilience. Working Paper 2012/7

Further, six general publications focused on gender, and a partner publication was issued on “Women at the Frontline of Climate Change: Gender Risks and Hopes.”

Finally, some initiatives have prepared briefs and studies that are not yet formal publications, but are important within their theme areas, for example the gender briefs and the study on gender-inclusive practices in disaster risk reduction, based on primary and secondary data, prepared by the Koshi Basin Programme.

External publications

Increasingly, ICIMOD staff publish in external journals, books, chapters, and conference papers. These are not always accessible in the ICIMOD data base, so it was not possible to review their gender content systematically. However specifically publications with gender in the title could be identified. A total of 15 external publications with gender/women in their titles were published between 2012 and 2015, out of a total of 429 external ICIMOD publications.

A notable publication was a Special Issue of the journal Mountain Research and Development, on “Gender and Sustainable Development in Mountains – Transformative Innovations, Tenacious Resistances”, published in August 2014. This was an output of a 2012 conference on “Gender and Sustainable Mountain Development in a Changing World” organized by ICIMOD together with Bhutan’s National Commission for Women and Children and the Ministry of Agriculture and Forests of the Royal Government of Bhutan, which brought together nearly 200 participants from around the globe. ICIMOD staff published four articles in the special issue, including one by the Director General.

Table 3.6: Gender-focused external publications, 2012-2015

Year	Gender-focused Publications	Total Publications	% Gender-Focused Publications
2015	7	108	6.4
2014	6	107	5.6
2013	0	107	0
2012	2	107	1.8
Total	15	429	3.5

The fifteen gender-focused external publications are summarized in the table above and listed in full in the box below. A total of 15 gender-focused external publications were published over the period 2012-2015, out of a total of 429 external publications (3.5%). A number of the 15 are in fact chapters or articles in the same publication. There were 2 gender-focused external publications in 2012, none in 2013, 6 in 2014 (4 of which in the special issue of MRD), and 5 in 2015 (4 of which in one book, on gender issues in water and sanitation programmes in India).

3.4.3 Men and women authors in ICIMOD publications

ICIMOD has greatly increased the number and scope of its publications over the 2012-2015 period. KMC has carried out several actions to encourage women as well as men’s authorship of publications:

- specific training for younger staff on scientific writing, that KMC believes helped the women produce more;
- discussions with thematic area leaders that they need to encourage women to write, also initiative coordinators to allow women to be part of teams that write;
- advice given that first author needs to be justified by content contribution, not only automatically the most senior person; the publication policy approved by Board in 2014 has rules about authorship.

Nonetheless, KMC notes that women’s authorship is still extremely low, and this is borne out by the numbers below. Overall, while in 2013, 11% of total authors of external publications were female, in 2015, 9% were female. For internal publications, the share of women authors has also decreased, from 31% to 22%. This trend may be surprising, given the increase in female professional staff described in 3.2 above. This implies that there may be some obstacles to authorship by female professional staff.

Box 3.2: List of all gender-related external publications, 2012-2015

2015

Cronin, AA; Mehta, PK; **Prakash, A** (Eds.). (2015). *Gender Issues in Water and Sanitation Programmes: Lessons from India*. New Delhi: SAGE Publications India.

Cronin, AA; **Prakash, A**; Mehta, PK. (2015). Conclusions and way forward. In AA Cronin; PK Mehta; **A Prakash** (Eds.), *Gender Issues in Water and Sanitation Programmes: Lessons from India* (pp. 287-299). New Delhi: SAGE Publications India.

Prakash, A; Cronin, AA; Mehta, PK. (2015). Introduction: Achieving the desired gender outcome in water and sanitation. In AA Cronin; PK Mehta; **A Prakash** (Eds.), *Gender Issues in Water and Sanitation Programmes: Lessons from India* (pp. 1-21). New Delhi: SAGE Publications India.

Prakash, A; **Goodrich, CG**. (2015). Crossing boundaries: Gender and IWRM in education and research. In AA Cronin; PK Mehta; **A Prakash** (Eds.), *Gender Issues in Water and Sanitation Programmes: Lessons from India* (pp. 63-76). New Delhi: SAGE Publications India.

Mustafa, D; Gioli, G; Qazi, S; Waraich, R; Rehman, A; Zahoor, R (2015). Gendering flood early warning systems: the case of Pakistan. *Environmental Hazards*, 14(4), 312-328 <http://dx.doi.org/10.1080/17477891.2015.1075859>

Gurung, M; **Partap, U**; **Choudhary, D** (2015). Empowering Mountain Women through Community-based High Value Product Value Chain Promotion in Nepal *International Journal of Agricultural Resources, Governance and Ecology*, 11(3/4), 330-345 <http://www.inderscience.com/info/ingeneral/forthcoming.php?jcode=ijarge>

Goodrich, C; Bhattarai, M; Bose, A; Bantilan, C. (2015). Gender Implications of Social Protection Interventions: recent literature, concepts, methods, analytics, and survey tools *Socioeconomics Discussion Paper Series* (Vol. 31, pp. 45). Patancheru, India: ICRISAT.

2014

Khadka, M; Rasul, G; Bennett, L; Wahid, S; Gerlitz, J-Y (2014) 'Gender and Social Equity in Climate Change Adaptation in the Koshi Basin: An Analysis for Action.' In Leal Filho, W (eds), *Handbook of Climate Change Adaptation*, 1-24. Berlin, Heidelberg, Springer Berlin Heidelberg. 10.1007/978-3-642-40455-9_78-1

Gioli, G; Khan, T; Bisht, S; Scheffran, J (2014). Migration as an adaptation strategy and its gendered implications: A case study from the upper Indus Basin. *Mountain Research and Development*, 34(3), 255-265

Khadka, M; Karki, S; Karki, BS; Kotru, R; Darjee, KB (2014). Gender equality challenges to the REDD+ initiative in Nepal. *Mountain Research and Development*, 34(3), 197-207

Molden, D; Verma, R; Sharma, E (2014). Gender Equality as a Key Strategy for Achieving Equitable and Sustainable Development in Mountains: The Case of the Hindu Kush–Himalayas. *Mountain Research and Development*, 34(3), 297-300

Verma, R; Molden, D; Hurni, H; Zimmermann, AB; von Dach, SW (2014). Special Issue: Gender and Sustainable Development in Mountains— Transformative Innovations, Tenacious Resistances. *Mountain Research and Development*, 34(3), 185-187

Nibanupudi, HK; Khadka, M (2014). Gender and Disaster Resilience in the Hindu Kush Himalayan Region. In R Shaw; HK Nibanupudi (Eds.), *Mountain Hazards and Disaster Risk Reduction* (pp. 233-249): Springer Japan

2012

Leduc, B; Choudhury, D (2012) 'Agricultural transformations in shifting cultivation areas of north-east india: Implications for land management, gender, and institutions.' In Nathan, D; Xaxa, V (eds) *Social exclusion and adverse inclusion: Development and deprivation of adivasis in India*, pp 237-258.

Khadka, M; Bhattarai, B (2012) 'Gender dimensions of forest governance in Nepal.' *Hamro Ban Sampada* 10(1): 31-38

Table 3.7: Total female and male authors in ICIMOD external and internal publications, 2013-2015

	2013				2014				2015			
	Female		Male		Female		Male		Female		Male	
	#	%	#	%	#	%	#	%	#	%	#	%
External Publications	15	11	123	89	20	11	158	89	18	9	188	91
of which:												
Journal articles	5	8	54	92	15	11	118	89	16	9	167	91
Book chapters/Conference papers	10	14	64	86	4	10	38	90	1	5	19	95
Full book	0	0	5	100	1	33	2	67	1	33	2	67
Internal Publications	19	31	43	69	15	28	39	72	21	22	76	78
of which:												
Technical reports	13	33	26	67	14	29	35	71	20	22	73	78
General	6	26	17	74	1	20	4	80	1	25	3	75

KMC notes a number of challenges to increasing the number of women authors in ICIMOD publications:

- Difficult to get women positioned so they can be first authors; young men given roles before women;
- Stereotypes for same behaviors: men are “ambitious”, women are “pushy”;
- Few senior women role models in research in ICIMOD;
- No formal mentoring system for either m/f junior staff.

IV: PROGRESS ON GENDER IN ICIMOD PROGRAMMING

Programming concerns how gender policy and other organizational support is actually operationalised in an organization in its project objectives, outcomes, activities, indicators and results. This Chapter addresses gender integration in ICIMOD in: Project design and implementation, technical expertise on gender, monitoring and evaluation, partner organizations and strategic cooperation, and financial resources.

4.1 Project design and implementation

Gender mainstreaming in program and project design and implementation has been a continuing focus of ICIMOD over the period. Many ICIMOD initiatives are making serious efforts to bring a gender perspective to their work, and there are many good practices. This section examines gender issues identified by the five initiatives, achievements by these and some other initiatives since 2012, challenges encountered, and staff perceptions of gender mainstreaming in ICIMOD programmes. It then looks at two metrics, the percentage of women and men beneficiaries in pilot projects in initiatives, and women and men participants in events.

In mini-workshops, a variety of gender issues were identified by ICIMOD initiatives, showing a high level of understanding. A common theme is the different roles, responsibilities and impacts of modernization and climate change for women and men in the HKH, together with the higher barriers and constraints faced by women in dealing with these changes compared with men, due to their lower access to resources and capacity. Initiatives also see potential for women as change agents in addressing these impacts, especially in light of high male out-migration.

A number of state-of-the-art approaches and strategies for addressing gender issues have been used or combined in gender mainstreaming in ICIMOD, with numerous achievements and innovations since 2012 described by ICIMOD initiatives, including: Improving gender data, gender components and targeting of women, addressing sector issues of particular concern to women, drawing on expertise of gender specialists, gender in policy and stakeholder engagement, gender analysis in research, gender analysis in value chain and entrepreneurship development, gender approaches in communications and social media, gender balance in hiring, scholarships and fellowships, and using gender indicators in all programs.

A number of challenges have been experienced as well. Themes include the different and diverse gender issues and knowledge in different member countries and partner organizations, and the shortage at times of ICIMOD gender specialists.

Despite the many gender mainstreaming activities being implemented by ICIMOD programmes and initiatives, considerable experience to draw on, and facing similar challenges, sharing of good practices and lessons learned among ICIMOD initiatives to date has been limited, mainly informally through the gender team network.

Participation by women and men in ICIMOD events (capacity building, workshops, seminars and conferences) is tracked by ICIMOD since 2014 and has been promoted as a key indicator on gender equity by ICIMOD management, with an informal requirement of 30% set by the Director-General, moving towards a "vision" of 50%. Hence women's participation in events has become a key metric of concern to managers outweighing other (admittedly more difficult to assess) measures such as gender content and analysis in their programs, and managers encounter many challenges in meeting targets in spite of considerable efforts by some.

Women's participation in ICIMOD events in 2015 was 33% overall, compared with 67% for men, but varies considerably by Regional Program from 22% in RP 3 (River Basins) to 46% in RP 1 (Adaptation to Change) and 58% in KMC unit events. Women make up 27% of resource persons in events, compared with 73% men, again with considerable variations by program. The overall trend is positive and rising, though gradually.

Some initiatives have introduced good practices for encouraging women participants. Still, large events aimed at initiative target groups (e.g. brick kiln owners) can throw off results. Gender content of events is not monitored at present.

An attempt was made to obtain comparative figures for women and men beneficiaries in pilot projects for ICIMOD initiatives as a whole, but despite many attempts, this proved difficult. Annual progress reports do give examples from specific activities in initiatives that report these. However no overall comparative figures for women and men beneficiaries in pilot projects are yet tracked in annual reports. SPME is currently working to assemble reliable figures, which have to be collected from each initiative. What is clear is that the share of women and men beneficiaries varies considerably by initiative and by country, even for the same initiative. The share of women beneficiaries may currently be lower than targeted for some initiatives.

Gender mainstreaming in initiatives

Gender mainstreaming in five selected initiatives is examined in this section. The five initiatives were selected by SPME and SIF-Gender for focus by the gender audit, in order to illustrate different types of initiatives across the Regional Programmes:

- HICAP, which includes both science and action, and is also a good example of more gender integration (from RP1);
- Himalica, which has more pilots and on-the-ground work (RP1);
- Kailash Transboundary Initiative, with regional cooperation as well as pilots (RP2);
- Koshi River Programme, which is designing a second phase so the assessment would help for this (R3);
- Atmosphere Programme, which is more science-oriented (RP4).

Facilitated by the gender audit consultant and the ICIMOD gender team, each of the five initiatives carried out a self-reflection process to identify gender issues in their initiative, achievements/progress on gender, challenges, and opportunities. Mini-workshops were held, where personal staff experiences on gender, the gender audit framework, and gender goals of the initiative were reflected on in inter-active exercises. A power point presentation was made by the initiative leader and later revised. These presentations together with other project documents form the main basis for this section, as well as inputs to other sections of this report.

Gender issues in initiatives

A variety of gender issues have been identified by various initiatives, showing a high level of understanding. Gender issues identified in mini-workshops by several initiatives are listed in the Box below. A common theme is the different roles, responsibilities and impacts of modernization and climate change for women and men in the HKH, together with the higher barriers and constraints faced by women in dealing with these changes compared with men, due to their lower access to resources and capacity. Initiatives also see potential for women as change agents in addressing these impacts, especially in light of high male outmigration.

4.1.1 Progress since 2012

A number of state-of-the-art approaches and strategies for addressing gender issues have been used or combined in gender mainstreaming in ICIMOD, with numerous achievements and innovations since 2012 identified by ICIMOD initiatives, a sampling of which are described below.

Improving gender data, e.g., the Koshi Basin Programme (KBP) has made targeted efforts to improve gender data accessibility. Previous work in the program had highlighted the current knowledge gaps around gender in the basin. Recognizing that this gender data is not readily available, KBP has initiated a project to update the programme's online knowledge platform – known as the Koshi Basin Information System (KBIS)– with up-to-date gender disaggregated data. KBIS brings together biophysical and socio-economic information from India, China, and Nepal on a common platform. Currently, data from Nepal's Central Bureau of Statistics and two datasets generated by ICIMOD has been integrated into the system and is now available to the public. The data can be displayed in graphs, which indicates the status of gender-

Box 4.1: Key gender issues identified by selected ICIMOD initiatives

Atmosphere Initiative:

- Gendered differences in exposure to air pollutants: cooking, transport, industries
- Winter fog: children and elderly suffer the most (extra burden for women as care givers)
- Seasonal operation of brick kilns: 6 month migration (split families, child labour, missed school)
- Gendered migration and remittances in the Nepali Terai: Driving changes in agricultural burning

Kailash Transboundary Initiative:

- Poor/lack of sanitation and hygiene affects women's health and security
- Water scarcity and poor access increases women's drudgery and impacts disadvantaged groups (springsheds)
- Women's high involvement in fuelwood and fodder collection, but inadequate participation in decision-making
- Value chains: women involved as producers, but limited involvement in marketing and financial sectors; low literacy among women
- Cultural services: role of women not adequately recognized
- Role of women in preserving cultural services

Himalayan Climate Change Adaptation Program (HICAP):

- Overall changes due to modernization and migration impacting traditional gender relations
- Women have to take more responsibilities in community affairs as well as in households and natural resource management, in problematic circumstances where they are marginalized and excluded from decision-making processes and policies. Women are frequently excluded from social, cultural, economic, and political and governance arenas, and there is extremely poor gender balance in higher education and professional work.
- Women are often more exposed and vulnerable to the impacts of climate change and environmental degradation. With male out-migration, women are also the forefront actors in adaptation at community level as well as in managing natural resources on a daily basis due to their roles and responsibilities.

Himalica:

- Different issues in different countries, need to articulate through baseline studies.
- Male migration and feminization of resource management – yet lack of financial literacy by women, needed to make investments and enhance adaptation.

Koshi River Basins:

- women's groups cannot participate effectively in developing local water use master plans with other stakeholders, inadequate timeline for capacity building needed for women in order to prepare plan.
- Limited women staff in water organizations and structures so difficult to get adequate number of women respondents during the study on water use master plan in Nepal.
- Women "left behind" in villages face depletion of drinking water resources;
- Male and female-headed households face Disaster Relief Reduction (DRR) differently – women can respond faster but lack training;
- Lack of gender-disaggregated data for Koshi river basin area.

related parameters such as literacy rate, landownership, male and female-headed households, and migrant and absentee populations across the districts of Nepal. Furthermore, KBP is formalizing a collaboration agreement with the Central Bureau of Statistics, Nepal to produce a joint publication: Gender monograph for Nepal. This will fill up the critical knowledge gap related to 2011 census data from gender perspective. The gender disaggregated data and indicators on KBIS platform and the gender monograph will contribute to improved awareness and policymaking. It also offers the potential to promote cross-border learning on gender gaps in different regions of the basin.

Gender components and targeting of women, e.g. the Himalayan Climate Change Adaptation Program (HICAP), along with integrating gender as a crosscutting issue in all its components, has a component focused exclusively on Gender and Adaptation. This component focuses on the differentiated relationship between and among women and men and their ability to adapt to climate change in highly dynamic environments and different socio-cultural contexts across the region. It also examines how planned adaptation measures and policies can take into account women's prominent role and gendered knowledge and contribute to more equitable access to and provision of development resources.

Addressing sector issues of particular concern to women, e.g., cook stove testing studies including impact on health of women of reproductive age (Makwanpur), differences in exposures between biofuel, biogas and LPG (Chitwan), and design competition, by the Atmosphere Program.

Drawing on expertise of gender specialists, e.g., the Atmosphere Programme has hired a full-time consultant to help integrate gender issues in their work on exposure to air pollutants (gender-differential exposures in cooking, transport, and industries), winter fog (burden on women as caregivers), and improving efficiency of brick kilns (migration and split families, women's employment).

The Kailash initiative has a gender-sensitive team, a focal gender resource person and has included gender as a mandatory issue in various program documents since 2013: LoAs, monitoring framework, ecosystem management framework, communications strategy, participatory resource management plans, etc.

Gender in policy and stakeholder engagement, e.g., equitable access to water by women for household use and agriculture has been addressed in policy dialog, content and monitoring relating to the National Water Plan (Indus) by the Koshi Basin Programme.

KBP, along with its partner HELVETAS Swiss Intercooperation, is currently working to develop recommendations to integrate gender into the basin's community level water use master plans (WUMPs). Although over two hundred water use master plans have been developed across Nepal, this is will be the first comprehensive recommendation to improve gender equity and social inclusion in the process of developing WUMPs.

National Coordination Committees (NCCs) and partnership agreements address linkages that are related to gender in the Kailash Transboundary Initiative; national and international authorities have facilitated integration of gender issues into policies, for example ABS {?} ensures 50% women in Biodiversity Management Committees.

Gender analysis in research, e.g., Himalayan Adaptation, Water and Resilience (HI-AWARE) Research on Glacier and Snowpack Dependent River Basins for Improving Livelihoods considers gender and social equity across all aspects of the research design, selection and implementation of data collection methods, analysis and interpretation of findings. The program has undertaken a gender transformative process for research and action through rigorous research, capacity strengthening, effective policies and networks, and strong institutional arrangements. Research has started on gender differential vulnerabilities and adaptation processes at the study sites, and the roles of regional and national climate change adaptation and mitigation policies, approaches and investments in addressing gender vulnerabilities and supporting women's capacity and indigenous knowledge to adapt;

Gender analysis in value chain and entrepreneurship development, e.g., a women's cooperative has been formalized for promoting allo, honey and Churyee value chains in India, and a women-based allo value chain enterprise is supported in Nepal, under the Kailash Transboundary Initiative. Value chains are selected on basis of women's comparative advantage and integration of highly marginalized groups. A family approach to value chains includes capacity building for both male and female household members. Local 'champions' are supported and their capacity built to reach out to more beneficiaries in the community.

Gender in communications and social media, e.g., Production and sharing of documentary and other visual aids on gender, climate change and water management aimed at the communities themselves is planned by the Himalayan Adaptation, Water and Resilience (HI-AWARE) Research on Glacier and Snowpack Dependent River Basins for Improving Livelihoods.

Koshi Basin Program is engaging a wider range of stakeholders and the public on gender inequality issues through informative publications that are easily accessible and understandable. The effort has yielded an info graphic in English and Nepali in the basin. In an attempt to reach a large number of people, an opinion editorial titled "Wrong conversation" was published in the national daily English newspaper Republica on 18 July 2015. The article examined women's roles after the April 2015 earthquake in Nepal. KBP has also launched an online blog with contributions from partners and stakeholders. The first two blog posts are dedicated to examining women's participation in various activities in the basin.

Gender balance in hiring, scholarships and fellowships, e.g., in the Atmosphere program, at least half the team has been women since the beginning. But senior scientists are mostly men, despite efforts to recruit women; a pipeline of qualified women is being developed, with 6/7 Interns and SSAs being women, and 50% of PhD fellows. Women scientists have been promoted in the winter fog study, especially in Bangladesh, Pakistan, and Assam.

In HI-AWARE research program, an equal number of men and women will receive higher education scholarship and research grants.

Gender indicators, included by all programs, e.g., Himalica included gender and women in results indicators for the project objective:

Result 1: 500 participants (40% women) in at least 3 international and 6 national/regional workshops or conferences organized on CCA

Result 2: At least 8 pilot projects are identified, developed and implemented, 20 community-led micro-plans developed with CCA/environment focus

1500 poor men and women in 25 communities are targeted as beneficiaries of pilots (gender-disaggregated)

50% of targeted poor men and women record 30% increase in income (gender-disaggregated)

2 gender-sensitive social protection packages developed for migrants or those left behind

This is only a sampling from the very rich material reported by the five initiatives in their self-reflections, and also by other initiatives in annual progress reports. While not systematic across all ICIMOD initiatives, it is clear that ICIMOD in-house has many good practices and innovative approaches to draw on, and different challenges have been faced by different initiatives (Box 4.4)

Challenges

The Box below lists a number of challenges experienced by some ICIMOD programs in gender integration. An important theme is representation of women in capacity building and events; this is discussed specifically in the following section. Other themes are the different gender issues and knowledge in different member countries and partner organizations, and the shortage at times of ICIMOD gender specialists.

Box 4.4 Challenges to gender integration identified by some ICIMOD programs

Koshi River Basin:

- Local level decision making are doing a lot, but big decisions? Eg large hydropower looks very little at impact on downstream, gender equity.
- Issues of availability of women professionals in water management policy making arena – we get criticized for not having on podium!
- Problem of availability of women staff in water organizations and structures – very low respondents in Water Use Master Plan (WUMPS) study.
- Environmental Impact Assessment (EIA) guidelines need specific gender focus (eg Nepal being updated).

