

**Gender Equality and Social Inclusion (GESI) Audit
in
AEPC/NRREP**

Submitted to:

AEPC/NRREP
Khumaltar, Lalitpur, Nepal

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Contents

Abbreviations	2
1 The Context	3
2. Rational	4
3. Objective of Audit.....	4
3.1 Specific objectives are as follows	5
3.2 Scope of Audit.....	5
3.3 Significance of Audit	5
4. Approaches and Methodology.....	6
5. Findings.....	6
5.1. Key findings	6
5.2 Policies and directives.....	9
c. Directives and guideline	10
5.3. Programme and Budgets	11
5.4. Management and Administration	12
5.5. Knowledge, attitude and skill (KAS) on GESI	15
5.6. Environment and support	16
5.7. Communication and Promotional system	16
5.8. Monitoring and Quality Assurance.....	17
5.9 Staff perception towards GESI.....	17
5.10 SWOC analysis of the AEPC/NRREP from GESI perspective.....	19
6. Summary sheet of GESI gaps.....	20
7. Conclusion	22
Annexes:.....	23
Annex 1: Terms of Reference to conduction of GESI Audit in AEPC/NRREP.....	23
Annex II: Persons whom the team met for information collection	27
Annex- III: Check list Questionnaire KII.....	28

Abbreviations

ADB	:	Asian Development Bank
AEPC	:	Alternative Energy Promotion Center
APE	:	Annual Performance Evaluation
CREF	:	Credit for Renewable Energy Fund
CNA	:	Capacity Needs Assessment
DAG	:	Disadvantaged Group
DANIDA	:	Danish International Development Agency
DDC	:	District Development Committee
DFID	:	Department for International Development
DEECCS	:	District Environment, Energy and Climate Change Section
FGD	:	Focus Group Discussion
EU	:	European Union
GESI	:	Gender Equality and Social Inclusion
GoN	:	Government of Nepal
JD	:	Job Description
KAS	:	Knowledge, Attitude and Skills
KII	:	Key Informant Interview
KfW	:	Kreditanstalt für Wiederaufbau
MOSTE	:	Ministry of Science, Technology and Environment
MOFALD	:	Ministry of Federal Affairs and Local Development
NRREP	:	National Rural and Renewable Energy Program
NSPs	:	National Service Providers
NGO	:	Non Governmental Organisation
OBCs	:	Other Backward Castes
PD	:	Paris Declaration
PEU	:	Productive Energy Use
PSC	:	Programme Steering Committee
RET	:	Renewable Energy Technology
RSC	:	Regional Service Centre
SWOC	:	Strengths, Weakness, Opportunities, Constraints
TG	:	Target Group
TOR	:	Terms of Reference
UNDP	:	United Nations Development Programme
VDC	:	Village Development Committee

1 The Context

Alternative Energy Promotion Centre (AEPC) was established in 3 November, 1996 by Government of Nepal (GoN) as a nodal agency with the objectives to develop and promote renewable/alternative energy technologies (RETs) aiming to uplift socio-economic situation of Nepalese people. Under the Ministry of Science, Technology and Environment (MoSTE), AEPC has been executing as an apex body for renewable/alternative energy projects/programmes to address the energy needs of the rural communities in Nepal. AEPC has hosted several renewable/alternative energy projects under its umbrella institution. Considering the need of harmonization and synergy among the different projects, AEPC has designed National Rural and Renewable energy programme (NRREP) as a single window programme with the support of different development partners and donors under which the GoN/AEPC commits to include all future renewable energy programmes and projects. Some active development partners for NRREP are ADB, DANIDA, DFID, The EU, KFW, The Norwegian Ministry of Foreign affairs, UNDP and the World Bank.

National Rural and Renewable Energy Programme (NRREP) has been designed with the objective of to accelerate renewable energy service delivery with better quality, comprising various technologies, to remote rural households, enterprises and communities, to benefit men and women from all social groups, leading to more equitable economic growth. The NRREP has been implementing since 16 July 2012 for five year. The distinctive feature of NRREP is to adopt gender equality & Social Inclusion as a vital component to empower rural women, poor and disadvantage groups to address GESI issues as unemployment, energy crisis and access to basic requirements. The programme has established GESI sub component with the specific objectives and roles to address GESi issues in the RET promotion and mainstream GESI into the programme so that all the rural women, men, poor, excluded people have access to the RET services. Apart from their access to RET, it is also expected that these targeted people adopt the RET to increase their productivity and increase their income aiming to enhance their livelihood pattern. Subsidy on renewable energy technologies with focus of rural areas as well as additional subsidy for the targeted people has been instrumental in promotion of renewable energy technologies to increase access of targeted people. Hence, the structure of the NRREP has three components of NRREP - productive energy use, technical components and centre renewable energy fund.

Micro hydro, solar, biogas and ICS are the technologies mostly liked by rural communities. The remotely located rural areas where other options like national grid and commercial fuel access are not practical, these sources are playing a key role not just as electricity or cooking energy but it has opened a wide horizon for other development initiatives like enterprise development, employment creation and environment preservation. Satisfactory results could be seen in rural areas after RE promotion but still studies conducted from AEPC reveals that RE is mostly captured by rural elite and reach up to middle class people. Despite additional subsidy policy and

subsidy delivery mechanisms are in place, the poor, women and socially excluded groups are still far from RE access.

2. Rational

The concept of Gender Equality and Social Inclusion has gained increased prominence in Nepal's public discourse over the past few years, especially since the goal of social inclusion was made one of the strategic pillars in the Poverty Reduction Strategy Paper (2002–2007) realizing that and due to what most observers viewed as the root cause of conflict in the country. Hence, Government of Nepal has put forward GESI as a cross cutting to all the programmes. It has clearly reflected policy papers such as Millennium Development Goal and Three Years Periodic Plan. It is also made mandatory that the entire programme should have sex and caste disaggregated data on beneficiaries and 45 percentages of beneficiaries should be belonging to disadvantaged groups. The government of Nepal has prepared gender policy and promotion of inclusive governance.