Himalica:

- Difficult to have good representation of women at project management level for capacity building workshops
- Sometimes women are sent but not the right profile
- Partner awareness/programming position differs – they implement not us
- ICIMOD gender specialists stretched with much work sometimes we have to scramble for them – compete with other initiatives for time – we are learning.
- Different issues in each country – varying level of inherent opportunities for women.
- Tried to do gender and value chain in regional workshop, but countries at very different levels from new to experienced, so difficult to have one platform.

HICAP:

- Gender component lead was made Programme Coordinator of AdaptHimal. Less time for coordinating HICAP gender work (though in process of hiring a consultant to complete the work).
- Lack of awareness of gender issues of many implementing partners, unless their organization has a specific gender focus.
- Pleased with participant gender ration this year (49%/51%) but still need to work on resource persons gender balance. Challenge is, depending on the type of event, resource persons are either staff of (often gender-imbalanced) implementing partner organizations, or academics/experts recommended by partners through their professional networks, which in the region tend to be male-dominated. There are few women in high academic, policy making or professional positions in the HKH region.
- The regional context poses challenges. For example, in the Action for Adaptation Conference in Pakistan, an effort was made to include women as panelists and participants. 50 women were issued individual invitations to participate, and invited organizations were incentivized to nominate women participants through HICAP offering to cover travel expenses and accommodation if the organization nominated a women to participant. Co-organizing organizations were repeatedly requested to recommend women participants for panels and as speakers. 35 women (19% of the total) registered participants, and with one exception each panel included one woman panelists. Several participants were pleased with this result, considered high compared with most such events in Pakistan.

Kailash Transboundary Initiative:

- Partnership organizations are pre-selected – little gender knowledge
- Limited women's representation in management committees/governance structures
- Operationalizing partners' existing gender policies
- Entrepreneurship development of group members
- Equitable distribution of benefits
- Results not yet available to base targets on – reporting with partners
- Organizational structures – our focal government institutions hardly have female staff – how to influence structure in 3 year project?
- Cultural barriers – women not allowed to touch bees
- Strategic deficits – policy is inadequate – participation may increase but no qualitative change
- Performance monitoring on gender not reinforced (accountable) in ICIMOD
- Fast demographic changes, difficult to keep up
- Use of technologies – technical aspects, communication for gender and social inclusion can be done better
- Even though a lot of women are in value chain work, women select men because they are more able to represent in public and market
- Not a priority of partners – no choice of partners

Atmosphere:

- A big fraction of our work is in the physical sciences, where women are not well-represented in the region.
- Attempts to have a high ratio of women at initiative events subverted by events that require attendance by eg senior government officials; brick entrepreneurs (all men).
- When recruiting air quality specialists, aerosol scientists, very few women applied. Only one was qualified to be shortlisted and she withdrew application.

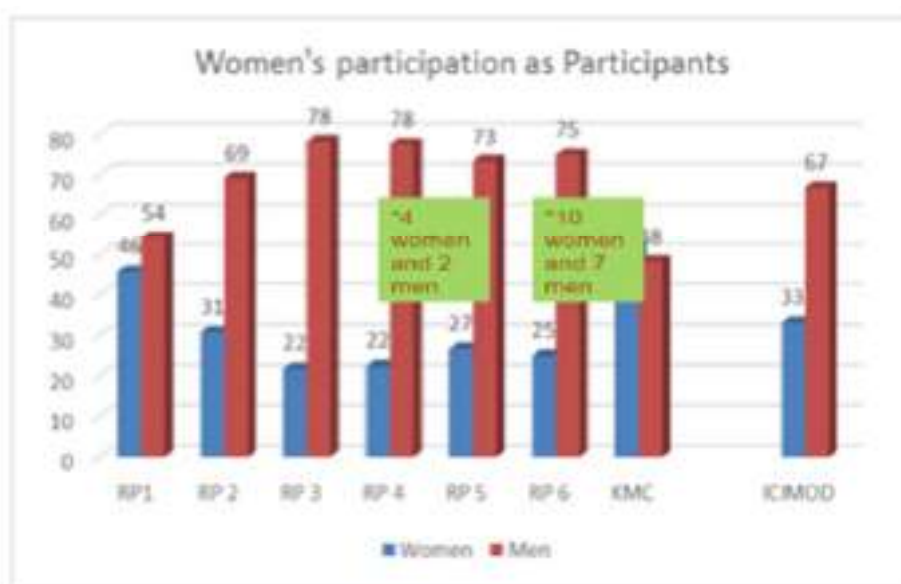
Clearly there are many gender mainstreaming activities being implemented by ICIMOD programmes and initiatives and considerable experience to draw on; many initiatives also face similar challenges. Sharing of good practices and lessons learned among ICIMOD initiatives to date, however, has been limited. Sharing takes place it seems mainly informally through the gender team, especially where the same gender team member is working with more than one initiative.

4.1.2 Women’s and men’s participation in ICIMOD events

Participation by women and men in ICIMOD events (capacity building, workshops, seminars, and conferences) is tracked by ICIMOD since 2013 and has been promoted as a key indicator on gender equity by ICIMOD management, with an informal requirement of 30% set by the Director-General, moving towards a “vision” of 50%. This has become a central metric of concern to managers, who feel that this is the main measure of gender mainstreaming in their programs and who encounter many challenges in meeting targets in spite of considerable efforts by some.

ICIMOD has made considerable efforts to track women’s and men’s participation in events. Detailed results, by Regional Program and theme area, were presented at International Women’s Day (IWD) in March 2016. Women’s participation in events in 2015 was at 33% overall, compared with 67% for men at present, but varies considerably by Regional Program (RP), as shown in the figure below, from 22% in RP 3 (River Basins), to 46% in RP 1 (Adaptation to Change) and 58% in KMC unit events. Some Regional Programs (RP 4 on Cryosphere and Atmosphere, and RP 6 the Himalayan University Consortium) had very small numbers of total participants, so percentages may not be very meaningful.

Figure 4.1: ICIMOD participants in events by women/men & by Regional Program, 2015



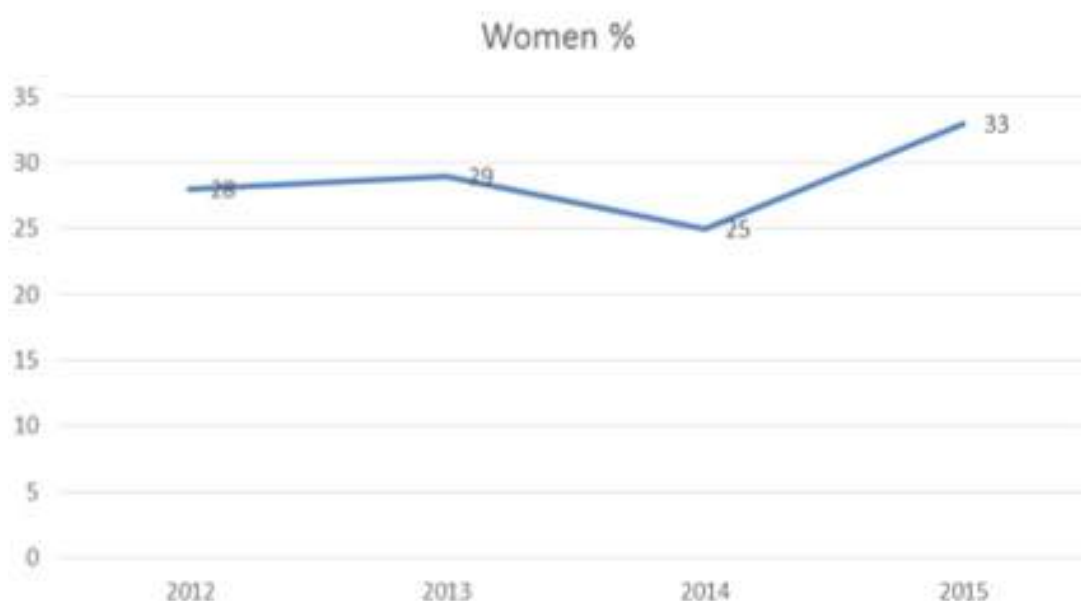
Resource persons in events were also disaggregated by gender in the IWD presentation, showing an overall share of 27% of resource persons being women, compared with 73% men resource persons. Again considerable variation is found by program, from only 5% in RP 5 (Mountain Environment Regional Information System), to 58% in RP 4 (Cryosphere and Atmosphere) and 59% in RP 6 (Himalayan University Consortium), with other Programs falling between 22-40%.

The overall trend over time is positive, as shown in the figure below, rising from 28% women participants in 2012, to 33% in 2015. The last year’s increase is quite impressive, from a low of 25% in 2014.

Figure 4.2: ICIMOD resource persons in events, by women/men and by Regional Program



Figure 4.3: Trends in percentage of women in ICIMOD staff, 2012 - 2015



Some Initiatives have used good practices, such as:

- Supporting more than one participant, if the second one is a women (Atmosphere, HICAP – though they report that this strategy has not been that successful);
- Using parallel researchers for similar tasks, in order to ensure that women researchers participate (Atmosphere);
- Some men have “taken the pledge” not to participate in all-male panels (see e.g. <http://www.owen.org/pledge> and <http://www.manpanels.org/>);
- Simply requiring 50% female/50% male participation, e.g. in awarding scholarships (HIAWARE);
- Targeting women e.g. the Koshi Basin Programme has targeted women so they could participate in developing local water master plans, and also in barefoot hydrology courses and flood early warning system pilot.
- Changing the training approach – focusing on community-based training in pilot sites of Himalica and also adjusting timing for women to participate.

Some points were made in the initiative workshops about the metrics used to measure women’s and men’s participation in events:

- Large events aimed at initiative target groups (e.g. brick kiln owners) can throw off the results for an initiative;
- Hence measuring percentage of women and men in each event, and averaging this for all events, might be a more accurate metric.

Finally, while female and male participation is tracked and reported in ICIMOD’s annual report, there is however to date no tracking of gender content of events, i.e. whether a gender perspective is represented in presentations, panels and discussions, whether by women or by men participants.

4.1.3 Women and men beneficiaries in pilot projects

ICIMOD is currently working to include comparative figures for women and men beneficiaries in pilot projects for ICIMOD initiatives as a whole. The kind of information that would be useful to report is given in Table 4.1 below, on male/female participation in capacity building activities and pilot projects. Annual progress reports do give examples from specific activities in initiatives that report these.

However no overall ICIMOD comparative figures for women and men beneficiaries in pilot projects are yet tracked in annual reports, that would permit showing progress in this area. Initiatives in some of the gender audit mini-workshops provided figures ranging from 13-37 per cent women beneficiaries, and a few projects are entirely focused on women. SPME is currently working to assemble reliable figures, which have to be collected from each initiative. This is complicated by the fact that initiatives may use different definitions for beneficiaries, for example the unit is often households and the individual beneficiary is just multiplied by 5-6 times. Also, often the same beneficiary may participate repeatedly.

What is clear is that the share of women and men beneficiaries varies considerably by initiative and by country, even for the same initiative; and the share of women beneficiaries may currently be lower than targeted for some initiatives.

Table 4.1 (Example): Women and men beneficiaries in selected ICIMOD initiatives

% Women and Men Beneficiaries in Selected ICIMOD Initiatives						
Initiative/RPC	Total beneficiaries 2015	% Women		% Men		Comments
		Target	To Date	Target	To Date	
Kailash						
Capacity building events						
KS Pilots - China - India - Nepal						
Koshi						
Capacity building events						
Pilots						

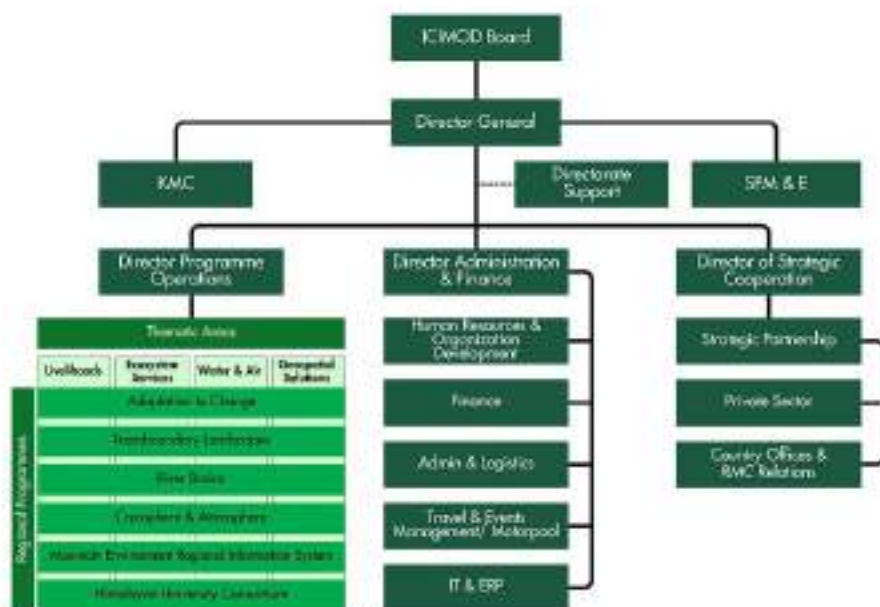
4.2 Technical expertise on gender

4.2.1 Gender specialist expertise

Since 2013, ICIMOD gender activities have been shifted from a separate unit on Gender and Governance and are now more closely integrated with program activities. Both Gender and Governance have been designated as separate “Strategic Institutional Functions,” consisting primarily of a single specialist, and housed under the Livelihoods Theme, shown in the matrix in 3.1 as one of the four thematic areas. The matrix does not show clearly the SIF – Gender and SIF – Governance, which are crosscutting functions that support across the board.

The new arrangement has many positive aspects, since it shifts from a separate gender unit to integration of gender in ICIMOD initiatives and Divisions' responsibilities. However in some respects, the new arrangement as a function under a single theme area could be seen as a downgrade for gender. The SIF-Gender function is not a manager position, and does not “sit at the table” when the Management Committee meets. Physically the SIF office is located on a different floor than senior management. Indeed, Gender does not even appear in the ICIMOD organizational structure, below.

Figure 4.5: ICIMOD Organizational Structure



The SIF-Gender Senior Gender Specialist expert divides her time between institutional functions (60%) and programmatic support to initiatives (40%). Institutional responsibilities focus on providing strategic leadership to ensure gender-positive and transformative outcomes and impacts, by promoting the four pillars of gender transformative change formulated in the development strategy contained in the MTAP-III, namely gender integration and gender focused work within regional programs; capacity strengthening and women’s leadership; policy and partnership development; and gender transformative organizational change. Some institutional responsibilities are shared with the Human Resources Unit (e.g. gender sensitization training) and with SPME (gender indicators).

In addition to the SIF-Gender expert, three other core gender members make up the gender team and provide support to Initiatives, each supporting 3-5 initiatives. Two of these have joined in 2015. Two short-term associates have one-year contracts and a full-time gender consultant supports one initiative, Atmosphere. (A second initiative aims to hire a gender consultant.) One gender specialist is male, and the rest female. Gender expertise is also provided to one initiative, HICAP, in a “grandfather [mother]” arrangement, where the former gender expert has been promoted to Initiative Leader of another initiative but continues to provide expertise to HICAP.

It should be noted that the gender specialists are highly qualified, with for example degrees and work experience in ICIMOD-relevant technical areas such as forestry, climate change, agriculture, and irrigation management, as well as gender expertise.

Hence four senior gender experts plus one consultant at present support initiatives and institutional gender functions, in addition to some part-time and short-term arrangements. This compares similarly with 2012, when 5 full-time gender specialists were employed, plus part-timers. However it must be noted that during the same period, ICIMOD’s overall budget has grown from USD18 million in 2012 to USD28.8 million in 2015, and 30.3million projected in 2016, with corresponding increase in programmes. The growth in gender expertise available has not been commensurate with this programme growth.

Programmatic tasks of gender specialists in ICIMOD include:

- Integrating gender dimensions into ICIMOD's Regional Programmes and Initiatives providing technical input and guidance on gender issues in the planning, budgeting, implementation, monitoring, and reporting of Regional Programmes and initiatives to ensure expected results;
- Providing inputs for project and programme development and monitoring and evaluation in order to integrate gender analysis and outcomes into Regional Programmes and initiatives;

In fact, not all Initiatives have access to gender expertise; challenges include lack of gender staff (there are a total of 20 initiatives, so with each gender specialist supporting 3-5 initiatives, not all can be covered); and lack of funding (well-funded initiatives can use specialists work-days or hire their own gender consultants). In addition to expertise, funding is also needed to carry out gender studies and field studies. Some initiatives feel that they compete for gender specialists' time.

Efforts have also been made, as follow-up to the Bhutan conference of 2012, to establish a roster of experts on women/gender, environment and mountains, known as W-GEM. Requests were sent to more than 500 people who had participated in ICIMOD workshops, but only 38 people (22 women and 16 men) have registered to date; the registration questionnaire is thought to be too extensive, and SIF is planning a simpler questionnaire for registration, working with ICIMOD's KMC unit to bring more experts on board.

Box 4.5: Web page for Women – Gender, Environment and Mountains (W-GEM) roster of experts



4.2.2 Staff expertise on gender

Staff expertise on gender in ICIMOD has been built in a variety of ways.

- Gender sensitization training has been provided to all ICIMOD staff, since 2014, including support staff since 2015 (see 3.5 above).
- Women's leadership training has also been provided to 12 women (see 3.5 above).
- Some initiatives have offered gender training to staff and partners - e.g. KSLCD organized the Gender-Integrated Planning Workshop in 2014, REDD+ organised the Inception Meeting and Gender Mainstreaming Workshop in 2015, though not always coordinated with the SIF-Gender.
- International Women's Day celebrations have been an important opportunity to share information and raise visibility of gender.

Gender expertise has also been built in ICIMOD through an innovative system known as the GReaT team. In this system, each unit designates a staff to be a team member of GReaT. The term for membership is not fixed as such. The GReaT was convened in August 2015 to have some new members. There are 10 men and 16 women in GReaT, including the Director General, the Director of Programme Operations, and the Gender team). A full list of the current GReaT is below.

Box 4.6: Gender training in the Himalayan Adaptation, Water and Resilience (HI-AWARE) Research on Glacier and Snowpack dependent River Basins for Improving Livelihoods

Women scientists and professionals from the consortia will be trained in a regional “women leadership and management training”, and men/women researchers will be trained annually on gender sensitivity issues. Trainings on gender integration analysis and methodologies will be organized for the consortia staff and gender champions within the consortia

The major roles of GreaT are:

- Gives opportunity to both men and women to come together and think about issues from a gender perspective;
- Integrate gender in the institution;
- To organize important events on gender;
- Discuss policies, strategies as a peer group before these go to the senior management;
- Raise concerns on gender issues to be addressed by the senior management
- Be gender champions and motivate others on gender related issues and work.

Table 4.2: ICIMOD Gender Resource Team (GReaT), 2016

ICIMOD Gender Resource Team (GReaT), 2016			
No.	Name	Title	Initiative/Theme/Unit
1	Acchyata Shrestha	Programme Associate	SC
2	Achala Sharma	Programme Associate	HUC
3	Amina Maharajan	Livelihoods Specialist (Migration)	Livelihoods
4	Amy Sellmyer	Publication and Editing Officer	KMC
5	Angeli Shrestha	Senior Programme Associate	MENRIS
6	Anjal Prakash	Programme Coordinator	HI-AWARE
7	Anna Sinisalo	Glaciologist	Water & Air
8	Chanda Gurung Goodrich	Senior Gender Specialist	Livelihoods
9	David Molden	Director General	Directorate
10	Eklabya Sharma	Director Programme Operations	Directorate
11	Erling Valdemaar Holmgren	Coordinator	HIMALICA
12	Kamal Aryal	Natural Resources Management Analyst	Ecosystems
13	Kamala Gurung	Gender Specialist	Livelihoods
14	Lalu Kadel	Monitoring & Evaluation Analyst	SPM&E
15	Liesbeth Segaar	Senior HR/OD Officer	HR
16	Mamata Shrestha	Programme Associate	Livelihoods
17	Marcello Notarianni	Senior Tourism Specialist	Livelihoods
18	Min Bdr. Gurung	Institution Development Analyst	Livelihoods
19	Muhammad Ismail	Associate Coordinator	Karakoram-Pamir Landscape Initiative
20	Nirmala Baduwal	Programme Associate	Cryosphere & Atmosphere
21	Pranita Bhushan Udas	Gender Specialist	Livelihoods
22	Pratikshya Kandel	Research Associate	Ecosystems
23	Prerna Thapa	Events Management Officer	Travel
24	Sanjeev Bhuchar	Senior Watershed Management Specialist	Water & Air
25	Seema Karki	Research Associate	REDD
26	Shreemani Amatya	Human Resources Officer	HR
27	Suman Bisht	Coordinator	AdaptHimal
28	Susan Hale Thomas	Science Writer/Multimedia Specialist	KMC
29	Udayan Mishra	Knowledge Management & Networking Officer	KMC

4.3 Monitoring and evaluation

This section highlights progress in M&E since 2012, as well as challenges encountered in gender integration in M&E in ICIMOD.

4.3.1 Progress since 2012

ICIMOD has put increasing emphasis on monitoring and evaluation to ensure quality and effectiveness, as its programs have grown, and in 2013 established a separate Strategic Planning, Monitoring & Evaluation (SPME) unit with wide responsibilities. These include:

- Coordinate strategic planning process and support to program planning;
- Monitoring of institutional strategic goals and organizational outcomes and support program monitoring;
- Program reviews and assessments;
- Strengthening performance management capacity;
- Performance reporting; and
- Facilitate internal and external evaluations.

SPME staff demonstrate an in-depth understanding of gender issues and have formulated ambitious plans and frameworks for gathering gender-disaggregated data that reach into virtually all units and programs in ICIMOD. A number of significant achievements in gender-sensitive M&E since 2012 can be highlighted.

First, in **planning**, the ICIMOD Strategic Framework of 2012 and its Medium-Term Action Plan (MTAP III) of 2013 include sections on gender and men/women/children as target groups. In the MTAP, so Regional Programs and Initiatives are aligned accordingly with the vision that women and men benefit equally. Each Regional Program has at least two gender-inclusive outputs and indicators. This is an important step in gender integration in ICIMOD programs.

In program planning, examples of good practice include the use of Participatory Impact Pathway Analysis (PIPA) process with feasibility study of the areas, where women's participation is included; participation of gender and governance experts in impact pathway and M&E planning workshops is always prioritized; and LoA/ToR for partners includes a section on Good Governance and Gender Equity/Equality.

Annual reports (external) and annual progress reports (internal) include sections on gender for each Regional Programme, give examples of success stories targeting women, report on gender balance in ICIMOD staff and male/female participation in events, and some initiatives report on male/female beneficiary participation in specific activities.