Issues on gender equality and social inclusion have complex dimension and twisted with each others, it can't be addressed with single approach as many problems intertwine within it. It is a complex net and has vicious circle, hence strategic implementation approach is needed and everyone has a role to play. All levels of government, partners, local bodies, local NGO, Development Partners and the community and others must have the joint efforts for gender and social inclusion. As ambitious targets are set for gender equality and social inclusion, clear concept on the subject matter from decision making level to implementation and towards the beneficiary levels are essential for effective and timely delivery to achieve anticipated targets. The policy, competency or skill, organization's culture, human resource and management pay vital role in effective implementation of activities.

In this context, NRREP has adopted GESI as a prime unit in the structure to address social and economic poverty issues in promotion of renewable energy technologies. It has recognized that any development initiatives would be incomplete if it does not have disaggregated information on beneficiaries irrespective to sex, caste, ethnicity, class, etc.

GESI unit in NRREP is actively working for mainstreaming GESI into the programme. In this scenario, GESI audit has been framed to establish benchmark and identified gap to address different inter related issues in the area of gender equality and Social inclusions at NRREP.

3. Objective of Audit

The objective of this audit is to identify organizational strength and gaps to address the issues of targeted groups as poor, women, marginalized and socially excluded groups in increasing their access and control over the RETs adoption and application. (see annex I as TOR to conduction of GESI audit)

3.1 Specific objectives are as follows

- To review the plans and policy related to renewable energy sector from GESI perspective,
- To analyze AEPC/NRREP organizational policies, plans and program from GESI point of view,
- To identify strengths, opportunity and GESI gap and develop accountability mechanism for regular monitoring and evaluation of the project at different level,
- To extract lessons learnt that will be helpful to formulate policy, project and programme in the future at AEPC/ NRREP,
- To prepare recommendation based on findings and
- Prepare action plan to address recommendations

3.2 Scope of Audit

The Term of Reference of the assignment clearly captures the scope of work within the given areas:

- Prepare framework for the GESI audit referring scope given by the programme documents, GESI mainstreaming plan and implementation plan.
- Review documents and identify gap to make it GESI responsive
- Conduct audit in the AEPC/ NRREP as a whole and identify organizational strength points where by management can put efforts to build on and classify gaps, which need to address.
- Assess the components and subcomponents to identify strengths and recognize GESI gaps, which need to address.
- Analyze the attitude, behavior and skill of the staff on GESI and identify scope for development,
- Analyze leadership, management system and structure of the AEPC and NRREP
- Validate the finding with the staffs for internalize and rectify the gaps
- Recommend for necessary strategies to address the existing gaps
 - Prepare action plan to address GESI gaps
 - Submit final report with strategic recommendation and action plan to address GESI gaps.

3.3 Significance of Audit

National Rural Renewable Energy Programme (NRREP) also aims to recognize AEPC as pro GESI organization in renewable energy sector of Nepal. The program document clearly spells the GESI on its development objectives, immediate objectives and in several output related indicators followed by activities. In the first year of initiation, lot of task has been already completed. Development of structure and systematizing the process are some of the major initiation of AEPC/NRREP towards gender equality and social inclusion. More practice/approaches still to be adopted, the GESI audit would provide a clear

instruction/recommendations and set a benchmark to plan and implement the GESI responsive initiatives.

4. Approaches and Methodology

GESI audit is primarily focus on the assessing existing situation against the standard. For this, different approaches and methodologies have been adopted to investigate the GESI concerns. Basically, desk research, in-depth interview, focused group discussion, interaction and observation are applied to analyze the GESI concerns.

Tools: The framework, checklist and questionnaires were designed to frame the discussions and analysis. (Details see in annex III)

5. Findings

5.1. Key findings

NRREP as a programme aims to improve the living standard of rural women and men, attain sustainable development through integrating alternative energy with the socio economic activities of women and men in rural communities. Program document clearly stated that AEPC will be recognizes as GESI proactive organization in the area of energy sector development. All the technical arrangement are found as par however from GESI perspective there is still lacks of needed structural and procedural arrangement.

The basic framework for GESI mainstreaming would include the following key elements

- Political commitments: political will, development partner's commitment, financial commitments,
- Organizational accountability: Specific GESI policy, operations and management, monitoring and impact assessment, mainstreaming GESI responsibility, integration in programme and projects
- Technical expertise: staffing patterns, capacity building, technical backstopping to the programme/projects, research and documentation
- Organizational culture: staff perception about GESI mainstreaming, information and networks, decisions making processes, norms/attitudes/values regarding women and men belonging to different social caste, ethnicity and class, harassment and gender relations issues, working environment, leadership style.

Status of the GESI mainstreaming in the AEPC/NRREP

Analytical framework	Key elements	Findings
Political commitment	<ul style="list-style-type: none"> • Government directives • Development partners directives • Policy documents and periodic plan • Funding support 	<ul style="list-style-type: none"> • No separate act of AEPC, structural barriers of organization approved the AEPB bill-Not clear • Very specific for GESI integration in beneficiaries data and impact on livelihood • RE policy not clear about GESI • Limited funding, from DANIDA and Norway
Organizational accountability		
Policy, directive, programme and budget	<ul style="list-style-type: none"> • Senior management commitment • Specific GESI policy, programme plan, strategy and budget 	<ul style="list-style-type: none"> • Initiated discussion and instructed for mainstreaming GESI • No GESI policy, GESI strategy and implement plan are in place but limited budget for implementation.
Organizational operation and management	<ul style="list-style-type: none"> • Review/revise personal policies/procedures • Revision of guidelines, formats, programme procedures • Clearly established responsibilities for management • Monitoring and performance assessment of staff 	<ul style="list-style-type: none"> • No HR policy. HR chapter is in the administrative and finance guideline, which was reviewed but not yet approved by PSC. • Revise and applied forms and formats for subsidy in compatible to GESI. • GESI unit is established and GESI focal persons nominated in all components. • JD, TOR and APE of all staff don't include GESI competency. Randomly included in interview and performance evaluation and no further action on outcome of evaluation.
Technical expertise		
Staff development - skills and competencies on GESI	<ul style="list-style-type: none"> • Existing skill on GESI concept and analysis • GESI prospective in all training programme • On-going capacity building at all level • Investment for increasing capacity of staff responsible for GESI 	<ul style="list-style-type: none"> • GESI unit staff has knowledge and skill. Uneven level of understanding of other staffs. • Management is committed for GESI mainstreaming but their understandings are limited to extend outreach to the women, ultra poor, deprived and disadvantaged groups. • Advocacy started by the GESI unit but not sufficient integration into

		<p>the programme by the technical components.</p> <ul style="list-style-type: none"> • Capacity building programme are limited to focal person's level. • Capacity need assessment planned but not yet conducted and no financial plan prepared. • Staff sent for training abroad but not specific to competencies for strengthening mainstreaming process.
Responsibility Mainstreaming	<ul style="list-style-type: none"> • GESI orientation to operations and management • Inclusion in priority sectors • Resource allocation • Rules/guidelines for GESI activities 	<ul style="list-style-type: none"> • X • X • X • Code of conduct prepared and displayed no impact assessment.
Monitoring and evaluation	<ul style="list-style-type: none"> • Integration of gender and social indicators • Development of gender and social inclusion checklists/guidelines • Orientation on GESI, participatory tools and • GESI sensitive/segregation data management 	<ul style="list-style-type: none"> • GESI integrated in the monitoring framework and indicators • X • X • GESI database prepared for monitoring and reporting purpose.
Research and documentation	<ul style="list-style-type: none"> • Updates on new development • Case studies development • Resource centre • Communication mechanisms for networking & information dissemination • Guidelines for integration of gender in research methodology 	<ul style="list-style-type: none"> • No specific information about the progress on GESI in publications • Research conducted on impact of RET interventions but dissemination is limited. • Not prepared success stories yet • Some documents were collection • Very poor • X
Organizational culture	<ul style="list-style-type: none"> • Inclusive decision making process, information transparency, • Cooperation, team building • Norms about raising confidential issues 	<ul style="list-style-type: none"> • Appreciated and acknowledged but no women representative in decision making position and process. • Poor, prefer for independent working process (admin/finance to tech and tech to tech)

		<ul style="list-style-type: none"> • Certain level of comfort in raising sensitive issues, fear of negative impact.
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The above table provides a picture of the status of GESI mainstreaming in AEPC/NRREP. A strong commitment and a positive organizational leadership exist. There is no gender balance and inclusiveness in the organization among the staffs. Need to establish clear policies, checklist and guidelines. Resource gap is big challenge in implementation of GESI strategies. Though nominated GESI focal person, there is limited influence and interventions from GESI focal persons in the components. Inadequate technical backstopping has impacted for limited mainstreaming process. GESI mainstreaming needs strong commitments, sincerity of intents, which is lacking among the staffs. The attitude and behavior of the staff made some level of bottleneck in mainstreaming process.

5.2 Policies and directives

a. Rural Energy Policy 2006 is GESI neutral or blind, it does not adequately address the differential energy needs of men and women. Rural Energy Policy was reviewed in 2011 and recommended for revision to address emerging needs and issues on GESI. It is also recommended to prepare renewable energy policy focusing to reach targeted population aiming to alleviate energy poverty. In this context, Renewable Energy Policy, 2070 has been drafted and circulated for inputs.

Gap: Integrate GESI mainstreaming policy in RE policy

b. Renewable Energy Subsidy Policy 2013 and Subsidy Delivery Mechanism 2013 are the outcomes of the progressing development of the renewable energy sector. It has explicitly mentioned about the RE subsidy for different technology. There is higher side of subsidy amount which are need of rural poor and lesser amount of subsidy, which has been already marketed by the private sectors. The subsidy provision is basically for the least categorized VDC/ DDC such as "KA", "KHA" and "GA" by the Ministry of Federal Affairs and Local Development. There is also additional subsidy for the targeted households such as single women, dis-advantaged groups (dalit, janjati, muslim, madhesi, differently abled person and other backward castes), disaster prone, conflict victim and poor (ultra poor and poor). There is mechanism for delivery of subsidy, which has strictly protected process and mechanism to ensure the subsidy for targeted groups. It is found that there are very few additional subsidy claimed for the technologies by the targeted groups.

Gaps: Though there is a provision of subsidy, additional subsidy & its mechanisms are in place, there is problem in implementation to extend it services to the targeted households.

c. Directives and guideline

Rolling plan on GESI was prepared to promote AEPC as a GESI proactive institution. It contains of gender issues, baseline situation and possible key gender actions, GESI monitoring indicators and responsible units. The document mandates the women participation at all level, targeted programme for women and socially excluded people, communication materials and strategy to extend services to the targeted groups, capacity development, impact monitoring to assess socio-economic impact and overall GESI considerations as cross cutting to all the interventions of RET promotion.

Gaps: The issues analysis in the document is limited to gender though it has written GESI in monitoring indicator. The document is nicely prepared and limited for showcase.

d. Gender mainstreaming plan has tried to explain understanding of GESI, its approach, framework and process, identification of target groups, mainstreaming strategy and expected milestones and plan. Based on GESI mainstreaming plan, detail implementation plan was also prepared as guideline for the GESI unit.

Gaps: The documents seem encouraging but there is limited budget for implementation of activities mentioned in the plan.

e. **Guidelines**-Social mobilization guidelines, GESI tool box and GESI audit guidelines prepared and are in process of implementation. These documents are guideline to implement GESI mainstreaming process.

Gaps: The guidelines are informative but limited dissemination as well as orientation on how to use it?.

f. Strategic Organizational and Development (SOD) has mentioned to be GESI responsive but the document is not yet finalized.

Gaps: The document as such not explicit to the GESI, it needs more integration of GESI mainstreaming agenda to promote AEPC as GESI responsive institution.

g. Reports of NRREP progress such as trimester and annual reports are not explicitly mention approaches, process and outputs. Those documents have limited GESI related information as beneficiaries' group categorization at the end. It is because there is no GESI specific baseline, target and activities. The components and regional/national service centre don't comply for GESI friendly progress report. The annual report of 2012/13 and first and second trimester report of 2013/14 are found as GESI Neutral.

Gaps: The list of beneficiaries in the report gives some level of sensitivity. There is a gap in GESI write up, portrait and flow of report. Guideline for writing progress report is neutral.

5.3. Programme and Budgets

The project document of NRREP has clearly spelled out that NRREP is formed with specific purpose of recognizing AEPC as GESI pro-active organization working in the field of alternative energy. It has strong focus on poverty reduction, clear emphasis on effectively reaching out to the more remote and poorest part of the country by applying the demand driven approach.