In **monitoring**, to ensure program quality through learning and accountability, a detailed result-based M&E plan is made mandatory for each Regional Program and Initiative. Each plan has a gender-responsive M&E plan that clearly defines disaggregated data needed for gender analysis, sets standards at the institutional level for analysis of gender and social inclusion, and makes it possible to compile and analyse at initiative, Regional Program, and institutional level over time. There is a separate column in the format which allows programs teams including partners to discuss at the very beginning how each result will be analyzed from a gender perspective, what sort of disaggregated data is required for such analysis is included in the plan together with clear responsibilities. Male and female data on participation in events is available for analysis and periodically reflected as program feedback. An example of an M&E plan for an ICIMOD Initiative is the Kailash Sacred Landscape Conservation & Development Initiative.

In **review and assessment**, the ICIMOD review format includes a specific section on gender to allow discussion of gender concerns with the DG and senior management. The Trimester review format also includes a specific section on gender highlights with achievements, challenges, and learning (although reportedly not all programs do present this). Still, SPME believes that this practice is slowly changing the organizational culture to be more gender responsive, and also has a leveraging effect on partners working with ICIMOD.

In **evaluation**, good practices adopted by ICIMOD in some evaluations include:

- Gender balanced teams in evaluations:
 - o One female reviewer and one male in recently completed external review of Atmosphere and HICAP;
 - o Gender-balanced evaluation team previously [2012] in beekeeping evaluation;
 - o Out of 22 enumerators, 17 were women in baseline of climate smart village.
- Gender-responsive design:
 - o 45% female-headed households in the household survey of bay leaf evaluation both in Nepal and India [was this representative of the sample or was intent to over-represent??];
 - o 50% women surveyed in baseline of climate smart village;
 - o Flexible timing during survey.
- Gender-sensitive evaluation ToR:
 - o Mandatory inclusion of gender-specific evaluation objective in ToRs;
 - o Specific questions and criteria focusing on gender issues.
- Gender-disaggregated evaluation/impact assessment.

4.3.2 Challenges

Still SPME has identified a number of critical challenges in addressing gender (and social inclusion) in M&E in ICIMOD, which have been very well formulated in the following Box and illustrate the high level of gender knowledge and understanding in the unit.

Box 4.7: Key challenges in addressing gender (and social inclusion) in M&E in ICIMOD

- Most important, SPME has developed gender-reporting frameworks but these are not yet fully operationalised in the house. Gender-disaggregated data is scattered throughout the house and in different reporting formats. SPME is a small unit of four staff, and necessarily relies on programs and initiatives to fill in information.
- Programs and initiatives in turn rely on reporting by partners for their sex-disaggregated data. Partners' own M&E systems may not be in line with ICIMOD's priority on gender.
- Both capacity and commitment are lacking in some areas. Establishing gender and social inclusion as a priority in the circle beyond social scientists is still a challenge, especially for scientists who do not come from a development background and may not see the relevance.
- Gender and social inclusion issues are not specifically addressed in the pre-formulation stage of programs, eg feasibility studies of Landscape programs and country consultations for other programs. Gender stakeholders are not usually included. Hence the Theory of Change does not always reflect gender analysis, and this affects the design of initiatives and later implementation.
- While data may be collected, it is not always used by programs and initiatives to adjust strategy, with action points. Improvement is needed in reflections and learning process at all levels of reviews, using M&E system-generated gender-disaggregated data.
- Lack of tracking capacity of staff and partners for gender indicators (eg impact), for example, sex-disaggregated impacts of program activities on women's and men's incomes, welfare and empowerment, to move beyond the 30% target for tracking participation in events.

While SPM&E has forged ahead in its gender work, collaboration with the Gender-SIF has been limited by their availability to work with SPM&E as a team. It should be noted too, referring to Table 3.1 above, that some of the indicators adopted in MTAP-III may be difficult to measure, for example “programmes with a particular focus on gender and social equity”, when gender integration is one of a number of parameters in the indicator. It is not clear how the gender content of the program is determined as there is no quality control by the SIF-Gender function in assessing the gender content in these outputs, rather programs self-report.

Another challenge is that the MTAP includes activities and indicators on gender integration in the six regional programs, at programmatic level, but does not address achievements and progress on gender integration at organizational level, so SPME has not been asked to track any indicators of progress in institutional change.

4.4 Partner organizations and strategic cooperation

Partnerships and strategic cooperation are examined in this section from a gender perspective: Progress since 2012, and the new due diligence process for partners, as well as staff perceptions of this. It should be noted that no gender assessment of partner capacity, nor any consultation with partners or stakeholders, was included in the ToR for the current gender audit, so this perspective is not presented here.

4.4.1 Progress since 2012

ICIMOD is a partnership organization that manages and develops partnerships at national, regional, and international level to bring about transformative change and impact. It has experienced tremendous growth recently and a rising portfolio. About 30-40% of the portfolio is implemented with partners. For this reason in 2014 a new unit on Strategic Cooperation was established in ICIMOD, headed by a Director.

Strategic cooperation by ICIMOD is at three levels:

- With the 8 regional member countries, through country portfolios, taking into account their differentiated situations. Regional cooperation is prominent here, to strengthen engagement and ownership;
- Private sector engagement is new in the post-COP era and situating within the UN Sustainable Development Goals (SDGs), up scaling and sustainability are emphasized. ICIMOD operates at the interface, turning research into development, translating research into sustainable business solutions e.g. social entrepreneurship; and
- Strategic partnerships are undertaken with regional and global alliances such as the SDGs, COP, and like-minded institutions to promote the mountain agenda at global level.

Many country-level activities are informed through focal ministries in the 8 member countries represented on the ICIMOD Board, the governing body that approves plans and gives strategic guidance. A list of focal ministries is given in the box below. Focal ministries are selected by national governments, which also select the representatives to the Board. At this time, all members are men, though at times in the past women have also been represented.

Training to partners in gender awareness and gender analysis to date has been undertaken by a few initiatives but has not been systematic. One session on integrating gender was organised in the Partners' Workshop on Finance, where ICIMOD's commitment to gender, the approach and methods adopted for integrating gender and the role of finance division was explained to participants. Some initiatives have held sessions and workshops on gender e.g.

- KSLCDI organized the Gender-Integrated Planning Workshop with WOCAN and partners in 2014;
- REDD+ organised an Inception Meeting and Gender Mainstreaming Workshop in 2015;
- 2015, Himalica had a workshop on Empowering Women as Change Agents in 2015 and 2016.

No gender training or reflection opportunities have yet been provided to the ICIMOD Board, however the Board has approved and adopted ICIMOD's gender equity policy and gender content in the MTAP and annual progress reports.

Table 4.2: ICIMOD Gender Resource Team (GReaT, 2016)

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No.	Name	Title	Initiative/Theme/Unit
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Challenges in integrating gender observed by ICIMOD's Strategic Cooperation Unit include:

- How to bring partners up to speed on gender sensitization, awareness, and gender mainstreaming? The target is very large, and beyond ICIMOD's control;
- How to increase gender balance in capacity building events, especially of youth participants;
- Diverse member countries with different cultures, political systems, and governance mean that gender issues are also diverse;
- ICIMOD has been self-centric on gender, and has not done much on gender issues with partners.

4.4.2 Due diligence on gender capacity of partners

The due diligence process

A due diligence process for partners is being rolled out in new ICIMOD initiatives. This is a very welcome and important effort, which is likely to improve selection of partners. To date, due diligence has been carried out for one initiative, Himalica, in Nepal and Pakistan, as a pilot. Both governance and gender equality are included as criteria in partner selection. Four gender questions are asked in the due diligence questionnaire,

shown in the table below together with the responses, which are filled in by the partners themselves. Points are awarded for each of the four questions in the questionnaire, and a minimum number of points are required as part of the due diligence. However there are no minimum “cut-off” criteria overall. This methodology is still under development by ICIMOD and plans are to revise and continue to roll out in all new Initiatives.

Table 4.4: Gender equity process in due diligence process in Himalica Initiative

SN	Question	Nepal					Pakistan		
		CEAPRED	ANSAB	IDS	NCDC	ECDF	AKRSP	LASOONA	WWF
1	Does the organisation have gender policy?	Yes	No	Yes	Yes	Yes	Yes	No	Yes
2	Does the organisational strategy and/or constitution reflects the commitment to gender equality?	Yes	No	Yes	Yes	Yes	Yes	No	Yes
3	Are gender equality objectives formulated and translated into performance indicators and targets at the level of the programme and budget?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4	Are sex-disaggregated data collected and used systematically in planning and reporting?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

It is notable in the table above that nearly all the gender criteria questions in the due diligence questionnaire are answered in the affirmative by all the partners. This is surprising given that lack of gender capacity was regularly cited by ICIMOD initiatives as their primary constraint on increasing women’s representation in events and in carrying out gender activities. Adding ICIMOD to the ratings system in the table below shows that the ratings given by the partners for their organizations are even higher than current ICIMOD capacity (as rated by the ICIMOD gender team). It seems that either partners have much more gender capacity than is recognized by ICIMOD Initiatives, or partner questionnaires may be being filled in an over-optimistic manner. According to the ICIMOD gender team, the assessment by partners above is more affirmative and optimistic than the actual case, particularly as regards sex-disaggregated data collection and use.

Gender equity status in due diligence process in Himalica Initiative – and ICIMOD

Question	Nepal					Pakistan			ICIMOD
	CEAPRED	ANSAB	IDS	NCDC	ECDF	AKRSP	LASOONA	WWF	
Does the organisation have gender policy?	Yes	No	Yes	Yes	Yes	Yes	No	Yes	Yes
Does the organisational strategy and/or constitution reflects the commitment to gender equality?	Yes	No	Yes	Yes	Yes	Yes	No	Yes	A bit
Are gender equality objectives formulated and translated into performance indicators and targets at the level of the programme and budget?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
Are sex-disaggregated data collected and used systematically in planning and reporting?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No

Following approval of the due diligence process by ICIMOD, a Letter of Agreement is prepared between ICIMOD and the Partner, specifying terms and conditions. An annex to the report provides a template for terms of reference, which include a section on Good Governance and Gender Equity/Equality.

Some initiatives, e.g. KSLCDI since 2013, specifically include gender as a mandatory issue in LoAs and monitoring frameworks with partners, however this is not systematic.

4.5 Financial resources

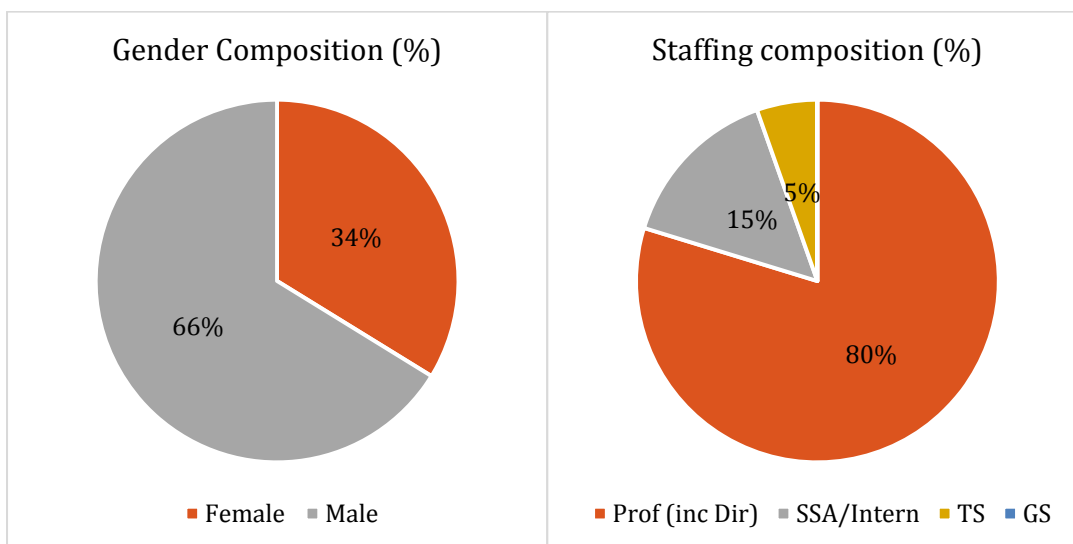
The financial resources devoted to gender activities are one indication of the importance attached to gender mainstreaming in an organization. ICIMOD has expressed an interest in calculating expenditures on gender. However ICIMOD does not at present track expenditures on gender staffing, gender components in Initiatives, or gender training activities.

V: STAFF PERCEPTIONS SURVEY ON GENDER INTEGRATION IN ICIMOD

5.1 Staff perceptions survey

To ascertain the level of staff knowledge and views on gender integration in ICIMOD, a staff perceptions survey was carried out in February-March 2016, adapted from a similar online survey done as part of the 2012 Gender Audit. The survey was divided into two sections, programmatic and organizational, and staff could decide, according to their responsibilities, whether to answer all questions, or only the questions in the organizational section. A total of 120 staff out of nearly 300 total staff in ICIMOD responded to the organizational part of the survey, an excellent response rate. Of the 74 staff who also responded to the programmatic part, 80% were Professional staff, 15% SSAs and 5% TS; no GS staff responded to the programmatic part. The gender balance in response largely reflected the actual staff composition: Men are slightly under-represented in survey respondents, while women are slightly over-represented. International staff are over-represented, both male and female; and professional staff generally are somewhat over-represented in the combined survey; while Nepali males are considerably under-represented (29% of survey respondents compared with 36% of ICIMOD staff).

Figure 12: Gender and staffing composition of the Programmatic portion of survey



It was hoped to be able to compare the findings of the 2016 survey with those of the 2012 Gender Audit survey, however this has not always been possible to do directly, and results should be treated with caution, due to the following factors:

- The 2012 survey was carried out using Survey Monkey online software, and the original data was not accessible to ICIMOD in 2016 for comparison of e.g. staff breakdowns;
- It was not possible to ascertain the representativeness of the 2012 survey, as demographic information on ICIMOD staff was not provided; however we know that demographics has changed significantly in some ways, as more junior staff (Interns, SSAs) have been hired and also the staff has become more regionally representative

5.2 Staff perceptions on gender integration in ICIMOD as an organization

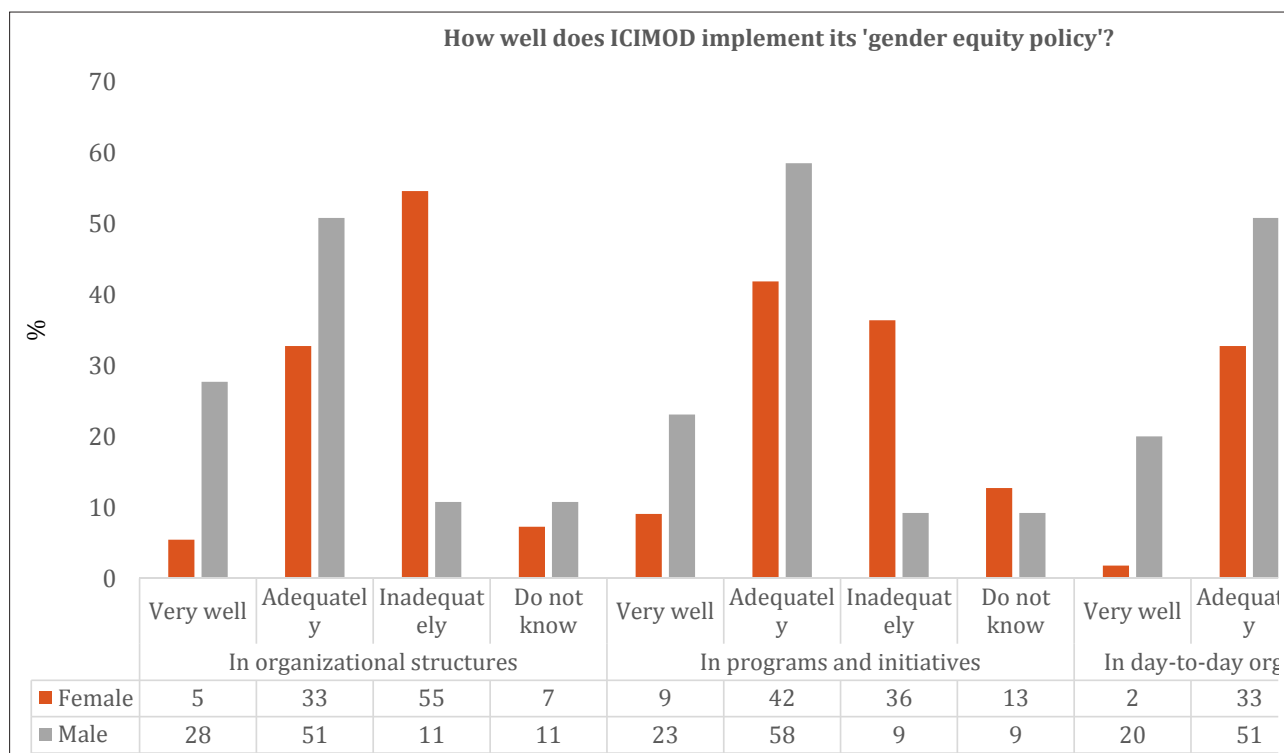
A total of 120 respondents, out of nearly 300 ICIMOD staff, responded to the organizational part of the survey, on gender policy and strategy, gender balance in staffing, human resource policies, knowledge management and communications, and organizational culture.

5.2.1 Staff perceptions on gender policy and strategy

72% of respondents in the staff perceptions survey are aware that ICIMOD has a written gender policy that affirms a commitment to gender equity. However somewhat surprisingly, 13% believe that there is no policy or that it is limited; and 16% do not know whether there is a gender policy. 66% of staff believe that ICIMOD's gender policy has an operational plan that involved clear allocation of responsibilities and time for monitoring and evaluation. In fact, no operational gender plan has yet been developed, however staff may be thinking of the allocation of responsibilities in the gender policy, and the gender indicators for regional programs included in the MTAP III.

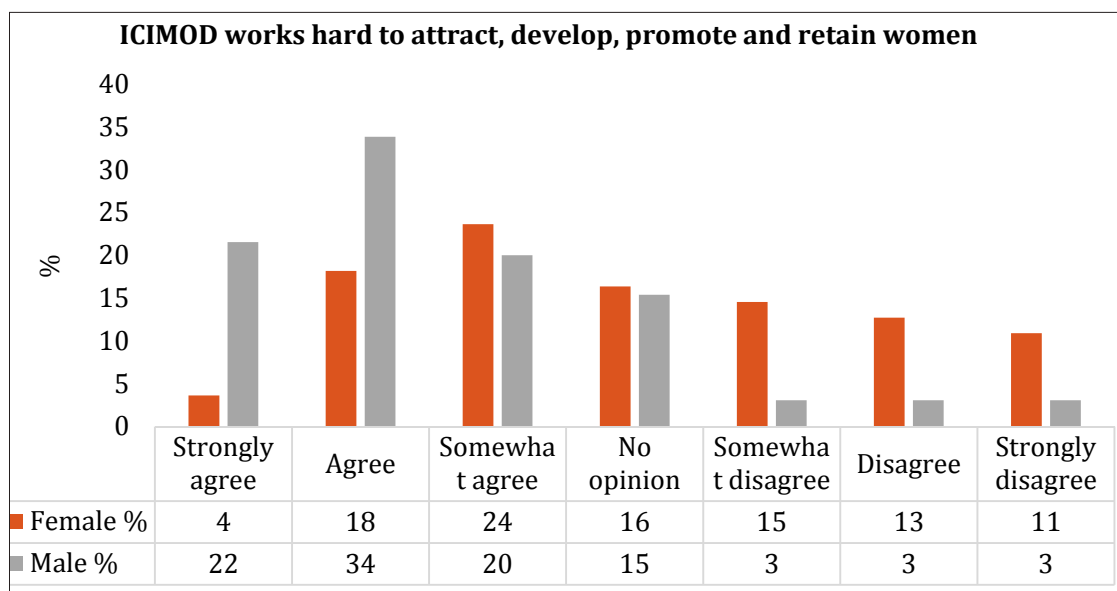
Gender differences start to emerge when staff are asked how well ICIMOD implements its Gender Equity Policy, as shown in the figure below. Women staff feel much more strongly than men staff that ICIMOD implements the policy inadequately in organizational structures (55% vs. 11%) and in day-to-day processes (49% vs. 15%); women see somewhat more integration in programs and initiatives but there is still a major gap in perceptions (36% vs. 9%).

- *“Although senior management support gender equity, there is not enough action on this; it still remains at a superficial level with not much effort to operationalize this” (female)*
- *“Only things that can be easily done are chosen to address gender equity issues. There is nothing I can see which make difference in women’s position” (female)*
- *“There needs to be a better understanding of gender issues and not just a showpiece” (male)*
- *“We need to put efforts but it should be a long term step by step process” (male)*



5.2.2 Staff perceptions on gender balance in staffing

Staff perceptions from the survey do not completely agree that “ICIMOD works to attract, develop and promote and retain women”: while 76% of men agree (strongly agree; agree; somewhat agree), at least somewhat, with this statement, only 46% of female staff agree (strongly agree; agree; somewhat agree), and 39% disagree (somewhat disagree; disagree; strongly disagree).



According to the staff survey, a male/female perception gap exists with 72% of male staff believing to a full or moderate extent that there has been an increase in women professionals working at ICIMOD since 2012, compared with 54% of female staff believing this. As seen in the chart, both sexes over-estimate women’s representation (male staff to a larger extent than female) as there has in fact been only a very modest increase in representation of women as professional staff over the period. The staff skepticism on ICIMOD practice perhaps reflects a lack of progress on women moving from SSA/Intern positions to professional staff.