There are specifically 3 components

a. Central Renewable Energy Fund (CREF): The immediate objective of CREF is to institute CREF as the core financial institution responsible for the effective delivery of subsidies and credit support to the renewable energy sector. Programme document do not state the GESI responsiveness to its immediate objective explicitly; however there is one activity explicit to GESI goal out of 16 activities.

b. Technical Support Component: The immediate objective of technical support component is to accelerate renewable energy service delivery with better quality, comprising various technologies to remote rural household's enterprises and community to benefit men and women from all social groups. This component has divided into technical sub components such as biogas energy technology support subcomponent, biomass energy technology support subcomponent, solar energy technology support sub component, community electrification support subcomponent, carbon and climate unit, institutional development subcomponent.

Again institutional development subcomponent is divided into 3 units such as Gender and Social inclusion unit, outreach and local body coordination unit, monitoring and quality assurance unit. Out of 10 scopes under technical components; GESI is one, which has elaborated the process for specific affirmative action in planning, implementation and monitoring as a matter of course across all components' activities. Empowerment of women and marginalized groups through enhancement of their technical capabilities and assisting them to take up ownership of the technologies are the specific interest of the programme.

c. Business Development for Renewable Energy & Productive Energy Use (BDRE&PEU)

Immediate objective of this component spell the GESI issue by referring to contribute to an increase in income generation potential for micro, small and medium sized enterprises in rural areas particularly for women and men belonging to socially and economically disadvantaged groups.

There is altogether 22 output indicators in 3 specific programmes (two indicators for CREF, seventeen indicators for TSC and three indicators in PEU). The output 2.14.5 is explicit to the GESI though documents have given special provision for GESI mainstreaming throughout the programme. It means, the document is expected to inbuilt GESI mainstreaming activities through different technical and productive energy use.

The total budget for NRREP five years programme is USD 170.1 million, and allocation of the total budget is as follows:

- 66 percent for CREF,
- 24 percent for technical support component,
- 5 percent for business development for renewable energy and productive energy use,
- 3 percent for NRREP management and
- 2 percent is for studies audit and reviews.

Total of technical support amounted to USD 40.1 Million, of which USD 3.3 million is allocated for 2.14 outputs, means just a 1.94 % of the total budget and 8.25 percentage of technical support component budget.

While reviewed the programme activities and budget, there is just a list of activities related to program components, sub components and units. There is no linkages and coordination among the components to GESI in implementation. The government of Nepal is advocating GESI responsive planning and budgeting, which is not practicing in the planning and budgeting. The total activities of the programme were 323 in 2012/13 and GESI related activities were just 16 i.e. 4.9%, whereas budget for the activities was even less than one i.e. 0.04%.

There is little improvement in 2013/14 budget; there are 409 activities of which 55 are GESI responsive and budget covers 2.78%. This is the increment of 68 times.

Programme and budget	2012/13 (000)	2013/14 (000)
Programme activities	323	409
Budget	2,332,275	3,260,419
GESI related activities	16 (4.9%)	55 (13.44%)
Budget (%)	11,490 (0.04%)	90,582 (2.78%)

Gaps: Though, there is increment in the number of activities and budget related to the GESI, there is need of sharp increment in the number of activities as well as integration of GESI into the other technical components and budgetary provisions.

5.4. Management and Administration

AEPC Board: The board consists of eleven members representing concerned ministries, international development partners, private sectors and stakeholders. This is a high level Governing body of Renewable Energy Programme responsible for all formulation, approval and

revision of policy, plans, programmes, strategies, guidelines and decision. There is no inclusiveness and gender balance in the board.

Organizational Structural: There are nine regional service centers, seventy-five District environments, Energy and Climate Change section in DDCs, two national service providers' organizations linked with AEPC organizational structure, and GESI unit of AEPC has to coordinate with them to mainstreaming process.

Due to inadequate structural arrangement of NRREP from GESI perspective, there is imbalance representation of staff in term of sex and caste/ethnicity representation in central level to RSCs and DEECUs and there are challenges to adopt the technology by the women, poor, deprived and disadvantaged people at the beneficiary's level due to requirement of investment for technologies.

Program Steering Committee: A management committee for NRREP with the responsibility of overall management of NRREP program is representatives of following organizations:

- I. Chairperson: secretary of MoSTE
- II. Member secretary, Executive Director/National Programme Director, *AEPC/NRREP*
- III. Members: Representatives from National Planning Commission, Ministry of Finance,
- IV. representatives from Lead donors
- V. Representative from private sector association- solar and micro hydro

Coordination committee: Coordination committee of NRREP is associated for advisory services to the management team and AEPC board.

Gaps: *the above all committees are not inclusive and gender neutral*

Administration level

Admin Finance Guideline: NRREP programme is guided by Administrative and Financial guideline, 2012 which does not spell the GESI related provision. It seems a big challenge for AEPC for full compliance of GESI until Government approves AEPC bill.

Human resource Policy: NRREP follows administrative and finance guideline, 2012 and it has Human Resources Management Guideline in chapter 6. The chapter explains about the hiring process, salary structure, overhead, fringe and benefits, leave, travel, insurance, transfer and promotion and standard of conducts to operate the programme. There is no separate human resource department; administration unit is handling the human resource management.

Managerial Hierarchy and GESI: Executive Director, National Advisors, Component Managers/ Assistant Directors, Program officers, Assistant program officers and support staffs at central office is not gender balanced and inclusive in structure.