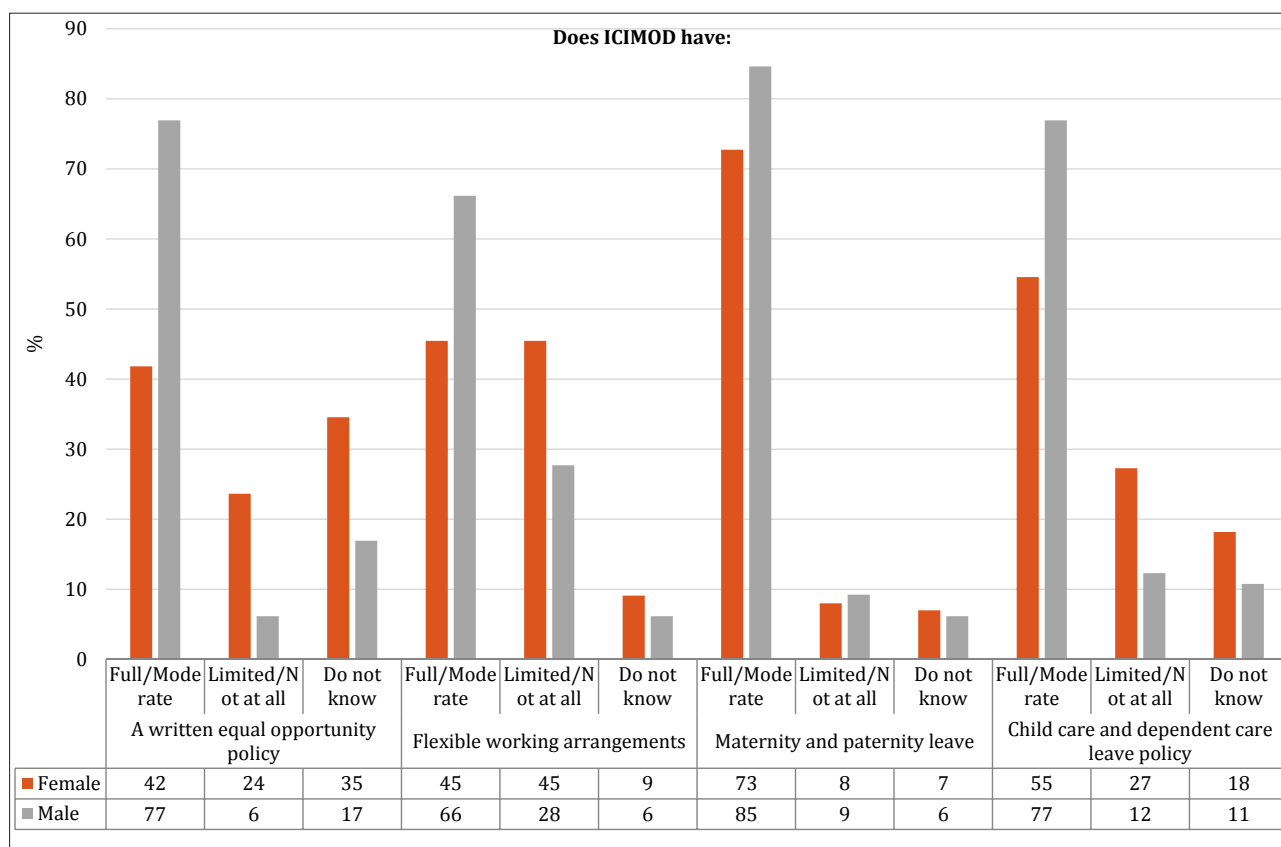
Do staff perceive an increase in the representation of women in senior management positions? There is a huge difference in perceptions of women and men here. No (0) women answered “to a full extent”; while 51% of men believe there has been an increase to a full or moderate extent (compared with 20% of women). Women were also much less convinced than men that there are pro-active strategies implemented to recruit or promote women into senior management positions (20% women vs. 51% men believed this to a full or moderate extent), and nearly a third of both sexes just did not know about any such strategies.

5.2.3 Staff perceptions on human resource policies

According to the staff survey, most (though surprisingly, not all) staff are aware of the existing policies though some feel they are still limited. Some men do feel that certain policies favor women, for example in compassionate leave and maternity leave.

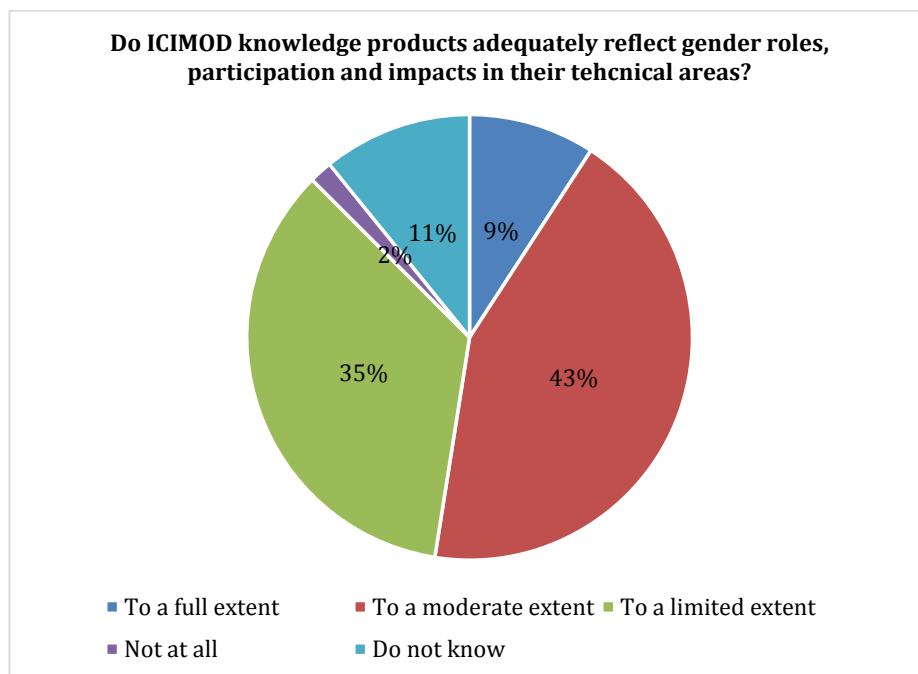
“I said no to ‘written equal opportunity policy’ because in the HR policy, there are some extremely unequal written elements. Mainly men have the possibility to only take 10 days paternity leave (16 weeks for women), creating an inequality between genders that could lead to discrimination in hiring. It also perpetuates the idea that women are in charge of children and family, and therefore less in their place in an office. Women who have lost an in-law can take compassionate leave, but not men in the same situation. This is apparently justified by some people as being based upon local culture. However it reinforces and perpetuates the idea that women and men have a lesser role in a social structure, and that they don’t deserve the same attention as men.”

One family-friendly policy mentioned as limited by many staff is flexi-leave or work from home policy, which may particularly affect women. While no official policy exists, there is a practice where such arrangements are mutually agreed between the staff and their respective supervisors.



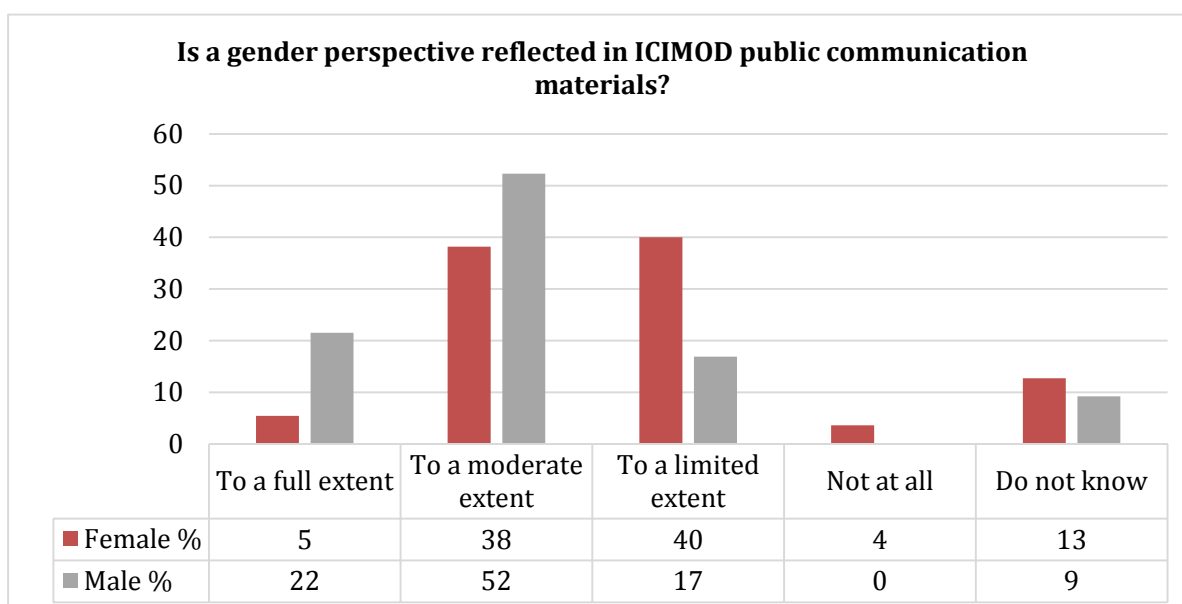
5.2.4 Staff perceptions on knowledge management and communications

Relatively few staff (9%) believe that ICIMOD knowledge products adequately reflect gender roles, participation and impacts in their technical areas to a full extent, but the majority believe they do so to a moderate (43%) or limited extent (35%).



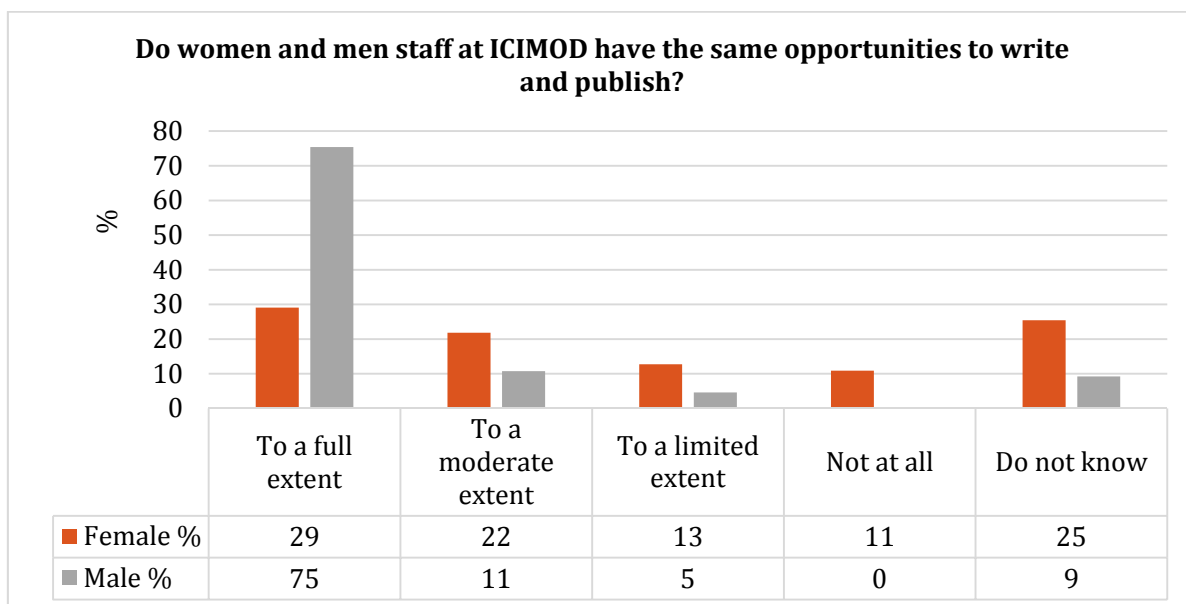
A majority of staff (64%) strongly agree, agree or somewhat agree that ICIMOD gender knowledge and research products are accessible, cutting edge on issues and easy to understand. A large majority (78%) strongly agree, agree or somewhat agree that these are relevant to their own initiative/theme priorities.

More male staff (74%) than female staff (43%) believe that to a full or moderate extent, a gender perspective is reflected in ICIMOD public communications materials, for example brochures, newsletters, online, and media. An equal number of female staff believe this is limited or not at all.

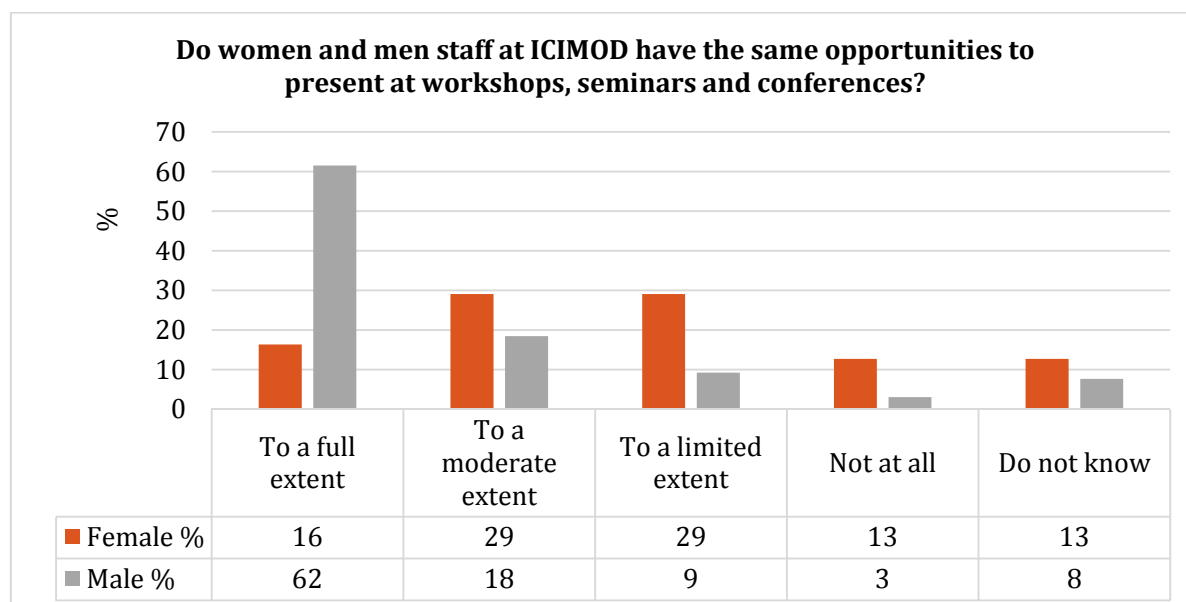


These results are perhaps surprising given the small output of gender-focused research described above; but respondents may be focusing on a few visible products, such as the special journal issue, or on general publications about ICIMOD gender activities.

Very different perceptions are found among male and female staff, on whether women and men staff at ICIMOD have the same opportunities to write and publish. While 75% of men believe this is the case to a full extent, only 29% of women agree. A number do not know.



Similarly, 62% of men and 16% of women agree to a full extent that women and men having the same opportunities to present at workshops, seminars and conferences.



5.3 Staff perceptions on organizational culture

This section focuses on responses from the staff perceptions survey concerning: Work-life balance, gender and age discrimination, and differences in perceptions of organizational culture by male and female staff. In order to gauge progress, a number of parallel questions were included in the 2016 staff survey for comparison with the 2012 survey.

5.3.1 Staff perceptions on gender training

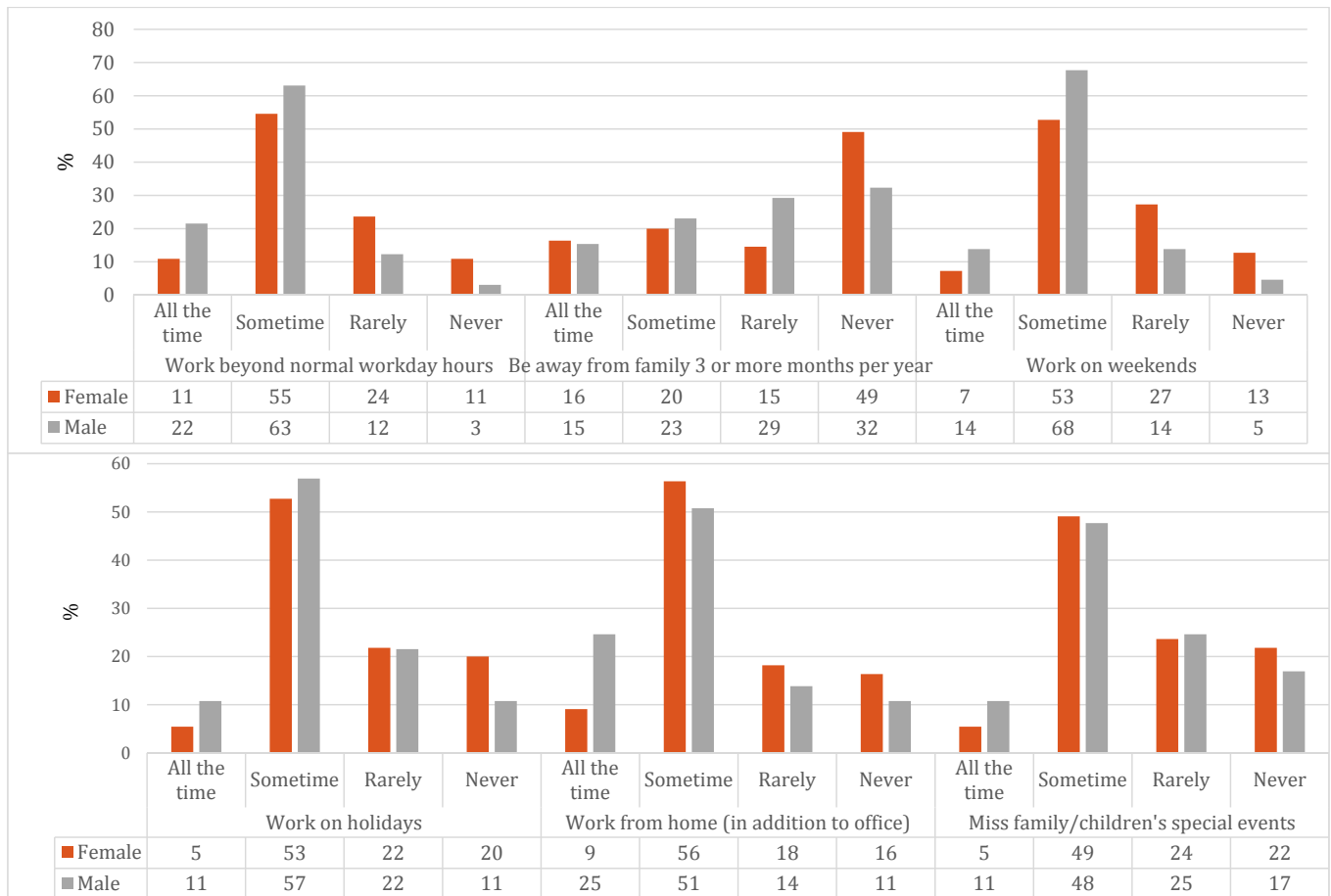
In the staff survey, 58% of staff found training on gender sensitivity in the workplace very useful, and another 38% found it somewhat useful; only 4% did not find it useful at all. 55% of staff believe women’s leadership training is useful, and 37% that it is somewhat useful.



5.3.2 Staff perceptions on work-life balance

Both female and male staff report having to work beyond normal workday hours, be away from family 3 or more months per year, working on weekends and holidays, working at home, and missing family/children’s special events. Male staff report somewhat higher rates though of working beyond normal workday hours, on weekends, and at home, but at least half of both male and female staff sometimes do this. Women report that home and family obligations often prevent them from working during these times, and can put them at a disadvantage vis-à-vis male colleagues.

“Since we have to do lots of travel and involved in many initiative we are away from homes, and there is no consideration that women or men both have to work equally as per the need be it working from home or travel that gives more pressure to women as they have other priorities at home. So we are always working twice as hard to prove ourselves” (Female)



5.3.3 Staff perceptions on gender and age discrimination

Many ICIMOD staff, both male and female, do not feel that they face discrimination in any respect, as show in the bar chart. In fact, positive comments are made.

“ICIMOD lets me be me, treats me as an individual rather than as a female, or a citizen of a certain country or a person of a certain ethnic group. I like the fact that ICIMOD recognises me for the work I do here and the person I am” (Female)

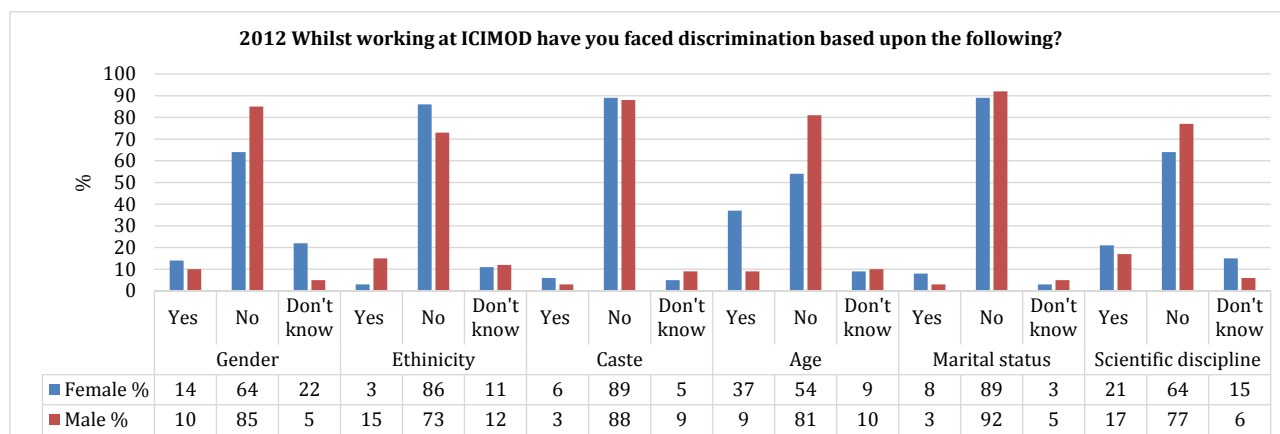
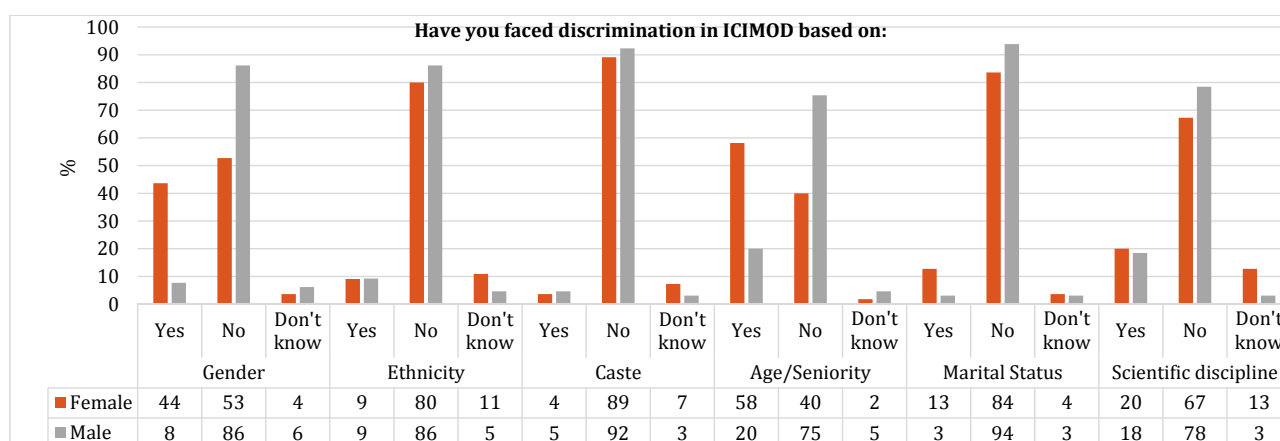
Gender discrimination is still experienced however, much more by women (44%) than by men (8%), according to the staff survey. This compares with only 14% of women and 10% of men believing that they faced gender discrimination in the 2012 survey, with many don't knows. Fewer female staff respond “don't know”, and fewer (53% versus 64%) feel that they do not face gender discrimination in 2016 than in 2012. In 2012, more staff felt that they faced discrimination based on age and scientific discipline, than on gender. This could be due to the gender awareness training that has been offered, with women in particular becoming more aware of gender discrimination.

Age discrimination is considered even more important than gender discrimination, and is also much more perceived in 2016, with 58% of female staff (compared with 37% in 2012) and 20% of male staff (compared with 9% in 2012) believing that they have faced discrimination based on age. This may be a function of the changing demographics in ICIMOD, with more interns and SSAs as well as junior professionals being hired as ICIMOD has expanded in recent years. Frequently this is perceived as a combination of age and gender discrimination, and we know that a high proportion of women have been hired in these categories. Younger staff have more perception of age discrimination, decreasing among older staff.

“Women are generally discriminated based on age... There is no growth especially for young women in ICIMOD. 15 years down the line they will be in the same position no matter how good their work performance is.”

In fact, there seems to be some increase in perceptions of discrimination in most areas since 2012, with the exception of scientific discipline, where numbers remained steady. Still numbers are small and comparisons with 2012, as mentioned before, are tenuous, as it is not possible to compare the 2012 survey with the actual demographics of ICIMOD at that time.

It appears though that gender awareness training may have made all staff, and female staff in particular, more sensitive to gender as well as age and other types of discrimination than before.



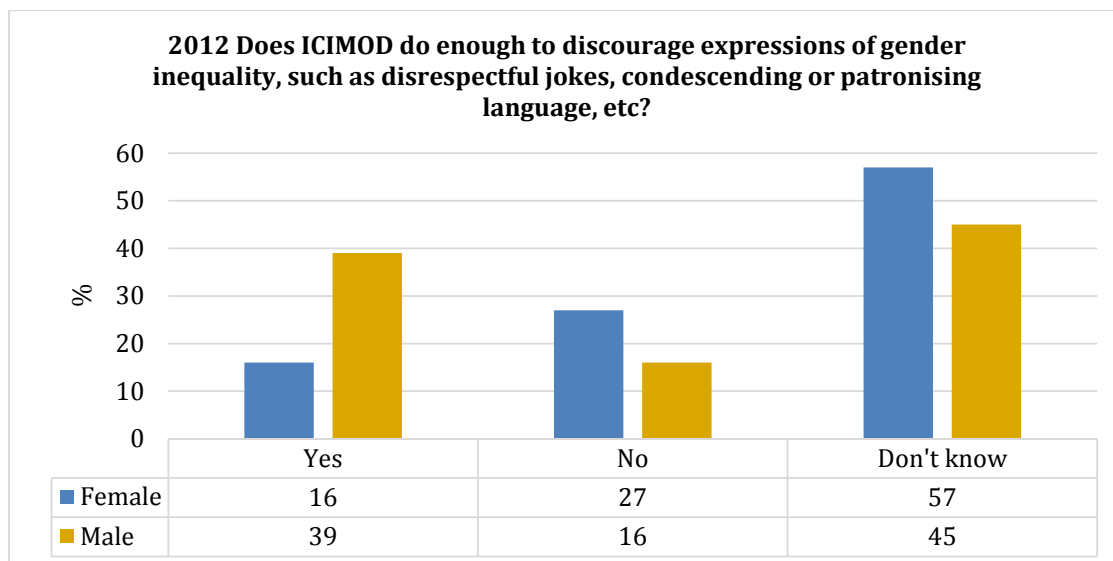
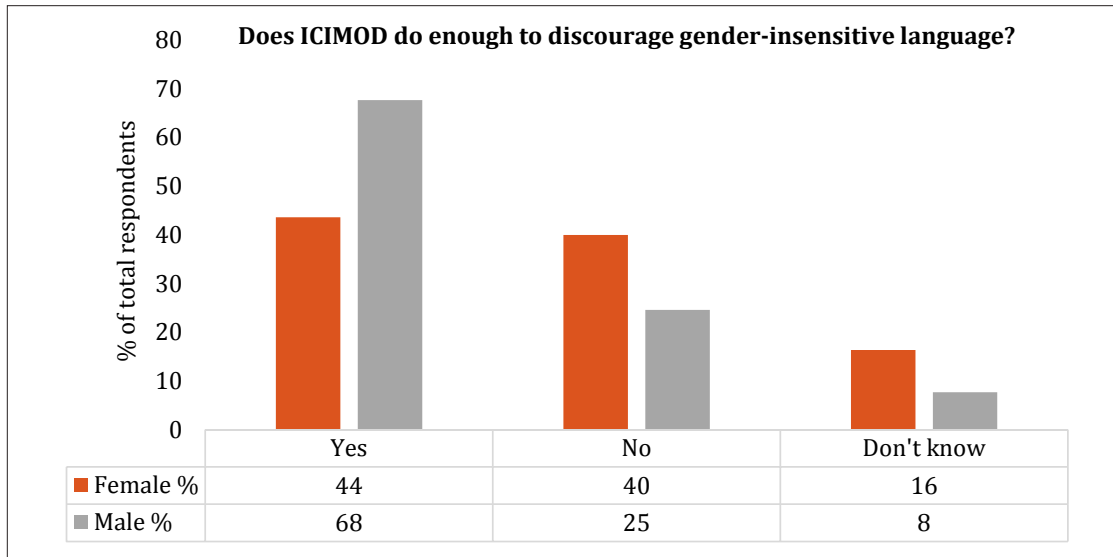
5.3.4 Differences in perceptions of organizational culture by male and female staff

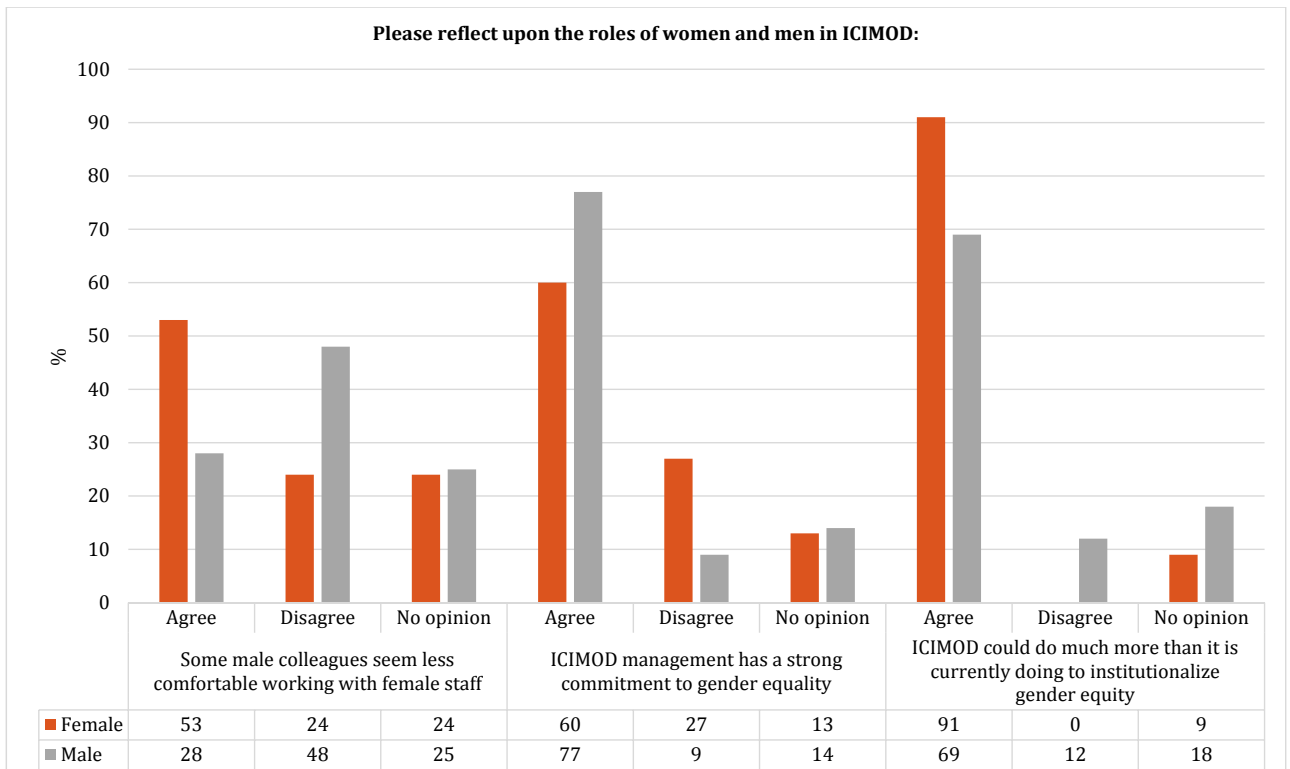
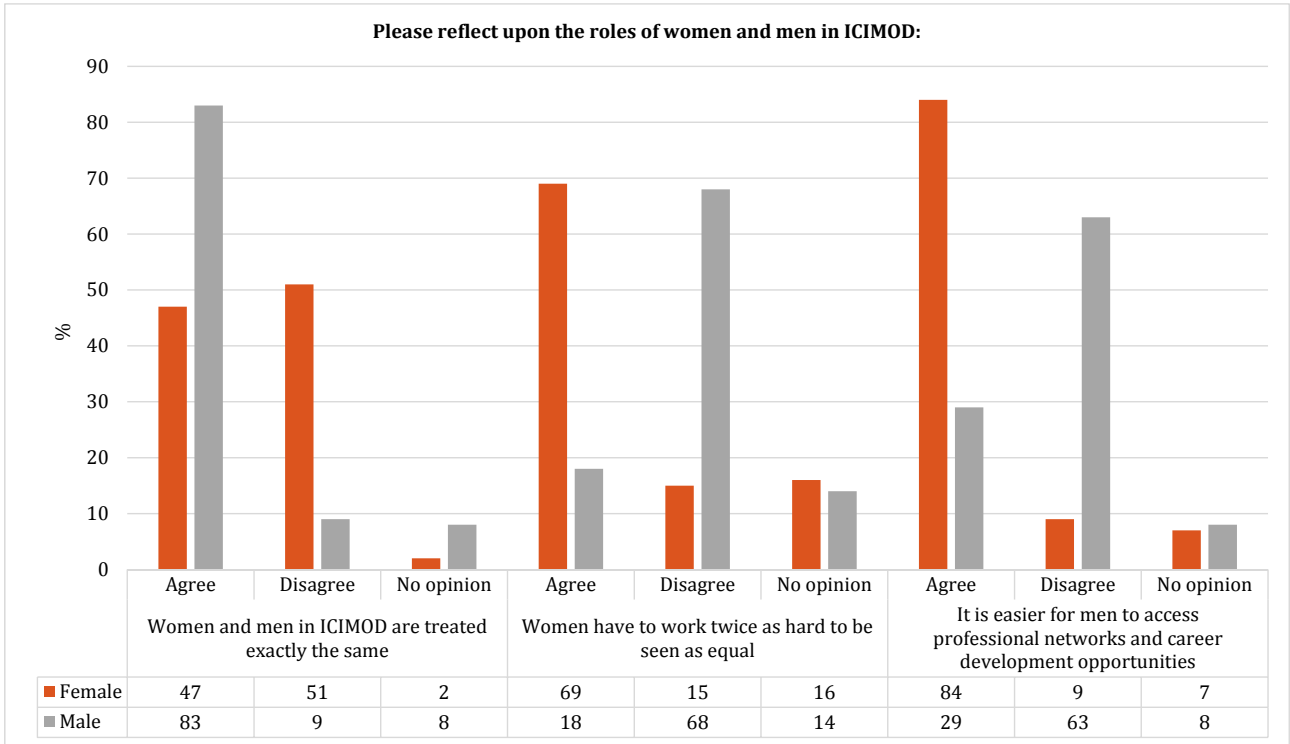
The gender sensitivity training and other efforts by ICIMOD do seem to be paying off in staff perceptions of organizational culture. By nearly all measures, both female and male staff feel that organizational culture has improved since 2012. In particular, the “don’t know” responses have decreased, especially for female staff.

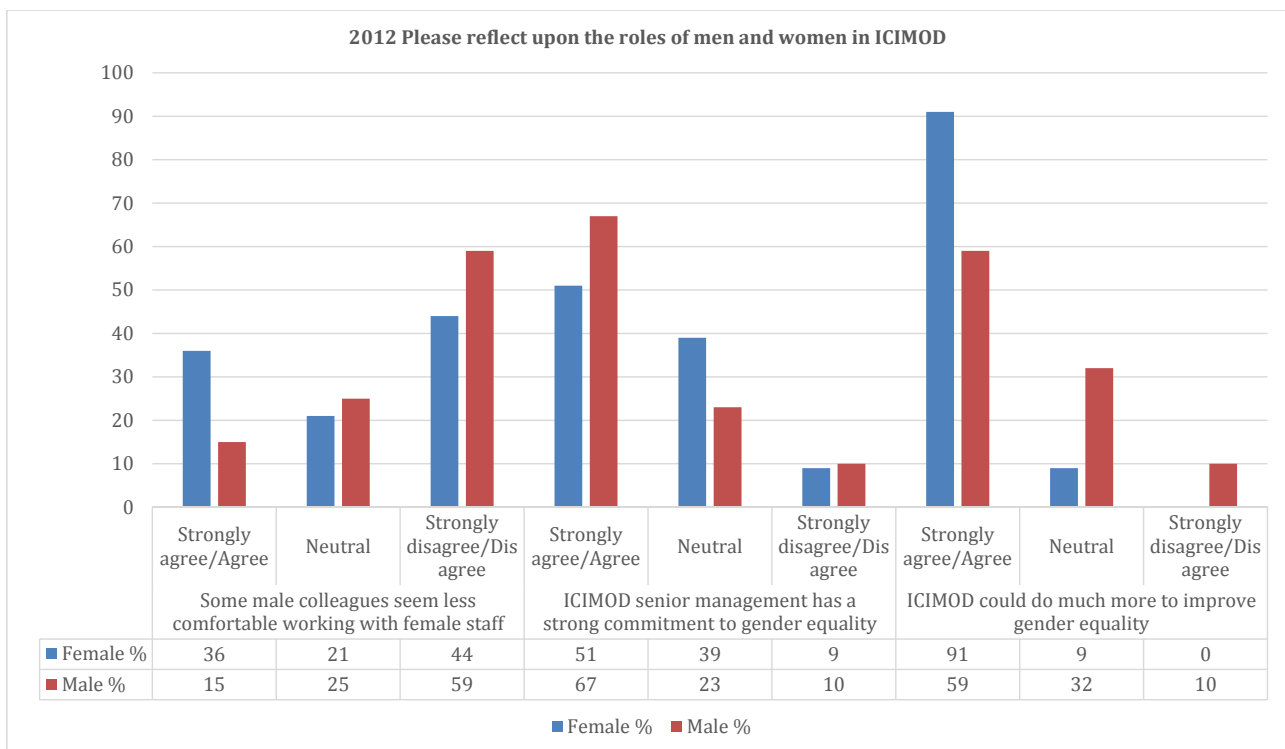
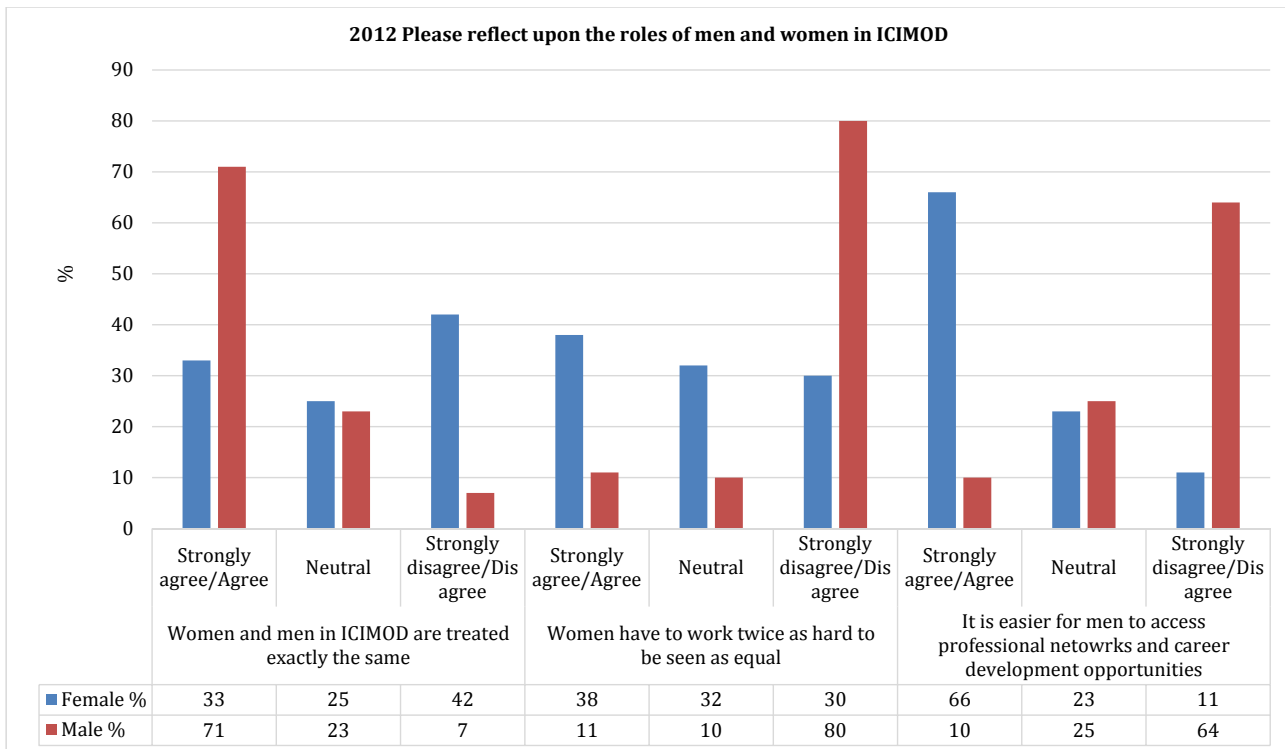
Nonetheless, differences in perceptions between male and female staff are striking, with female staff still generally less favorable about the organizational culture:

- 44% of women but 68% of men believe that ICIMOD does enough to discourage gender-insensitive language. Only 16% and 8% respectively “don’t know”. (In 2012, only 16% of women and 39% of men agreed with this statement; about half of respondents marked “don’t know”).
- 47% of women but 83% of men agree that “Women and men in ICIMOD are treated exactly the same”. (In 2012, this was only 33% and 71%.)
- 69% of women vs. 18% of men agree that “Women have to work twice as hard to be seen as equal”. (In 2012, this was 38% and 11%.)

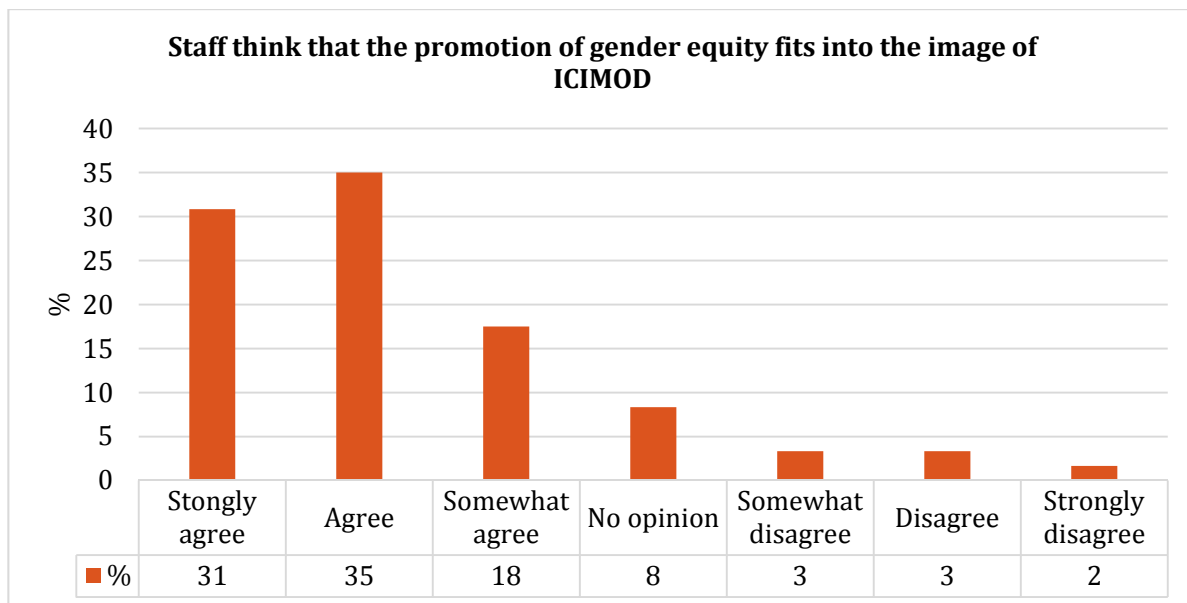
- 84% of women compared with 29% of men believe that “It is easier for men to access professional networks and career development opportunities.” (In 2012, this was 66% and 10%.)
- 53% of women and 28% of men agree that “Some male colleagues seem less comfortable working with female staff.” (In 2012 36% female and 15% male believed this)







Most staff, both women (60%) and men (77%) do believe that ICIMOD management has a strong commitment to gender equality; but nearly all women (91%) and many men (69%) also feel that ICIMOD could do much more than it is currently doing to institutionalize gender equity, as seen in the bar chart. Encouragingly, 83% of all staff strongly agree, agree, or somewhat agree that the promotion of gender equity fits into the image of ICIMOD, and responses are similar for both female and male staff.