No representation of women and excluded groups is found as per the national standards in decision making positions, managerial positions in AEPC, NRREP components, subcomponent

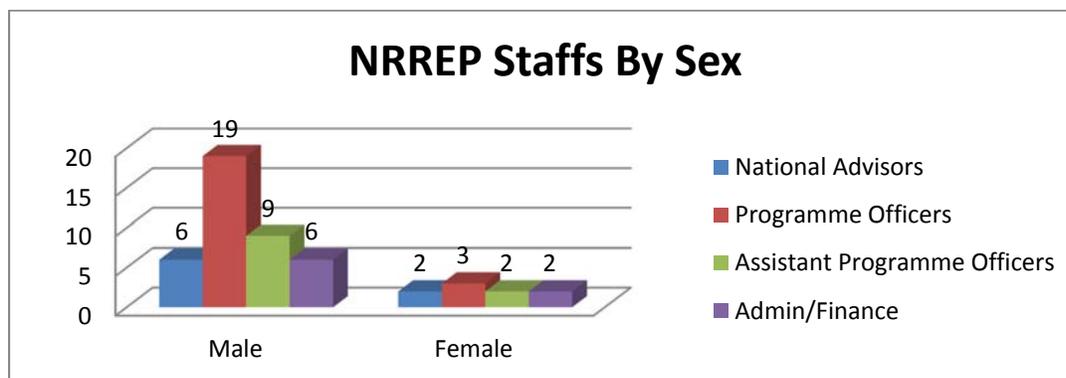
and units as well. However, there is inclusiveness at assistant and support level staffs in central office. Sex ratio of staff is 4:1 for NRREP and 3:1 at AEPC. In Regional service centers, total of 86% of staffs are male and only 14 percentage are female. These huge gaps have multiple reflections on male dominated organizational culture at regional service centers of AEPC NRREP.

Staff composition

Level	B/C/T		Janjati		Dalit		Muslim		Madhesi		Others		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
National Advisor	4		1	2	0	0	0	0	1	0	0	0	6	2
Programme Officer	13	0	5	3					1				19	3
Asst. Programme Officer	7	1	1	1	1	0	0	0	0	0	0	0	9	2
Admin/Finance	3	2	5	2	0	0	0	0	0	0	0	0	6	2
Total	27	3	12	8	1	0	0	0	2	0	0	0	40	9

Source: AEPC report

Chart -1: Staff at NRREP Programmes at Central level



The GESI unit: the unit is found functioning with four members, component manager is male (Brahmin) and rest are national advisor female (janjati), program officer female (janajati) and assistant programme officer female (Brahmin). Hence no representation of DAG was found in the staff composition at GESI unit.

GESI commitment in the NRREP document stated the following requirement:

Staff composition

- At least 33% of Gender and Social Balance is achieved in the staffing of all level at AEPC (Including those in decision making).
- GESI interest and deeds are incorporated in all the RE programmes of each DEECCS. (at least 55% of all RE target groups are women and disadvantaged groups)
- Women represented at decision making position of DEECCS.
- GESI related mandates are in the job description of all RSC staffs and being followed

GESI unit is focusing on:

- Institutional strengthening and capacity development of AEPC/NRREP
- Advocate to include the GESI issues in all the activities
- Encourage equal participation from women and disadvantaged groups.

Gaps: There is no separate human resource policy. There is no GESI responsive job description and have not provided ToR to all the employees. Human resource/staff placement in AEPC/ NRREP is GESI neutral, thus accepting GESI as general formality.

There is no instrument to analyse actual performance gaps. GESI unit is not involved in the performance assessment team and monitoring and evaluation of the programme in the AEPC/NRREP.

NRREP program is the combination of three components at central, there is need of good coordination, harmonization and collaboration to make synergy and reach to targeted people, which is missing.

5.5. Knowledge, attitude and skill (KAS) on GESI

Knowledge and skill: Most of the staffs have some level of understanding on GESI. Code of conduct prepared by the GESI unit has been hanging in the wall all over, so they know about "dos" and "don't". Officer's level staffs have some level of knowledge on GESI but their work is limited to sex and caste segregated data on the participation and beneficiaries. It requires careful management and good architecture without which one cannot feel the sensitive and responsive of its norms. Very few officials have taken skill development training in Gender.

Attitude and behavior: Most of the respondents have generalized issues of GESI based on existing socio cultural phenomenon and understanding. Majority of respondents have stated that this organization is totally based on technology; hence it is not necessary to spell out GESI in every programme and its implementation. Low understanding about Gender Equality and Social Inclusion among officials has made this subject just as a *mantra* in program planning and implementation.

Sharing and learning: there is provision of forth-nightly meeting among the focal persons. During the meeting, the staff shared their experiences and learns from each others. This type of forum should be created in components and broader level.

Gender specific need: AEPC/NRREP is generally found salient regarding this issue at central level; however it is ongoing research to make Renewable technologies users friendly through GESI lence.

Gaps: Capacity need assessment was planned but not conducted. There is need of systematic need assessment on KAS of the staff and prepare capacity development of all staffs.

5.6. Environment and support

Physical environment: During many visit and observation of AEPC office it is felt that the physical structure of the office is not gender friendly. There is no easy entrance provision for differently able person. Similarly there are no separate toilets for male and female staffs. Other necessary GESI sensitive provision – day care centre/child nursing room etc are also not available in the Office.

Inter-personal communication

There is communication channel as the reporting of the progress, apart from that cafeteria is good place for sharing and making jokes. Besides those there is no such forum to make inter-personal communication. Communication is limited to the job/ work, plan, progress and report.

Grievances

Support staffs have expressed that there is no such areas whereby they can share their personal grievances. They have fear in loosing of job, so work as they can under the instruction of seniors.

Sexual harassment

Sexual abuse cases happened but they can't express in the management committee and it is considered as normal behavior and avoids such circumstance by staying distance from those persons. There is no such reporting mechanism and mediation system.

Inclusion at Beneficiaries level

As per record of AEPC , there are more than 60 percent Biomass (ICS) beneficiaries who are women irrespective of mandatory representation of 50 percent. There are still challenges to reach to the pro-poor and ultra-poor due to socio-cultural behaviors, practices, and their life styles. One of the respondents expressed that AEPC is not providing suitable alternatives of traditional multiple uses of Agha (stoves) that could be adopted easily by every level of rural people/families. Computer programming on sex and caste/ethnicity segregated database is in preparation to introduce and link with MIS system.

Gaps: Physical Environment, Interpersonal Relations and Team works are limited. Thought, there are many works and innovativeness to reach targeted people, no such systematic reporting system to the central level and knowledge bank for database is available.

5.7. Communication and Promotional system

There are many beautiful and high quality leaflets, brochures and booklets produced by AEPC/NRREP. While reviewed, those materials are not GESI sensitive. Most of the pictures only promote women cooking in improved stoves, carrying technology equipments, operating bio-gases, managing manures, etc. There is no such reporting mechanism of gender issue in the organizational structure.