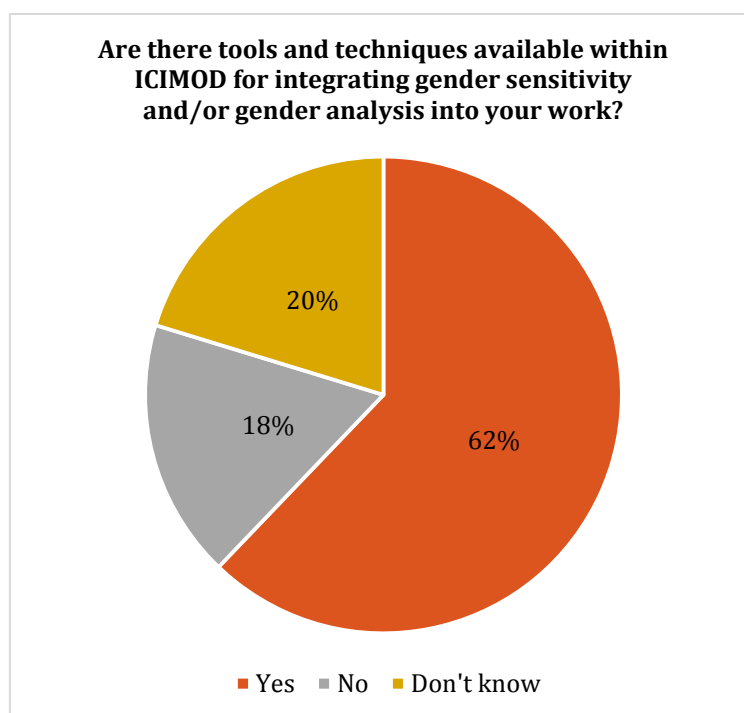
5.4 Staff perceptions of gender integration in ICIMOD programs

A total of 74 program staff responded to the section of the questionnaire on gender in programming in ICIMOD.

5.4.1 Staff perceptions on gender integration in project design and implementation

Gender mainstreaming in initiatives

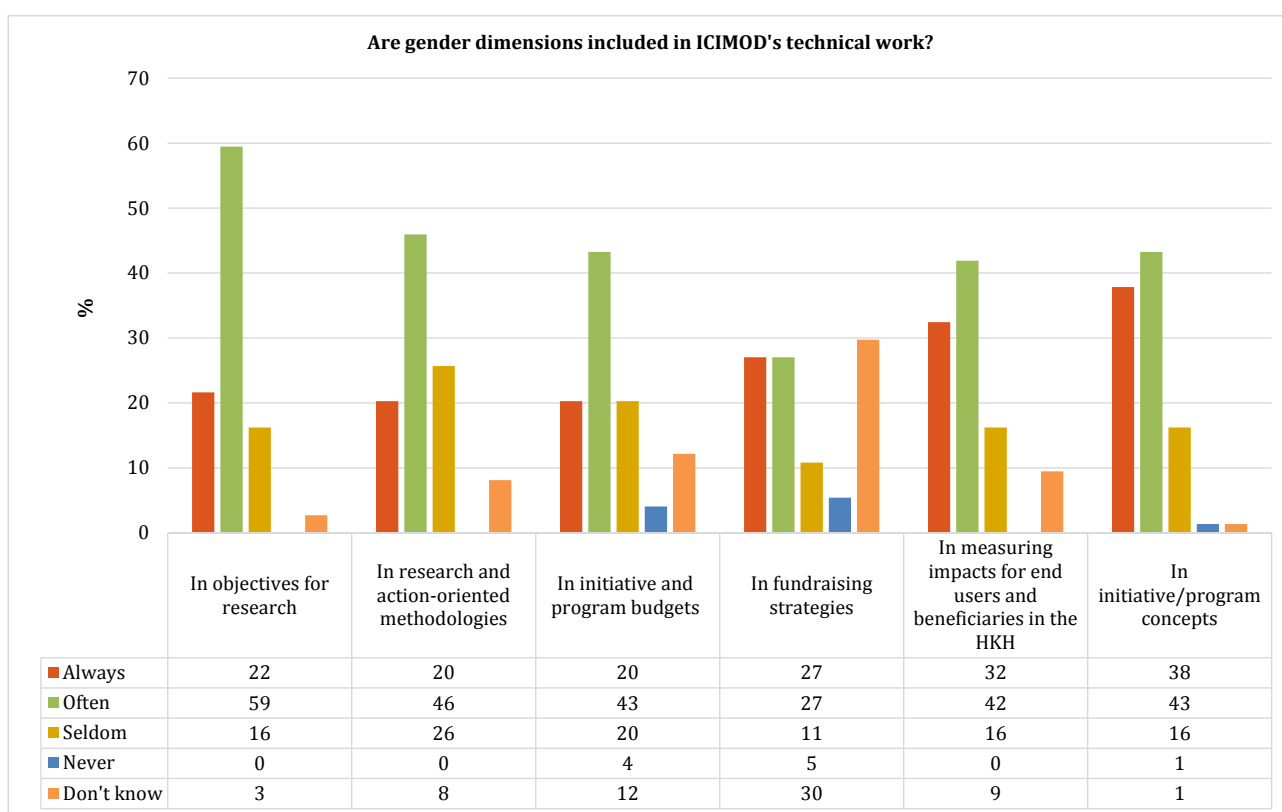
In the staff perceptions survey, a majority of program staff (62%) said that there are tools and techniques available within ICIMOD for integrating gender sensitivity and/or gender analysis into their work. However a significant number (48%) did not know of any such tools, or did not believe they exist. In fact, this latter group is quite correct, as there are no ICIMOD tools or guidelines for gender analysis.



A bit puzzlingly, while only 62% say there are tools available, even more - 85% of program staff - say that they have read some or all ICIMOD's documents and guidelines on gender analysis – possibly because they are thinking of the 2013 Gender Equity Policy rather than more specific guidelines.

According to the staff survey, a high proportion of ICIMOD program staff believe that gender is often or always included in objectives for research (81%) and in initiative/program concepts and objectives (79% each), as well as in M&E (77%), and in measuring impacts on beneficiaries (74%). Somewhat fewer but still a majority believe that gender is included in research and action-oriented methodologies (66%), in implementation (66%), in initiative and program budgets (63%), in collecting scientific data and evidence (60%), in research dissemination, outreach and publications (55%), and in fundraising strategies (54%), with only a minority though believing that gender is considered in choice of partners (31%).

“Gender should be fully included right from planning and action plans developed with clear outputs and outcomes” (female)



A high proportion of staff believe that ICIMOD's programs/projects contribute to increased gender equity in a wide range of areas, as shown in the second bar chart, and results are similar for collection of gender-disaggregated data.

Access to training is the benefit most perceived, by 82% of program staff, and indeed data is collected on participation by women and men in capacity building events. For the other areas, gender-disaggregated data collection so far is limited, but it is clear that program staff believe that significant benefits exist. There may be a perception that access to training leads to many other benefits, even if these have not been documented.

Obstacles to incorporating gender analysis into programme/project planning, implementation and evaluation at ICIMOD are identified by staff in the table. The top obstacle perceived is lack of staff training on gender analysis (42%), while office culture/environment, absence of specific gender targets and indicators, lack of empirical evidence for linkages between gender and my technical area, and national culture are identified by about a quarter of participants for each. This confirms the finding in section 5.4.1 that a significant number of staff feel they are lacking ICIMOD tools or guidelines for gender analysis.

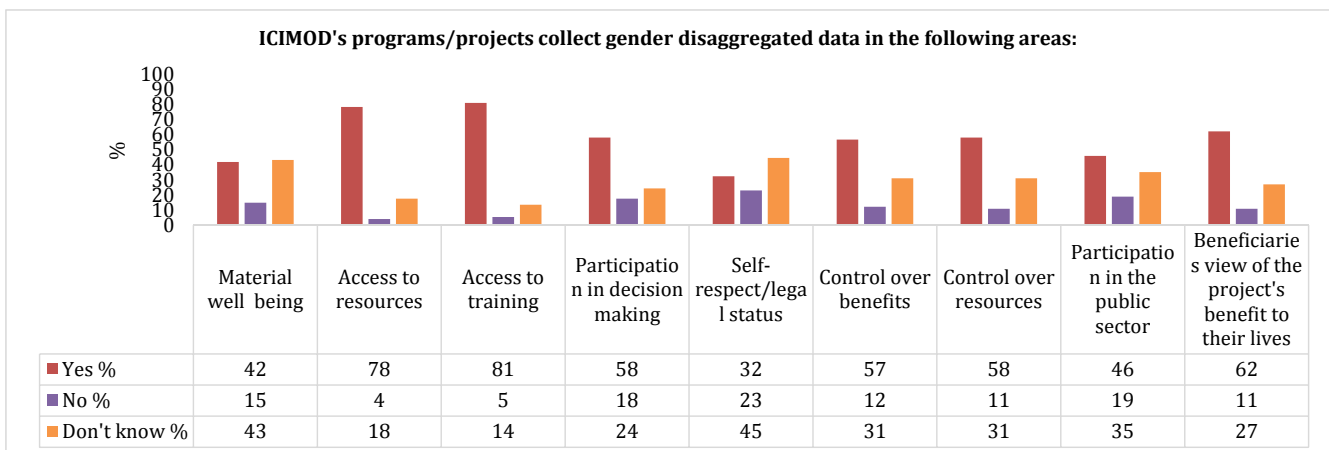
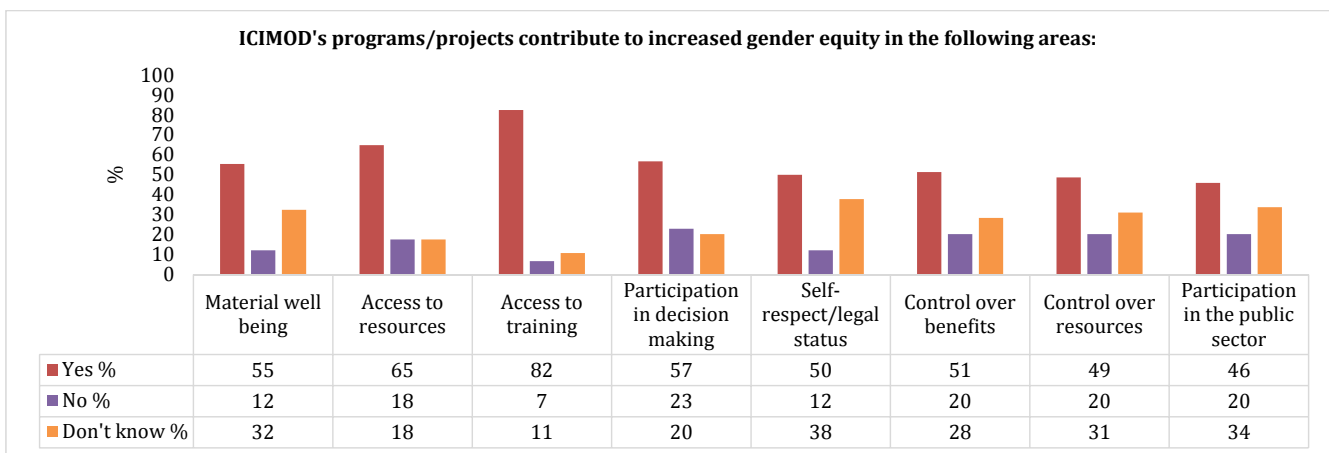
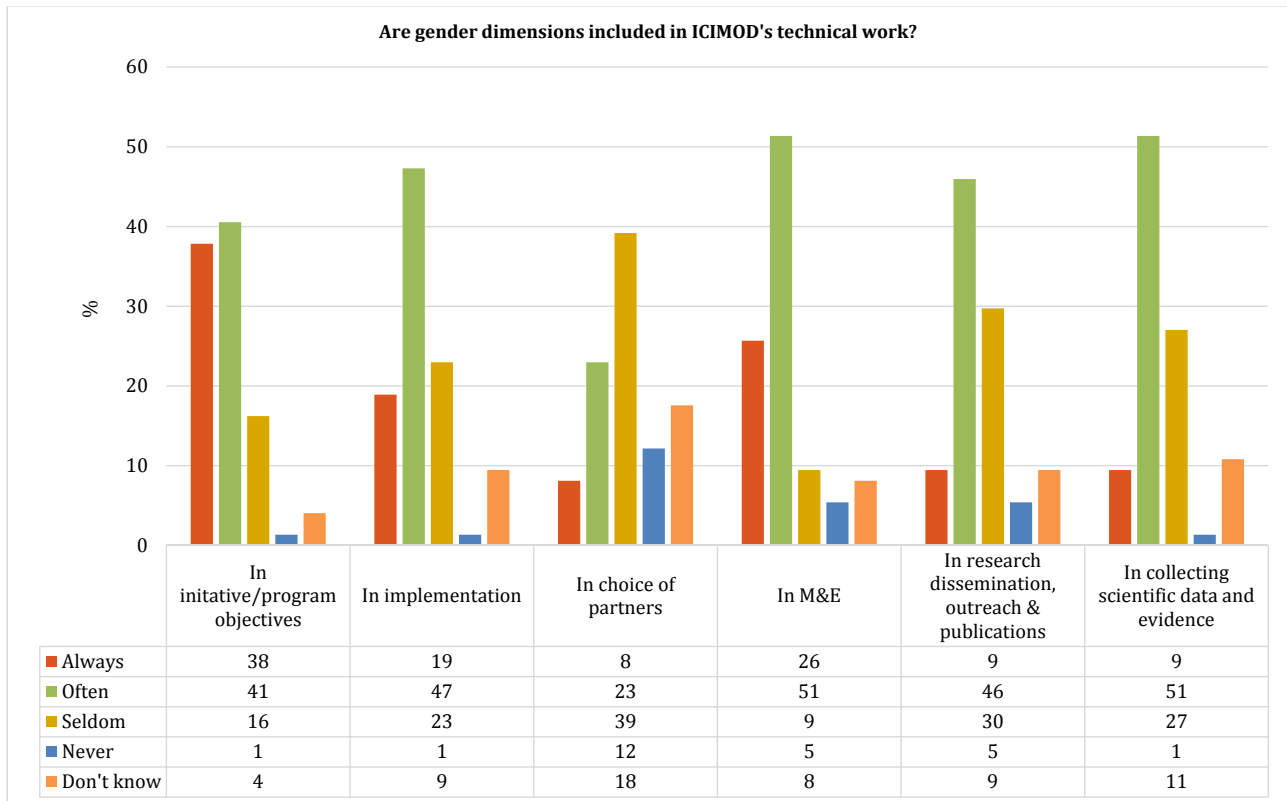


Table 11: What are some of the obstacles to incorporating gender analysis into programme/project planning, implementation and evaluation at ICIMOD?

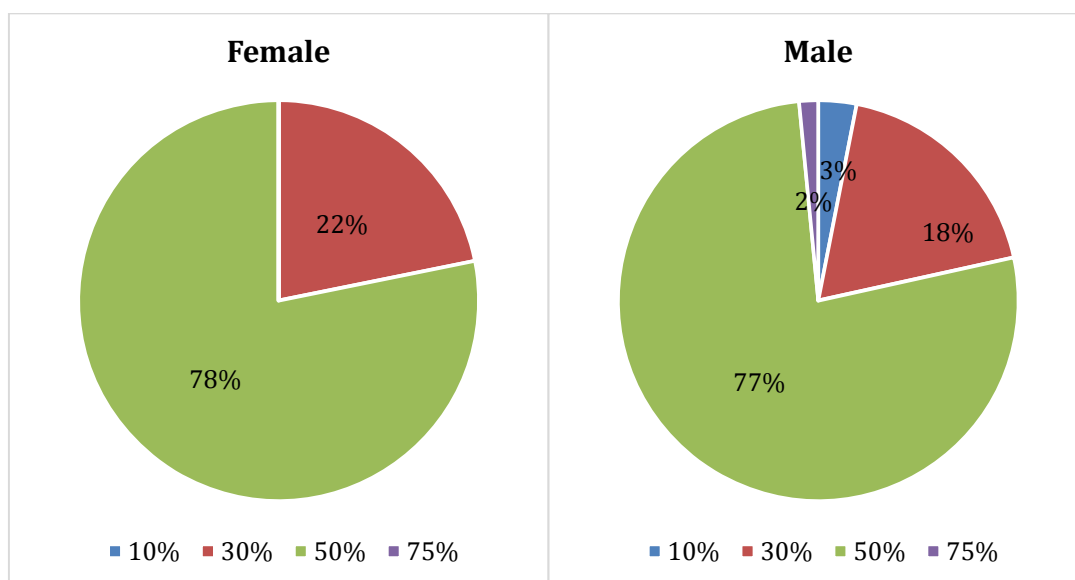
Obstacles	#	%
Lack of staff training on gender analysis	31	42
Office culture/environment	27	36
Absence of specific gender targets and indicators	24	32
Lack of empirical evidence for linkages between gender and my technical area	24	32
National culture restricts women's participation	23	31
Weak implementation of policy	22	30
Lack of gender experts knowledgeable about my technical area	18	24
Lack of financial resources for gender programming	18	24
Lack of gender analysis tools specific to my technical area	13	18
Low organizational priority for gender issues	11	15
Lack of support from senior management	10	14

The low priority/capacity of partner organizations on gender, mentioned by many initiatives as a constraint, was not included as a possible response - interestingly, only one respondent mentioned this in comments.

Women's and men's participation in ICIMOD events

As seen in the section on project implementation, most participants in the mini-workshops saw partners' lack of capacity on gender and absence of female staff as a main challenge to integrating gender in their Initiatives' work, especially ensuring women's participation in events.

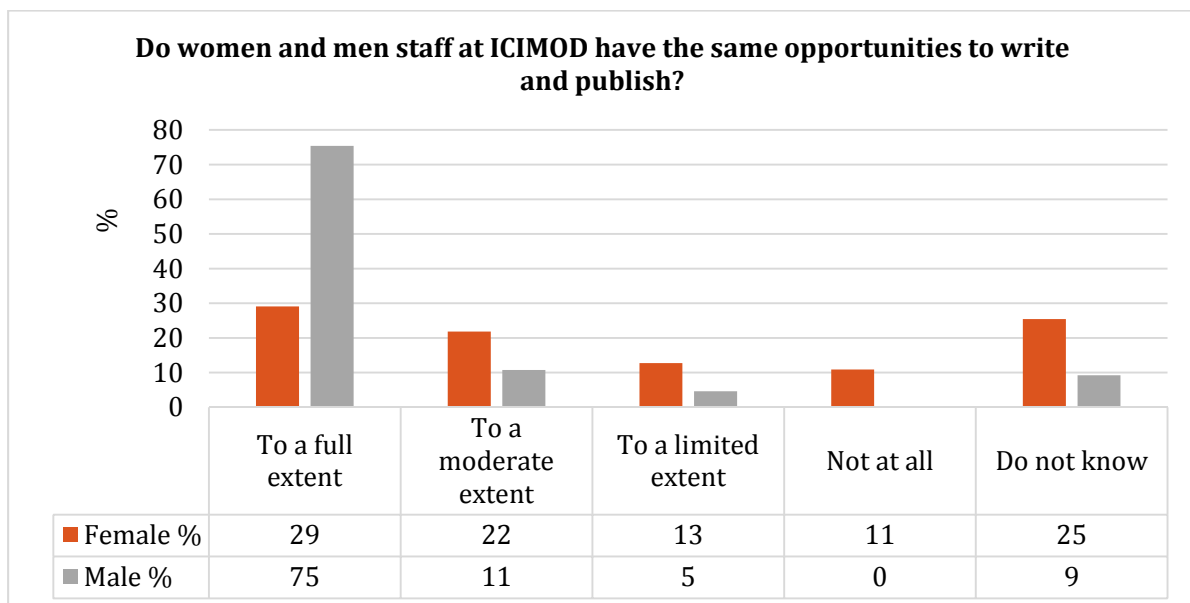
Staff were asked in the survey to state what percentage of women in total participants would be ideal in ICIMOD events. Responses by male and female staff were similar, with most (77-78%) stating that events should have 50% women participants, though interestingly a few men staff stated much lower or higher shares.



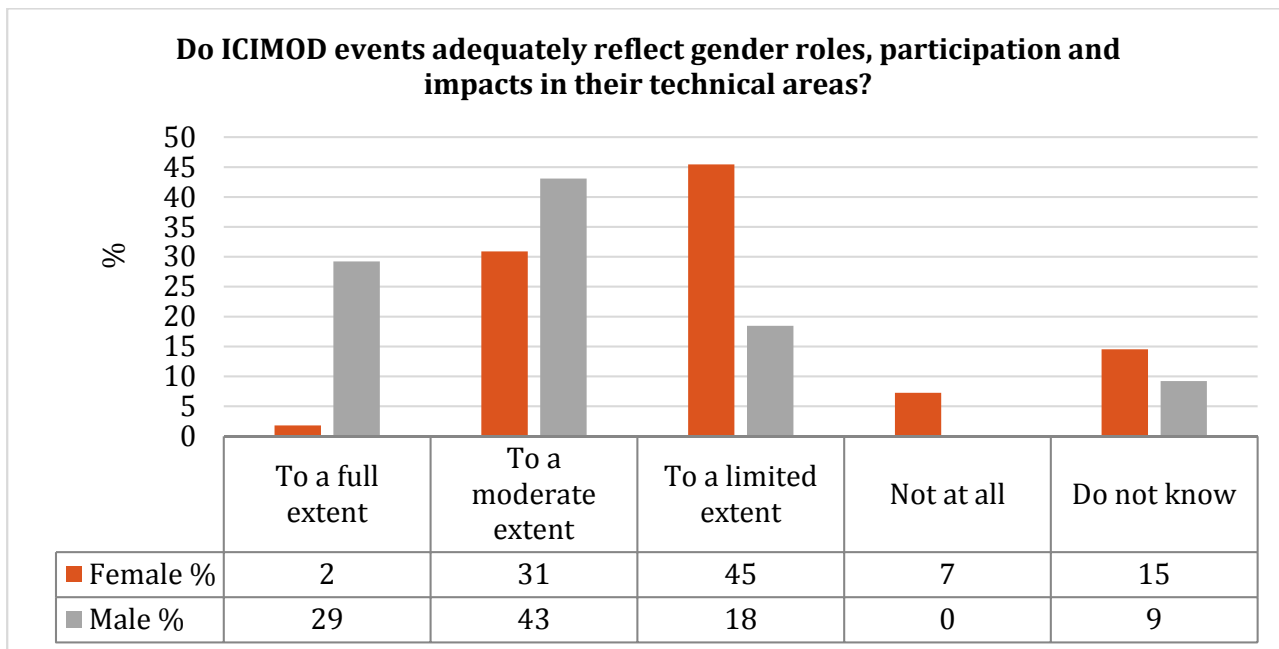
Most staff believe that there has been an increase in the representation of women at ICIMOD events since 2012, but fewer women than men agree with this; and 42% of women and 26% of men simply do not know whether this is the case. In fact, as seen in the previous section, women's share in total participation in events has increased somewhat over the past few years, but as this varies by Regional Program, it may not always be evident.



Also, perhaps the women staff respondents have not been present at as many events? Recalling that in the staff survey, women are much more pessimistic than men about whether women and men have the same opportunities to present at workshops, seminars and conferences, with 62% of men but only 16% of women agreeing to a full extent. Indeed, as presented above, the share of women resource persons in ICIMOD events is far from equal to that of men in most Programs.