It is found that Renewable Energy Technology sensitive to GESI has been broadcasting through radio jingle. Radio Sagarmatha, Kantipur F.M, Ujayalo FM and some television are airing

about Renewable Energy Technologies. The script of promo conversation was found not very impressive and attractive to the normal people. There is no such impact study that whether those information are reached to the targeted people and its effects to them.

Gaps: The traditional mechanism and practices are following for information and communication in AEPC/NRREP, there is no GESI sensitive pictures, photographs, charts, and other demonstration materials as observed.

5.8. Monitoring and Quality Assurance

M&QA unit has been established with the purpose of quality monitoring of which GESI disaggregated data base, developing and framing result indicators and GESI disaggregated MIS are some of the initiations. The NRREP result framework has been developed and which is relatively responsive to GESI.

Though it has stated to apply the M&E guideline of NPC, due to lack of disaggregated data base and management information system, M&E has not been effective. Sex and caste disaggregated database on beneficiaries are on preparation.

Gaps: There is limited clarity regarding systematic inflow mechanism of GESI related data, Overlapping of roles and responsibilities between M & QA and GESI unit, Lack of monitoring tools for GESI, Lack of knowledge on GESI at community/grassroots level where primary data are generated; which increases the chance of generating less reliable data.

5.9 Staff perception towards GESI

a. Views of Executive Level Staffs

- GESI approach is the means to reach and serve to unreached part of population through making their accesses on energy, developing plans, policies, strategies , procedures responsive to GESI, it is important simply because poverty , empowerment, awareness, participation of income generating activities has linked with access on energy.
- Renewable Energy Technologies are specially targeted to the rural poor and marginalized people particularly women. Bringing to DAGs, poor, rural household women in the socio economic activities by making them access on Renewable Energy Technologies is our objective.
- Management is trying to promote gender balance inclusive of all social groups in all component, sub components and units. Management is their best in line with the spirit of project document, and trying to provide special facilities to the women and DAGs in the organization however, due to lack of human resource policies and infrastructure of having ownership, organization is not able to provide such tangible facilities to our personnel. Regarding proportion of male and female staffs, there is neither

- balance of gender nor social inclusion. Organisation has yet to provide adequate facilities to staffs from GESI perspective.
- As our project document clearly stated to recognize the GESI in all level it is of course crucial to consider by our organization

Views for programme Officers

- The programme is focused on the targeted groups as women, poor and marginalized groups. GESI unit is working hard to facilitate, capacitate, linking with and coordinate with different right holders organization and different sub components. We have focal persons in each sub components to facilitate the process. GESI unit is supporting to do it. But, working for GESI mainstreaming is really difficult task especially in the programme which is technology focused, demand driven, resource needs/ investment require and private sector mobilized for technology supply.
- Programme demands sex and caste desegregated data on participation and beneficiaries but neither report comes in that form and nor the analyze has been made through that way, just now result framework has developed, hopefully by end of 2014 it will come to practice.

Views of Support Staffs

- They do not know more thing literally about the GESI but they think that GESI mainstreaming probably means providing employment opportunities to women and excluded group, providing benefits, law or rule for protecting right of women and social excluded, process of bringing women and excluded mainstream of development.
- Formally they do not know anything about the GESI policy, strategy and activities. They never get opportunity to discuss. They expressed of not being their business to read and explain the policies and provisions.
- They felt that there is no inclusiveness but regarding environment at central office, there is no biasness from GESI perspective.

View of Administrative/Account Staffs

- GESI mainstreaming means equal participation , empowerment, and recognition through affirmative action, increase women participation in program at all level, Ownership by women and excluded groups
- Since 2012, there has been frequent discussion on GESI issues but due to structural biasness in the organization and lack of GESI responsive policy, it could not be materialized

5.10. SWOC analysis of the AEPC/NRREP from GESI perspective

a) Strength

- In 2011, AEPC under ESAP II had attempted to mainstream the gender into the programme. *But GESI formalized since 2012 after launching of NRREP..* AEPC, an organization devoted in the area of development and promotion of alternative/renewable energy technologies is responsive towards GESI and it has paved its role of balance economy for development of the country.
- GESI unit is established in AEPC/NRREP Recruited capable staff in centre and regional centre
- Developed GESI tool Box, GESI mainstream Plan, GESI gaps analysis, GESI audit guideline, subsidy policy, subsidy delivery mechanism and social mobilisation guideline
- Providing additional subsidy to the targeted groups such as single women, DAGs, conflict victim and disaster prone.
- Refined forms and formats of the each technology to make more responsive towards GESI
- Developed GESI indicators and database software in practice
- Use of media to communicate and aware on GESI responsive RETs to remotely located poor and DAG

b) Weakness

- Limited activities and budget
- No mandatory provision has been stated in the project document thus board and steering committee is inclusive in nature
- No GESI policy available
- No Human resource policy but recruitment committee within administration is trying its best to follow GoN recruitment policy to hire female staff
- Silence attitude of staffs regarding the GESI issues, so limited advocacy and discussion.
- Baseline prepared after the operation of program thus there is mismatch of data and there is problem to collect disaggregated data

c) Opportunity

The development partners, executive body, management teams are positive towards the GESI mainstreaming, hence there is huge chance to for mainstreaming GESI, Areas of more advocacy, influence and capacity development of the staff.

d) Constraints

Structural positioning of women and DAG in decision making is a big challenge Limited activities and budget

Attitude and behavior problem of the technical staff to work on social aspects

6. Summary sheet of GESI gaps

Gaps	Standard	Recommended activities
No separate act of AEPC,	AEPB bill and act, which should explicitly, mentioned on efficient effective and Pro GESI institutions.	Lobby for AEPB bill and act and addendum GESI approach, model and implementing strategy.
Rural Energy Policy, 2006 is GESI neutral	Renewable energy policy, which has given the areas for GESI approach	Provide inputs on GESI approach, mainstreaming model and implementing strategy in the RE policy.
No women representative in decision making position and process. Poor coordination between working process (admin/finance to tech and tech to tech)	At least 33 % of women in all level of committees and decision making position Supplementary and complementary relationship between admin/finance to tech and tech to tech	Advocate of at least 33% women in all level of decision making bodies. Management and process audit for service delivery process.
No HR policy. HR chapter is in the administrative and finance guideline reviewed but not yet approved by PSC. JD, TOR and APE of all staff are not GESI sensitive There is no instrument to analysis actual performance gaps. GESI unit is not involved in the performance assessment team and monitoring and evaluation of the programme in the AEPC/NRREP.	Separate GESI responsive HR policy for AEPC/NRREP Adopt instrument of GESI competency in JD, TOR and performance evaluation.	Advocate/lobby for HR policy and provide technical inputs to make HR policy GESI responsive Promote GESI responsive JD and TOR Involvement representative from GESI unit in the performance assessment.
No GESI policy,	GESI policy for RE sector	Prepare GESI policy for renewable sector
Uneven level of understanding of other staffs.	Enhance capacity of all staff on mainstreaming GESI into the RET promotion	Conduction of capacity need assessment, prepare capacity development plan and budget, Conduct capacity development programme for the staffs.
Advocacy started by the GESI	GESI mainstreaming into the	Coordinate with technical

unit but not sufficient integration into the programme by the technical components.	programme	components to mainstreaming GESI into the programme
Though there is a provision of subsidy and additional subsidy, its mechanisms, there is limited demand for additional <i>subsidy</i> .	Programme reach to targeted household and people and provide addition subsidy to increase their access to the RET and their productive energy use.	Focus on information dissemination, promotion of services, extend outreach of the services, prepare communication strategy.
GESI strategy and implement plan are in place but no specific budget for implementation. Though, there is increment in the number of activities and budget related to the GESI Limited funding, from DANIDA and Norway	Sufficient budget for GESI related activities	Resource mobilisation from development partners and other components. Advocate for more fund for the activities. Prepare result base plan with sufficient budget.
NRREP program is the combination of three components at central, there is need of good coordination, harmonization and collaboration to make synergy and reach to targeted people, which is missing.	Good coordination and collaboration among the sub components for synergy, this is one window service programme	Advocate for synergy and GESI inbuilt into the programme. Good coordination and collaboration for GESI mainstreaming.
Physical Environment, Interpersonal Relations and Team works are limited. Certain level of comfort in raising sensitive issues, fear of negative impact.	GESI friendly environment, good interpersonal relationship and team work for coordinated efforts	Advocate for GESI friendly environment, leadership style, communication and structure.
There is limited clarity regarding systematic inflow mechanism of GESI related data, Overlapping of roles and responsibilities between M &QA and GESI unit, Lack of monitoring tools for GESI. Thought, there are many works and innovativeness to reach to targeted people but there is no such systematic reporting system to the central level and there is no knowledge bank for database.	Structural clarity on information flow (both side) and reporting system	GESI unit is for capacity building and M&QA is responsible for all progress, reporting and database. Prepare monitoring tools for GESI

Lack of knowledge on GESI at community/grassroots level where primary data are generated; which increases the chance of generating less reliable data.	Establish system to prepare database and enhance capacity to prepare and update database	Establish sex and caste/ethnicity segregated database system at the grass-root level. Enhance capacity of the field staff to establish the database.
No GESI specific information in publication No success stories There is a GESI gap in writing, pictures, photographs, charts, and other demonstration materials and flow of report. Guideline for writing progress report is neutral.	Publication and communication means and mode should be GESI sensitive	GESI sensitive publication and communication Prepare best practices and success case stories and disseminate in mass for learning and sharing purpose Reporting format should be GESI informative.

7. Conclusion

After establishment of GESI unit, the activities related to GESI have taken momentum. GESI issues are complex and twisted in many folds, hence it has to intervene in many layers and by many actors and stakeholders. GESI unit is promoting GESI mainstreaming activities by development different tools and techniques, capacity enhancement and institutional strengthening, of which are still not sufficient to address multi-cultural dimension and functional issues. Technology itself is a challenge to accept by the target groups because of resource investment. Again programme is adopting demand based approach, which is almost impossible for the women, poor and dis-advantaged groups to make demand for the technologies despite the provision of additional subsidy for them. Structural service delivery approach and mechanism has hindranced to extend RET serviced to the rural women and poor.

This GESI study has audited in policy, programme, service, staff, structure, system and leadership style and listed the gaps. There are many layers of intervention for GESI mainstreaming but it is not happening as a concrete result. There is need of some technical correction in the policy level and produce renewable energy policy, human resource policy and GESI policy. There is need of deafening advocacy for the GESI related programme and provision of budget in each components. There is a need of functional relationship between service providers, sub components, M&QA and GESI unit in promoting good coordination and collaboration for GESI mainstreaming. There is need of immensely improvement in the working environment and communication strategy to promote GESI in the organisation and outside audience. There is need of establishment of sex and caste desegregated database and monitoring as well. It is recommend conducting impact assessment on the programme intervention and producing case studies for advocacy and promotion. At end, it is necessary to produce action plan to address the gaps identified in the audit process. The budget is also equally important to implement the activities.

Annexes:



Annex 1: **Terms of Reference**

To Conduct GESI Audit at AEPC/NRREP

1. Introduction

AEPC was established in 1996 AD with the objective of developing and promoting Renewable Energy Technologies (RETs) in Nepal. At present, it is working under the Ministry of Science, Technology and Environment. It functions as an apex body for execution of renewable energy project interventions addressing the energy needs of the rural communities in Nepal. Working as an established national focal point, AEPC has hosted several renewable energy projects and from July 2012, Development Partners and the Government of Nepal (GON) jointly agreed to support the National Rural and Renewable energy programme (NRREP), as a single programme modality under which the GoN/AEPC commits to include all future renewable energy programmes and projects.

The National Rural and Renewable Energy Programme (NRREP) has been launched with the objective to improve the living standard of rural women and men through access of renewable energy technologies but the distinctive feature of NRREP is that it has put Gender equality & Social Inclusion as one of the vital component to empower rural women, poor and disadvantage groups. Unemployment, energy crisis, access to basic requirements related to health, education and communication etc are prevailing social issues of rural communities of Nepal. NRREP has come up with specific component and targets to gradually overcome these social issues. The three components of NRREP - productive enduse, technical components and centre renewable energy fund has defined target for gender equality and social inclusion. GESI is taken into high priority along with the promotion of renewable energy technology, related policy, mechanism, for sustainable operation of the system and create employment of women and men at local area.

The provision of subsidy on renewable energy technologies has proved to be instrumental in promotion of renewable energy technologies. Micro hydro, solar, biogas and ICS are the technologies mostly liked by rural communities. The remotely located rural areas where other options like national grid and commercial fuel access is not practical, these sources are playing a key role not just as electricity or cooking energy but it has opened a wide horizon for other development initiatives like enterprise development, employment creation and environment preservation. Satisfactory results could be seen in rural areas after RE promotion but still studies conducted from AEPC reveals that RE is mostly captured by rural elite. Despite energy policy and subsidy policy in place, the poor, women and socially excluded groups are still far from RE access.

2. Background

It is realized that no single approach can address the GESI issues as many problems interlinks within it. It is a complex task, strategic implementation approach is needed and everyone has a role to play. All levels of government, partners, local bodies, local NGO, Development Partners and the community and others must have the joint effort for gender and social inclusion. As ambitious targets are set for gender equality and social inclusion, clear concept on the subject matter from decision making level to implementation and towards the beneficiary level is the must for effective and timely delivery of anticipated targets. The policy, competency or skill, organization's culture, human resource management pay vital role in effective implementation of activities.

GESI unit has planned to conduct GESI audit to identify the prevalent issues in AEPC/NRREP. GESI audit is a process based on a participatory methodology to promote organizational learning on mainstreaming GESI practically and effectively. It identifies issues of gender and social inclusion and means to address in internal organizational system as well as in programming. The audit also includes 'personal and institutional biases' in the culture of organization that prevented gender equality objectives being taken forward.

This ToR is developed to conduct GESI audit of AEPC/NRREP organizational system to provide reflection upon the organizational strengths and the areas that need further strengthening. The GESI Audit supports organizational learning on how the concerns of women and the excluded groups can be integrated and improved for successful mainstreaming. GESI audit report would set a benchmark for AEPC so that annual improvements could be made progressively towards GESI mainstreaming based on the set benchmarks.

Some benefits of this methodology:

- Good practices in relation to GESI mainstreaming are identified
- The information collected can be used as a benchmark for future improvement.
- Aspects that promote and hinder GESI integration are identified.
- GESI Audit report provides concrete recommendations to follow up.
- Increases organizational as well as individual learning, ownership and motivation to act for change.
- The team spirit is increased as a result of collective learning experiences.

3. Objective of the assignment

The main objective of this assignment is to conduct GESI audit and identify organizational strength and gaps to address issues of targeted groups as poor, women, marginalized and socially excluded groups in increasing their access and control over the RETs application.

4. Scope of Work

The consultant shall focus on following aspects to identify the gaps:

- Prepare framework for the GESI audit referring scope given by the programme documents, GESI mainstreaming plan and implementation plan.
- Review documents and identify gap to make it GESI responsive
- Conduct audit in the AEPC and NRREP as a whole and identify organizational strength points where by management can put efforts to build on and classify gaps, which need to address.
- Assess the components and subcomponents to identify strengths and recognize GESI gaps, which need to address.
- Analyse the attitude, behavior and skill of the staff on GESI and identify scope for development,
- Analyze leadership, management system and structure of the AEPC and NRREP
- Validate the finding with the staffs for internalize and rectify the gaps
- Recommend for necessary strategies to address the existing gaps
 - Prepare action plan to address GESI gaps
 - Submit final report with strategic recommendation and action plan to address GESI gaps.

5. Inputs from AEPC/NRREP

- Support to make the relevant documents available
- Support in consultative process
- Support in consultative meeting with AEPC
- Manage and support validation workshop

6. Time and budget

6.1. Timing

The duration of the GESI audit will be 40 days and will be effective from the date of contract signing.

Break down of work days

5 days documents review

7 days checklist and questionnaires finalisation

20 days conduction of GESi audit

4 days draft report preparation

1 day validation workshop and prepare action plan

3 days for finalise the report.

6.2. Budget

The total budget allocated for the assignment is **NRs 300000.00 (Rs Three lakhs only) including** taxes and VAT. The consultant will be paid after completion of the assignment and submission of the final report after incorporation of comments/recommendation from consultative meeting with AEPC professionals.

7. Deliverables

The deliverables are as follows:

- Inception report with clear approach and methodology (work program including milestones)
- Publishable report on GESI benchmark with classified gaps, recommendation and action plan.

Reporting of the work shall be done as per following:

- Inception Report: Within 7 days after signing the contract (1 hard copies and e-copy via email)
- Draft Report of the Task: Within 3rd week after signing the contract (1 hard copies e-copy via email)
- Final Report within the contract period after incorporation of all the comments from validation workshop (1 hard copies and 1 soft copies in CD/DVD)

8. Documents to be submitted

- a. CV
- b. A copy of VAT registration certificate

9. Right to Audit

The National Rural & Renewable Energy Programme's Compliance Unit shall have the right to audit and inspect all books, records and underlying documentation relating or pertaining to contracts or agreements under NRREP, for delivery of goods or services, kept by or under the control of the Contractor including, but not limited to those kept by the Contractor and its employees, agents, assigns, successors and subcontractors.

The Contractor shall maintain such books and records, together with such supporting or underlying documents and materials, for the duration of the contract or agreement and at least to the end of the following Government of Nepal Fiscal Year from the approved date of the completion of the assignment as per contract or agreement with NRREP.

A clause regarding this facility will be included in the contract document.

10. Time frame

The consultant has to complete the assignment within 40 days of contract signing.

11. Consultant Selection Method

GESI unit will adopt headhunting approach to find the experience, appropriate, quality and outcome oriented profession having required skill to undertake the assignment of GESI audit. The process is expected to be effective and efficient with respect to time, cost and quality product.

Annex II: Persons whom the team met for information collection

SN	Name	Designation	Component/Unit	M/F
1	Anand Maskey	Component Manager	CREF	M
2	Raju Laudari	Component Manager	PEU	M
3	Samir Thapa	Component Manager	Biogas	M
4	Nawaraj Dhakal	Component Manager	Biomass	M
5	Jagadish Kumar Khoju	Component Manager	CE	M
6	Rudra Prasad Khanal	Component Manager	Outreach/GESI	M
7	Mukesh Ghimire	Component Manager	M&QA	M
8	Bibek Raj Kandel	GESI Focal Person	ID	M
9	Sangita Giri Shrestha	GESI Focal Person	C&C	F
10	