Men are also much more likely than women staff to believe that ICIMOD events adequately reflect gender roles, participation and impacts in their technical content, as the bar chart shows. (29% of men believe this to a full extent, compared with only 2% of women.) [29%] As noted above, gender content in events is not tracked formally by ICIMOD, however gender perspective does not seem to be systematically included in events.



5.4.2 Staff perceptions on technical expertise on gender

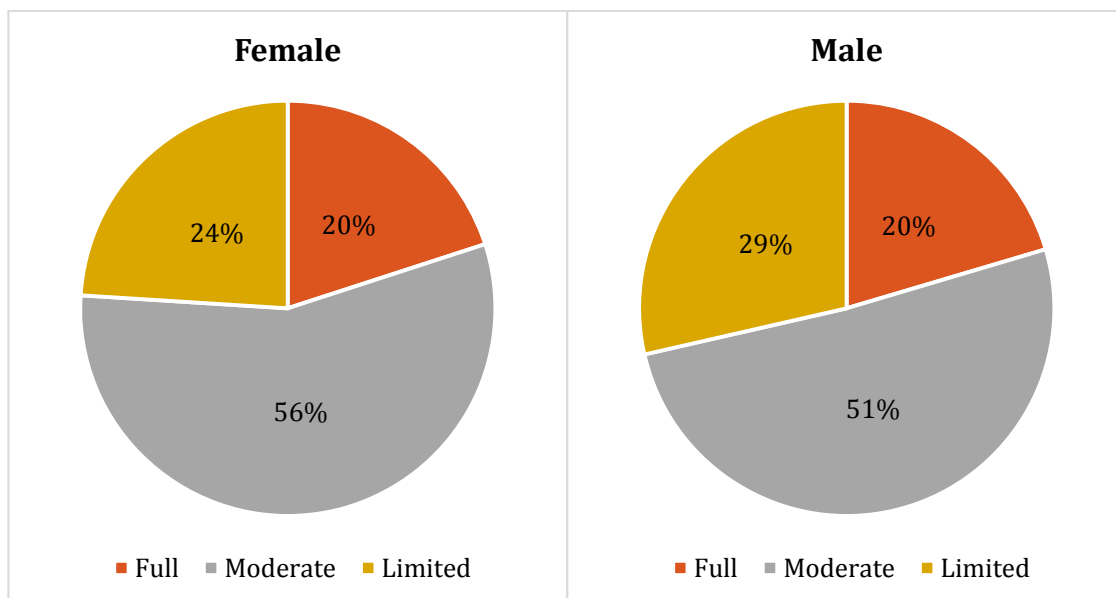
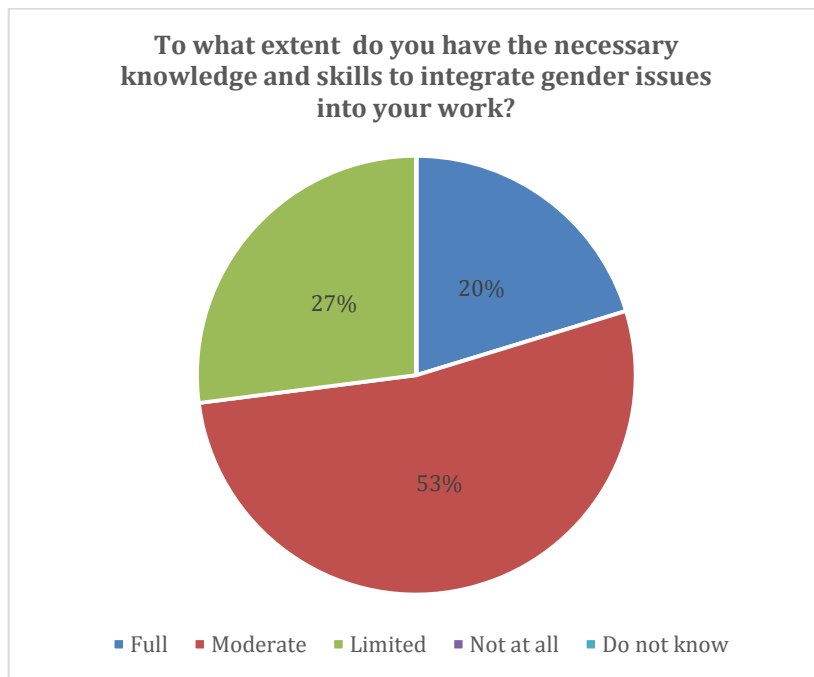
A high proportion of program staff (78%) were able to identify a specific person in their program/initiative with responsibility for gender integration, though somewhat surprisingly 22% were still unsure or did not think there was such a person.

Time constraints were cited in some staff comments, both for gender specialists and for program staff:

Gender experts' advice not sought in timely manner and gender experts seem very busy and overworked

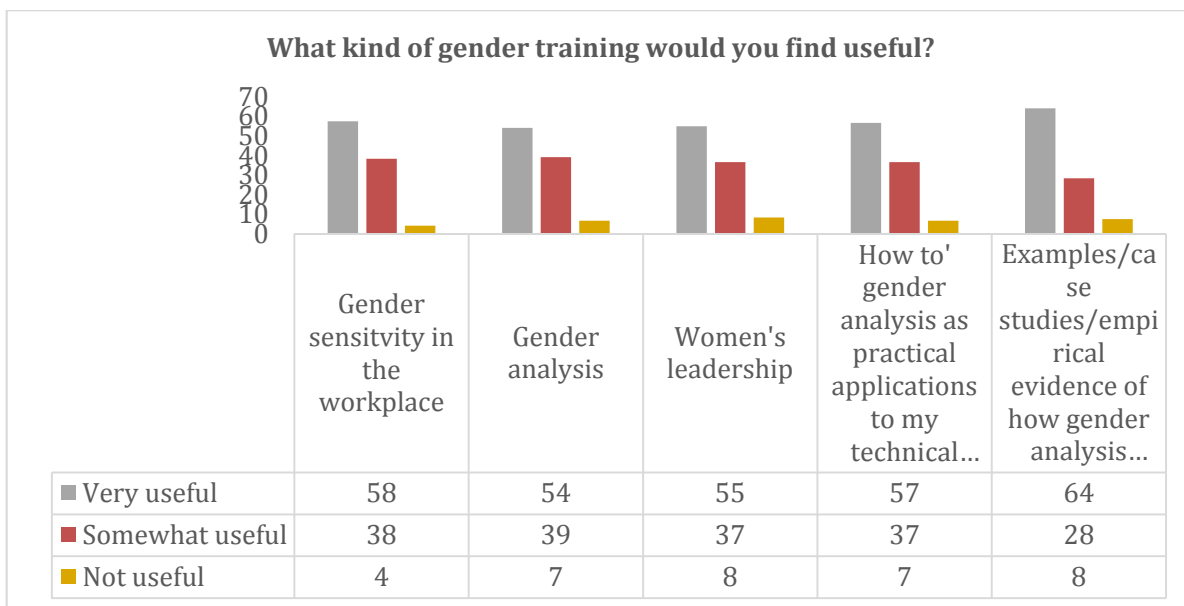
The tight schedule of each staff and lack of time to concentrate on this.

According to the staff survey, a majority of respondents (53%) feel that they have moderate knowledge of how to integrate gender into their work, both male and female respondents, and another 27% feels they have full knowledge (probably including but not only gender specialists).

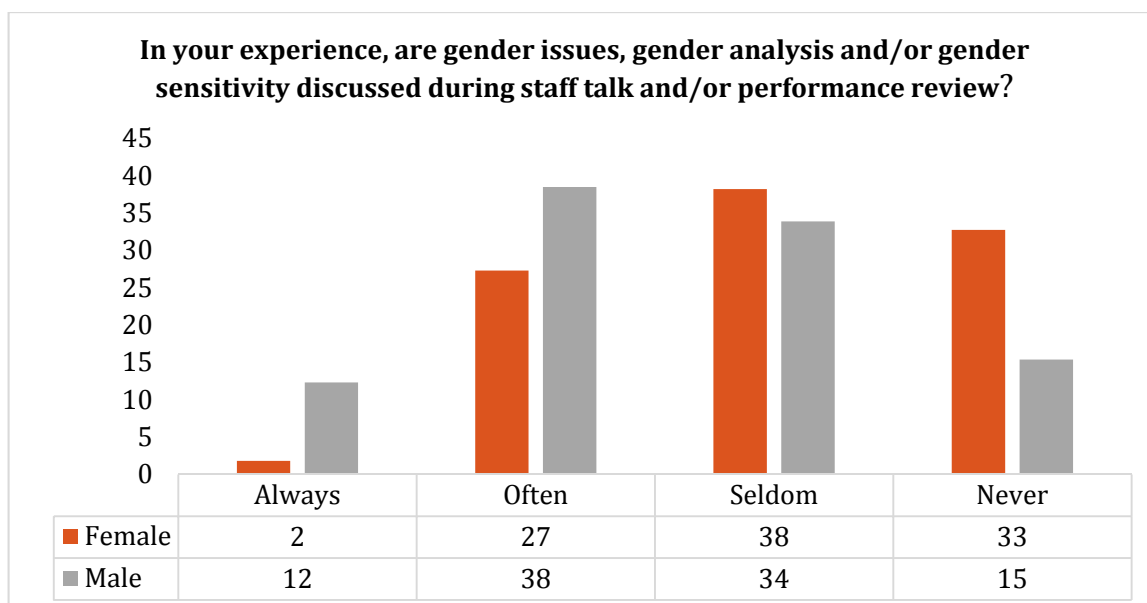


Most program staff, and particularly women staff (60% compared with only 22% of men) do not believe that ICIMOD offers enough opportunities to strengthen knowledge of gender issues in their professional areas. Indeed, lack of staff training on gender analysis was the top obstacle (42%) identified to incorporating gender analysis into programme/project planning, implementation and evaluation at ICIMOD, identified by the respondents. At present, no systematic training in gender analysis, concepts, etc. from a programmatic perspective is offered to staff by ICIMOD, although some initiatives have had trainings or feel that they have learned from other staff. The gender difference in response may be because though only 55% of respondents report actually having had training in gender analysis, a substantially higher proportion of men (47%) than women (32%) report having had training to a moderate or full extent – also reflecting the fact that younger people were less likely to have had training.

In the organizational part of the survey, respondents identified the kinds of gender training they would find most useful, with more than 90% of respondents finding some kind of gender training useful or somewhat useful. The currently offered training on gender sensitivity in the workplace seems to be much appreciated, but other training on e.g. gender analysis and its practical application to technical areas, examples and empirical evidence of impacts, and women’s leadership is also seen as useful.



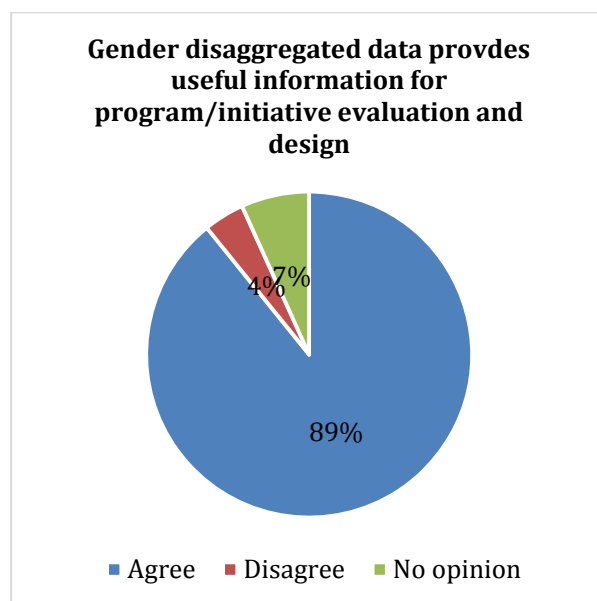
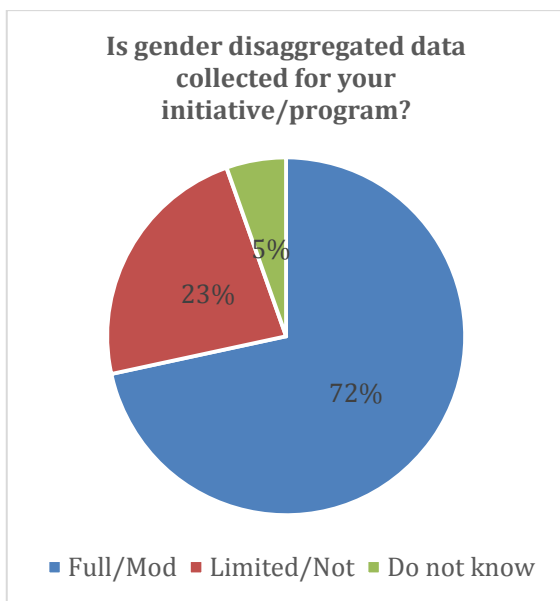
Gender expertise is not included in all vacancy descriptions (though 42% of staff believe that it is), only in those for gender specialists. (An equal opportunity clause is included in vacancies though.) Questions on gender are included in interview guidelines for vacancies. Performance on gender integration is not mandatorily discussed or measured in annual performance evaluations, though 50% of males believe it is always or often discussed – compared with only 29% of female staff.



5.4.3 Staff perceptions on gender in monitoring and evaluation

According to the staff perceptions survey, 77% of program staff believe that gender dimensions are often or always included in ICIMOD's M&E, and 74% in measuring impacts for end users and beneficiaries. Monitoring and evaluating gender positive change was identified by staff as the top action for how ICIMOD can better integrate gender into its work (46% of program staff), and expanding monitoring beyond simply counting the number of women in meetings/workshops was also mentioned.

Most staff (72%) did believe that gender disaggregated data is collected for their initiative/program to a full or moderate extent; somewhat fewer (62%) believed to a full or moderate extent that the gender impact of their project was monitored and evaluated. The vast majority of staff (89%) believe that gender disaggregated data provides useful information for program/initiative evaluation and subsequent programme/initiative design.



5.4.4 Staff perceptions on gender in partner organizations and strategic cooperation

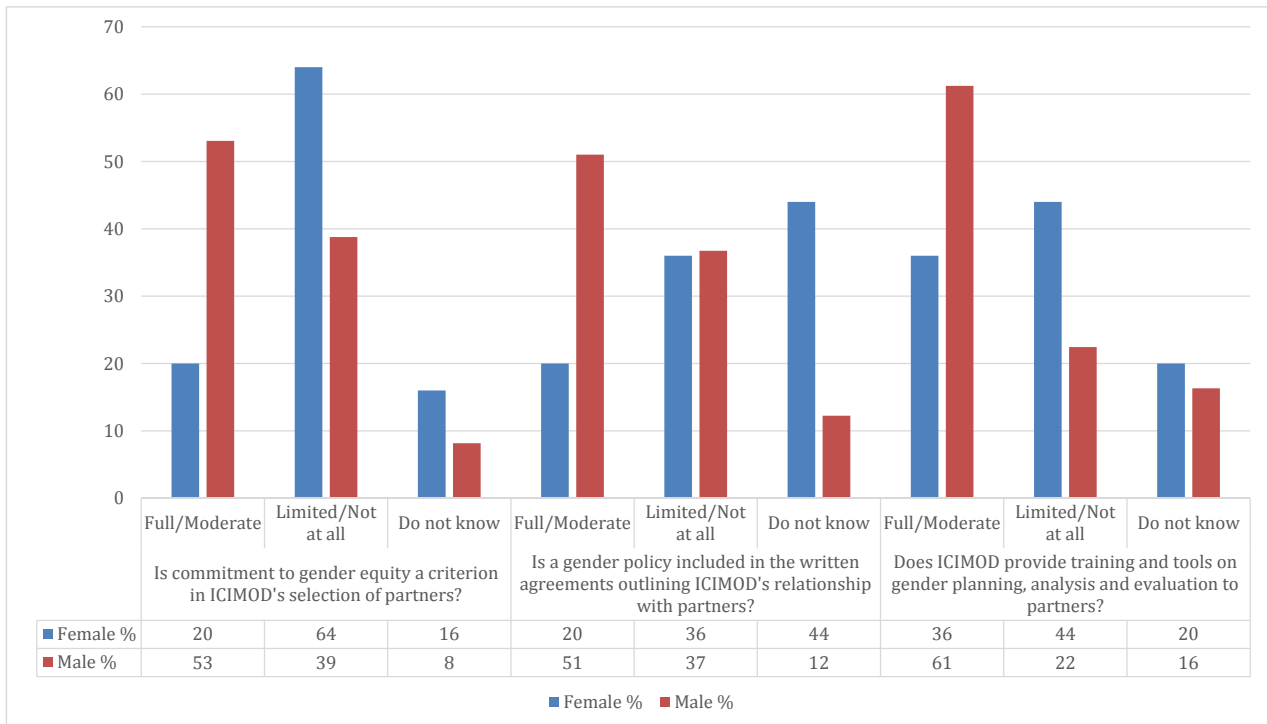
Staff appear generally to over-estimate the extent to which gender integration is promoted to partners. 42% of program staff believe that commitment to gender equity is a criterion in ICIMOD's selection of partners; 41% believe that gender policy is included in the written agreements outlining ICIMOD's relationship with partners; and 53% believe that ICIMOD provides training and tools on gender planning, analysis and evaluation to partners.



As with many of the survey questions, male staff believe much more is being done than do female staff. In fact, none of the above statements are true to any great extent. Commitment to gender equity is one criteria but not a minimum requirement in ICIMOD's selection of partners; written agreements include a template for ToRs to include a section on governance and gender but do not include gender policy or any requirements to be adhered to; and ICIMOD has provided training and tools on gender planning, analysis and evaluation to partners only to a very limited extent.

Only one staff comment actually cited lack of partner capacity/priority as a constraint to gender work.

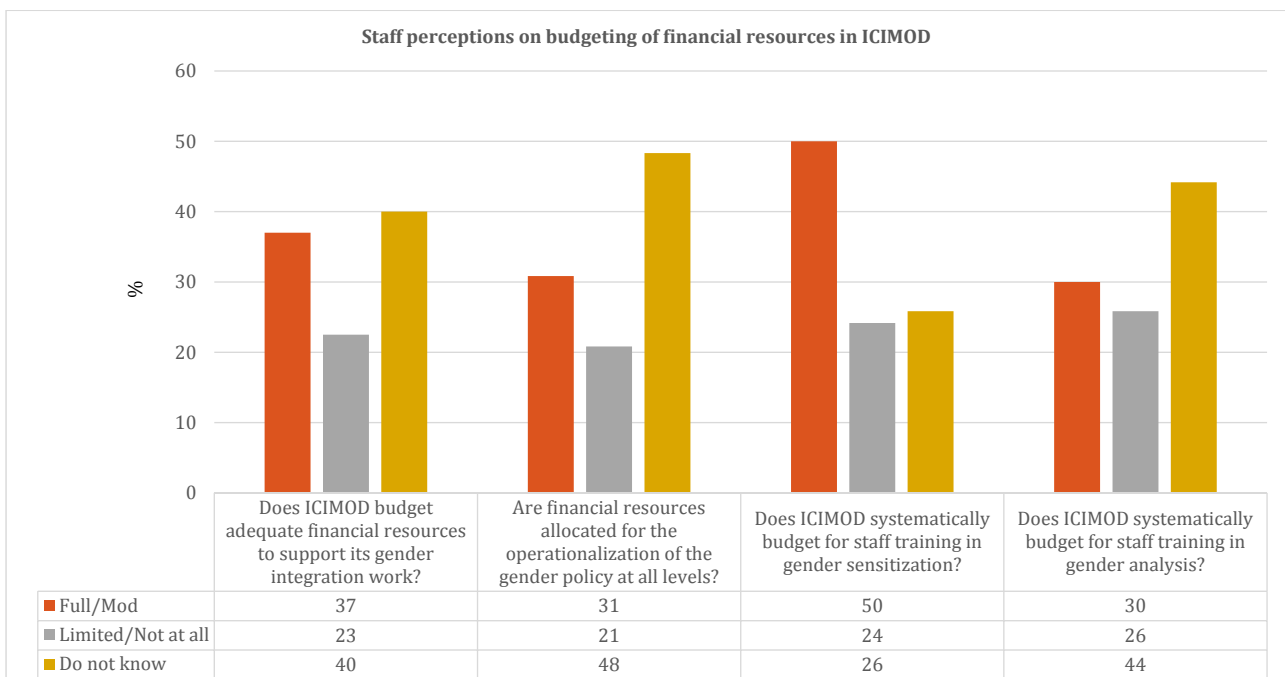
Our programs are implemented by partners for whom gender equity is a very low priority.



5.4.5 Staff perceptions on gender in financial resources

A large proportion of ICIMOD staff (40-48%) do not know whether ICIMOD budgets adequate financial resources to support its gender integration work, or whether financial resources are allocated for the operationalization of the gender policy. About a third of staff believes the amounts budgeted are fully or moderately adequate, and about a fifth believe budget is limited or none.

- *“Clear gender budgeting and more staffing of gender experts is a must for better integration” (Female)*



Many staff have participated in staff training in gender sensitization, so it is not surprising that 50% agree to a full or moderate extent that there is systematic budgeting by ICIMOD here. More surprising is the 50% response that systematic budgeting is limited/not at all/do not know, since all staff are supposed to have participated in this training.

Also surprising is that 56%% of staff believe that ICIMOD systematically budgets for staff training in gender analysis - there is actually no systematic gender analysis training provided to staff by ICIMOD. However some initiatives have included gender analysis in specific workshops, and this may be referred to here.

VI: TEN RECOMMENDATIONS TO TAKE GENDER INTEGRATION IN ICIMOD TO THE NEXT LEVEL

ICIMOD has a unique opportunity to work in mountain areas with marginalized women as well as men, to bring about transformative change. Major opportunities exist in, firstly, mapping the Hindu Kush Himalaya region to identify gender issues and where, with outmigration, women are increasingly taking leadership in addressing the challenges of climate change and globalization; secondly, piloting innovative strategies to support women's entrepreneurship, empowerment and leadership on the one hand while building resilience and reducing vulnerability on the other; and thirdly, using the evidence generated to advocate for effective gender policies and strategies at national, regional and policy levels.

Happily, according to the staff survey, most staff (83%), both women and men, do believe that the promotion of gender equity fits into the image of ICIMOD, and most also believe that ICIMOD management has a strong commitment to gender equality. But nearly all women (91%) and many men (69%) also feel that ICIMOD could do much more than it is currently doing to institutionalize gender equity. This Chapter summarizes the work of the 2016 gender audit in ten recommendations to take gender integration in ICIMOD to the next level.

6.1 Operationalise the Gender Equity Policy through a Gender Action Plan

The 2012 gender audit included more than 50 recommendations. According to ICIMOD gender team's assessment, many of these have not been implemented or have been only partially done. The gender audit report was submitted nearly a year late, gender staff and organization had changed, and the recommendations were never formally assessed as desirable or feasible, or adopted by ICIMOD. It is commendable that in spite of this, ICIMOD was able to integrate gender in many ways into its Medium-Term Action Plan in 2012, and also to develop a gender equity policy in 2012. ICIMOD's commitment at management, Board and funding partner level to gender equality is one of its greatest strengths.

Hence, the most important recommendation of the 2016 gender audit is that ICIMOD prepare and adopt a Gender Action Plan (GAP), that can feed into the next Medium-Term Action Plan. While the amount of time allocated for the gender audit did not allow for carrying out the full process for preparation of a Gender Action Plan, the experience with the methodology and in particular the reflections by five initiatives and key units are a very rich resource and were intended to lay the groundwork and start the process for preparation of an ICIMOD Gender Action Plan (or plans, by individual initiatives, programs and units) that could be integrated in the next ICIMOD Medium-Term Action Plan.

The process of developing a GAP, as described in section 2.1.3 above as adapted from ENERGIA's practical handbook on gender mainstreaming, should be guided by a participatory, inter-active and bottom-up process from ICIMOD initiatives, staff and management, and facilitated by the SIF-Gender.

A recurring theme in this report is that while gender policy and vision in ICIMOD is very robust, and good practice is developing well in some Initiatives and Programmes, the overall ICIMOD metrics do not always reflect these in implementation. While there are indeed many achievements, ICIMOD staff, particularly male staff, have the impression that much more is being done on gender integration than is actually the case, according to the staff survey. For example, many staff believe that ICIMOD has an operational plan on gender integration, has increased women's representation in professional staff to a large extent, and provides training systematically on gender analysis, none of which are true. The results found by the audit on gender balance in professional staff, on gender content and focus of internal and external publications, and on female and male authorship, were a surprise to many staff.

The remainder of this Chapter makes suggestions about the content of different aspects of the Gender Action Plan, these now need to be reviewed and further developed by ICIMOD. A number of suggestions

were developed at the final workshop presenting the initial findings of this gender audit, with the ICIMOD Management Committee, Gender Audit Team, and GReaT team. Three working groups – two on programs, and one on institutional aspects – met together and began a process of review and reflection to prepare options for a GAP. Not all of the working groups finished revising their work, so these are not all included here. This process should be continued and then finalized by management for inclusion in the next MTAP. The recommendations of the 2012 gender audit can also be reviewed by working groups for ideas and options, as part of the GAP process.

It may be useful to establish additional specialized working groups, as described below, to work on specific topics such as gender budgeting and other metrics, how to increase the output of female researchers, or how to work with partner organizations on gender; and to develop feasible actions and indicators around these.

The outcome of the process should be a Gender Action Plan with gender goals, outcomes, activities, SMART indicators, responsibilities, and budget. While integration of gender actions into the MTAP which will be adopted by the ICIMOD Board is also essential, developing a separate GAP as well will be useful for monitoring and to ensure synergies and coordination of

6.2 Improve accountability with agreed and feasible M&E metrics, with a timeline for adding additional metrics

Monitoring and evaluation of gender-positive change was the top suggestion of ICIMOD staff for how ICIMOD can better integrate gender into its work (62% of survey respondents), and establishing baselines and setting measurable targets that are reported in ICIMOD annual reports also received support. Excellent policy and planning frameworks on gender are in place in ICIMOD, these need to be systematically operationalized. It is critical that SMART indicators are selected to measure gender integration, and this could be the subject of a working group before adoption by ICIMOD. This will make it possible for SPM&E to effectively track progress.

For example, the target of 30% participation of women in events has usefully raised the visibility of women in ICIMOD activities, but other metrics that may be more meaningful, such as the gender content of events, women's and men's participation in pilot projects, and the development impacts of training, are not systematically assessed. These metrics need to be well defined, feasible and transparent. Integrating gender indicators in baseline studies is critical to be able to do impact evaluation later. Pilot projects could have more focused gender-sensitive M&E. Impact evaluation could go beyond participation in events and address not only material welfare indicators but also measures of women's and men's empowerment where relevant, as has been done in the Climate-Smart Villages Pilot.

Which metrics should be adopted by ICIMOD? The metrics measured in this gender audit can be a starting point for consideration. But ICIMOD needs to reflect on whether these, or others, are the metrics that it wants its gender integration efforts to be judged by. And all metrics need to be carefully designed. These should be agreed and finalized by an ICIMOD Working Group including SPM&E, SIF-Gender, and representatives of key units and programmes.

A timeline and framework for adding metrics should also be prioritized, as not all can be expected to be added at once and baselines need to be developed from initial results.

An Annual Review of Gender Strategy Implementation could report annually, with GAP targets met and activities completed or added. This could be a joint product of SPM&E and SIF-Gender. Both organizational and programming metrics should be included in the Gender Action Plan.

6.3 Strengthen the core Gender Institutional Function for strategic orientation, quality control and cross-cutting research and learning

The core gender institutional function at ICIMOD is currently 60% of one staff member who also provides technical expertise to initiatives, and is located under one of the four thematic areas. This function needs to be strengthened and made more visible in the organization. More clarity is needed on the institutional versus programmatic role of the SIF. Different skill sets are needed for the different gender integration functions in ICIMOD: Research, training, gender mainstreaming in programmes.

Key institutional functions could include, and probably require at least one full-time staff to perform:

- Provide strategic orientation and facilitate development of ICIMOD-specific strategies and concepts, e.g. on working with partners;
- Continue to support Human Resources and KMC in their gender integration work, and increase support to SPM&E in the critical area of developing appropriate and feasible gender metrics;
- Promote sharing of experiences and lessons learned across Regional Programmes and Initiatives;
- Provide quality control or systems for quality control of gender integration in key outputs;
- Develop ICIMOD-specific tools and guidelines for gender integration;
- Identify cross-cutting research needs and encourage and/or publish cross-cutting research;
- Coach and mentor the gender team and GReaT;
- Strengthen ICIMOD programmatic relations with relevant gender-sensitive networks and organizations, to expand beyond traditional networks and ensure that their expertise is integrated into ICIMOD programs, including by strengthening the WGEM database;
- Act as a credible source of gender information and advocacy in ICIMOD management meetings and decisions.
- Network with state-of-the-art gender work globally, that is relevant to ICIMOD's mission and program.

While the current SIF-Gender function at present contributes to many of these areas, a 60% post is simply not sufficient to adequately address all of these areas. Further, this function needs to be made more visible at policy and decision-making levels in the organization, preferably at management or even director level. The SIF-Gender function needs have the status and weight to “sit at the table” and “lean in” in management discussions.

6.4 Ensure that adequate gender expertise and budget resources are available and accountable in all Initiatives and Programmes - commensurate with the growth of ICIMOD

Although integration of gender expertise into programming has been very successful in many cases, the current level of five full-time gender experts is similar to the level of expertise available in 2012. Some initiatives and programmes do not have access to gender expertise, due to lack of funding or commitment; or they do not have funding allocated to carry out activities to make use of the advice of the gender specialists, such as baseline or impact studies and analysis.

Having more gender experts to support action areas was suggested by survey respondents as a way for ICIMOD to better integrate gender in its work. A level of gender expertise and budget in the organization that is proportional to ICIMOD total program budget should be agreed and maintained. This could require increasing the number of gender specialists available to provide expertise to Initiatives, and it could mean setting a minimum percentage of budget or types of outputs that all initiatives meet.

Initiatives generally supported the idea of allocating one full-time gender specialist for each Regional Programme, responsible for all initiatives in that programme, hence 5 gender specialists for programming functions. This would encourage synergies on gender among initiatives in a program, and ensure that less

well-funded programs also have access to gender expertise. SSAs can also be recruited by initiatives for specific expertise and studies.

Making financial resources available was cited by nearly a third of survey respondents, as a way that ICIMOD can better integrate gender issues into its work. It was not possible in the limited time for this gender audit to determine how much of ICIMOD's budgets are spent on addressing gender issues. However this would be desirable to construct as a baseline. An initial gender-responsive budgeting exercise might include expenditures on e.g.:

- Gender specialists' staff time;
- Gender components, surveys and studies as reported by Initiatives; and
- Gender training and awareness, including International Women's Day;

The gender budget should be expressed as a percentage of total budget, as a baseline.

In future, it could be considered whether to carry out a full gender budgeting exercise, i.e., considering the gender impacts and implications of all ICIMOD activities. Ways to anticipate future gender budgeting and to maximize these gender impacts in the next MTAP could include:

- Increasing ICIMOD's work in areas that particularly address women's as well as men's needs, such as migration, food security, and cooking energy;
- Ensuring that gender-responsive stakeholders and specialists are included in project planning and design, so that the Theory of Change reflects gender concerns; and
- Including development impacts of both women's and men's incomes, welfare and empowerment in baseline studies, so that impacts can be measured later.

An important question is to what extent gender activities of all ICIMOD gender specialists should focus on gender mainstreaming in ICIMOD programmes, versus carrying out and publishing gender research, according to ICIMOD's stated goals to "generate evidence-based recommendations for more positive impact...a bridge between evidence and policy and practice", and "generate state-of-the-art knowledge and rigorous science." Many interesting gender research issues are arising in ICIMOD Initiatives, and considerable sex-disaggregated data and analysis is being generated. If the goal is truly to be cutting-edge on gender integration in the region, a certain level of research output would be expected, and adequate time for gender specialists to write scientific papers needs to be allocated. A review to identify policy-relevant research issues that require empirical research or conceptual development could be a useful first step, to design a gender research program.

6.5 Evaluate, share, and systematize use of existing good practices on programming from current ICIMOD programmes and initiatives as well as from gender-responsive partners

Integrating gender issues into initiatives and programmes was the second most suggested way for ICIMOD to better integrate gender into its work (58% of respondents). There is considerable scope to scale up existing good practices on gender from some current ICIMOD programmes and initiatives, and quite possibly, from partner organizations as well. Many good practices were reported by initiatives, but these are not systematic throughout the organization. There is beginning to be information generated on results through the results framework, that can be analysed. Their effectiveness also seems to vary, and there is much potential for learning from both self-reflection and other initiatives and partners. The SIF-Gender and SPM&E could facilitate and this could also be part of the recommended work to increase partner capacity building.

Systematizing these current good practices into standard operating procedures, requirements, and targets could help weaker programs scale up their gender work more quickly and set standards for new initiatives. Some simple and SMART targets based on these good practices could be effectively incorporated into the Gender Action Plan above, for example to increase the share of gender-focused publications from

the current meager 3.5% over the past five years, if each Regional Programme targeted production of at least one gender-focused technical report or journal article per year, and if this were reported in the annual progress report. To ensure gender parity in beneficiaries of pilot projects, scholarships, etc., a 50% target could be set at the level of each Regional Programme or Thematic Area. As a matter of ICIMOD policy, male staff could “take the pledge” not to participate in all-male panels (with exceptions granted for good reason), and a gender section with criteria could be included in all LoAs. These are only possible examples; many other existing good practices are mentioned in the Programming chapter of this report.

In particular, it may be useful to assess and reflect on good practices and lessons learned in attempting to reach gender balance in participation in events and in pilot projects, the two metrics examined in this report. Some initiatives have been successful but many struggle here. Reviewing the data here by Program and Initiative and looking at both good practices and the reasons for this could provide useful guidance for designing strategies to improve. A similar analysis could be done for pilot projects.

In the staff perceptions survey, a majority of program staff believed that there were tools and techniques available within ICIMOD for integrating gender analysis into their work, but a significant number did not know of any such tools; in fact ICIMOD does not use any formal tools or guidelines for gender analysis. Development of ICIMOD tools and guidelines for gender analysis should be considered, but care should be taken that these are needed, adapted to program-specific needs, and would be used by professional staff.

6.6 Strengthen ICIMOD staff capacity on gender integration and analysis through training, reflection and sharing of ICIMOD and other good practices

The current gender sensitivity training has been well received, and appears to have increased staff awareness of discrimination, which could eventually lead to less gender discrimination in fact. A possible strategy in continuing the current gender awareness training could be to expand this training to include all types of discrimination, not only gender – in particular age (youth) discrimination, which is also perceived as an issue by many staff. The training could also be used as self-reflection to develop possible strategies and activities to address gender and other forms of discrimination.

It is important to note that according to the staff survey, considerable gaps exist between female and staff perceptions in many areas of organizational culture, as well as in perceptions of actual facts (whether ICIMOD has a gender equity policy, how much ICIMOD is doing, e.g. on promoting women to senior management or discouraging gender-insensitive language). Women staff tend to take a less positive view than male staff, and they are frequently (but not always) more accurate in their assessments of the actual situation than are male staff.

A particular area of action could be how to improve informal contacts and networking between women and men in ICIMOD, which in diversity training in the U.S. has been identified as the major way to build trust and teamwork, leading to more effective programs and outcomes. This may be particularly important in an inter-cultural organization like ICIMOD.

Women’s leadership training was also viewed quite favorably by staff respondents, and consideration could be given to offering this in-house to more women, rather than sending only a few women to the international course.

Gender analysis training has been offered to staff by some Initiatives, but is not systematic. An emphasis on gender programming content rather than awareness is likely to be more attractive as relevant to many program staff, especially if it offers on-point practical models and assistance. The staff survey shows that many staff feel that ICIMOD does not offer them enough opportunities for gender analysis training. In particular, interest is expressed in:

- How to apply gender analysis as practical applications to my technical area;
- Examples/case studies/empirical evidence of how gender analysis has improved project outcomes.

Developing a gender analysis training program that can be offered to both ICIMOD staff and partners, staffed with a full-time highly qualified trainer from the region, would be an important step in taking ICIMOD's gender integration to the next level. Many ICIMOD staff and managers already have a high level of gender knowledge and experience, and could contribute as trainers in courses or as guest speakers. Development of relevant good practices (see 6.5), case studies, and adaptation of methodologies to ICIMOD technical areas, would be an important contribution to the gender practice in the region as well as to ICIMOD's effectiveness.

There is considerable scope for sharing of good practices among ICIMOD initiatives as a form of in-house training. Workshops, brown bags, International Women's Day, etc. can provide fora for capacity building.

6.7 Continue the gender-sensitive approaches of human resource and knowledge management and communications, and strengthen where appropriate

Both human resources and KMC already have strong gender-sensitive policies and practices in place and were also able to identify opportunities. Some areas for strengthening could be considered, for Human Resources:

- Implement a written policy on flexi-work and working from home;
- Put in place a Policy for compensation of time after field visits for work and travel on weekends, as the UN has;
- Consideration of gender equity of HR policies from both male and female points of view;
- With the support of SIF-Gender, ensuring that job vacancies are circulated
- Including gender expertise in job descriptions, as well as equal opportunity policy, as a desirable qualification; and including gender expertise as a positive criteria in hiring;
- Active recruitment of female Young International Professionals from low represented Regional Member Countries, and continuing to hire fresh female graduates in SSA positions;
- Review good practices of other young professionals mentoring programs such as World Bank and ILO, and prepare a plan for consideration by management for instituting a mentoring program for young professionals, SSAs and staff;
- Design a means to measure gender expertise of non-gender specialist staff, for example through a self-reported gender equality competence survey, such as the CARE gender health check uses; findings could be used to design gender training; and
- Including gender objectives and measureable performance indicators in all performance monitoring (nearly a third of survey respondents suggested this as a way that ICIMOD can better integrate gender into its work).

For KMC, actions on gender-sensitive language, participation of women and youth in KMC activities, and coaching of staff should be continued. Metrics on the share of gender-focused publications, gender content of ICIMOD publications, and share of female authors are likely to be more amenable to programming interventions than to KMC actions, but KMC could ensure that both internal and external publications are coded appropriately for gender in the ICIMOD database, monitor and report on these metrics from the current baselines. It could also analyse and compare progress by different units and initiatives, and promote sharing of good practices among them.

A particular issue noted by the consultant, is that ICIMOD language in publications and communications often mentions women only, rather than reflecting a gendered analysis of both women's and men's roles and relationship. This could also be addressed by KMC.

6.8 Establish a “mentoring culture” that provides opportunities for learning and growth into professional and management roles by both women and men, to improve gender balance

While ICIMOD has made impressive progress in increasing the number of women to a majority as interns, SSA and GS/TS level staff, progress in professional and managerial positions, especially senior management, has lagged. Authorship of ICIMOD research, both internal and externally published, is also low. Many survey comments by female respondents related to the lack of opportunity for women to move into more responsible roles as professionals, researchers, and managers:

Establish more female role models in leadership positions. There are competent women at ICIMOD.

ICIMOD senior staffs should learn how to motivate junior staff/colleagues so that they could also enhance their knowledge and improve and work hard on their mistakes. Gender doesn't only mean differences in treatment between men and women but it reflects the role of every individual to treat others with equal respect that you wish others to treat you.

I think if ICIMOD actually wishes to see gender equity at the organizational level then it needs to push and provide more opportunities to the women staff both at the senior and young professional level. That would be called equitable and would result in a higher percentage of women staff being trained and prepared for a better professional opportunity alongside male colleagues.

If ICIMOD wishes to see gender equity at the organizational level then it needs to provide more opportunities including a higher percentage of women staff being trained and prepared for a better professional opportunity alongside the male colleagues.

The comments raise an important point, that women may require targeted training and mentoring in order to prepare for these roles. Cultural stereotypes may need to be overcome on the part of both women and men, such as the convention in many cultures that women should not speak loudly. Establishment of a mentoring programme and culture in ICIMOD would benefit both young women and young men and prepare them to more effectively contribute to ICIMOD programs, for example specific training on scientific writing. A training needs assessment could be done to ascertain mentoring and training needs specific to young women and men.

More disaggregated data on current staff and annual new recruitment, by staff category, regional program and initiative could be used to design a mentoring program, compare units, and learn from good practice. Experience may be very different in the various units and initiatives. For example, significant recruitments in core scientific positions e.g. two female glaciologists have taken place and raised the visibility of women professionals. Also, it would be useful to know whether the current recruitment trends reflect growth in women staff in the staff categories where they are already well represented, or whether this is true also for the professional category. This data and also sex-disaggregated data on management and senior management positions could be included in annual progress reports and compared with earlier years baseline.

The importance of opening also senior management roles to women should not be under-estimated, as a number of recent international studies have shown. For example, a 2014 Credit Suisse of both US and international companies found that greater gender diversity in boards and management are empirically associated with higher returns on equity, higher price/book valuations and superior stock price performance. There is no reason to believe that the positive relationship between gender diversity in management and successful outcomes would be different for development organizations.

6.9 Assess existing gender capacity of partners and prepare a plan to increase their capacity and commitment to gender integration

The ToR for this gender audit did not include consultation with partner organizations, stakeholders or beneficiaries. This is a major gap. Staff perceptions are that lack of partner capacity is a major constraint to improving their work on gender integration, and particularly to improving on the target of including 30% (vision: 50%) representation of women in events. However the due diligence process so far shows that partners assess their gender capacity quite positively.

Some actions to start to work with partners more actively on gender integration could include:

- More emphasis could be put on programmatic gender issues in discussions/activities with partners, not only gender balance in events;
- An initial internal assessment of partner organizations' gender capacity, from the viewpoint of the Regional Programmes and Initiatives, to develop a strategy; categories of partners could be assessed per Regional Programme, e.g., women-targeted; development organizations who work substantially with women; scientific; policy... Some partners may have gender expertise to collaborate with ICIMOD.
- Offer gender audits or joint activities to focal ministries as capacity building, in such a way that it would be attractive for them to engage (for example, asking for good practices and challenges that would be presented at a regional workshop, providing resources to engage national consultants, and mobilizing gender network in the country);
- A regional project could be considered, where focal ministries in Regional Member Countries, technical partners and gender experts (selected by the partner) collaborate on a commissioned paper at national level, present at regional level, and develop a Gender Action Plan for joint activities;
- Consider how gender criteria can be effectively implemented in the due diligence process, where partners self-report (for example, enforcing minimum requirements, instead of or in addition to the points system, for e.g. Gender policy, sexual harassment policy, gender analysis training, gender focal point...);
- "Working with the willing" partner organizations that can self-select to work with ICIMOD on gender activities;
- Expand ICIMOD networks and stakeholder meetings beyond scientific organizations to include with gender-sensitive development organizations, as well as women's organizations working in the HKH (suggested by about a quarter of staff respondents as a way for ICIMOD to better integrate gender in its work);
- Gender analysis training offered by initiatives to both ICIMOD staff and partners, at Regional Programme or Initiative level, in cooperation with the Gender-SIF (this has been piloted);
- Orientation of ICIMOD Board and PAC to partner gender capacity issues, and their involvement in designing how to address this.

A number of good practices to increase women's participation in events, such as consulting with the SIF-Gender for suggestions on participants, involving youth more (where m/f is better balanced), supporting more than one participant if one is a woman, were identified by ICIMOD staff (see 3.1.2) and these could be reviewed and systematized/scaled up in ICIMOD as a whole. A benchmark review of gender balance in the regional in technical fields where ICIMOD works, with other regional organizations and a sample of partner organizations, could also be a useful reality check.

Focusing not only on women's and men's representation in events and pilot projects, but also on gender perspective and content, would likely automatically also increase women's participation rates. Expanding the focus of relevant events to include social science disciplines and political/strategic representation could also bring more women into events.

6.10 Carry out another gender audit in 2022 prior to preparation of the next ICIMOD Medium-Term Action Plan

The next gender audit should be carried out to dovetail with ICIMOD's next MTAP, which would begin in 2022. The next audit should follow an adaptation of the gender action planning process above and should include a preparatory reflection and reporting by staff, including data collection, prior to or during the audit. More adequate resources should be allocated to the next gender audit. It should be noted that the 28 workdays for international consultant allocated for the 2016 were grossly under-budgeted for the present task, although this was somewhat compensated for by the efforts and contributions of the ICIMOD gender team.

Areas that could be considered as preparation for the next gender audit, in addition to the methodology used in the current gender audit, include:

- Perspectives from beneficiaries, partner organizations, and/or beneficiaries; and
- Gender budget (share of budget) or gender budgeting (assessing the gender implications of all of ICIMOD's activities).

Although conventional gender audit methodologies do often focus only internally, the ENERGIA methodology normally emphasizes both gathering information and feedback from partners, stakeholders and beneficiaries from outside the organization, as part of a gender assessment. A transparent process of development and validation of the GAP by partners can identify external resources that can be drawn on for gender mainstreaming, builds ownership, and prepares for concrete roles of stakeholders in the Gender Action Plan.

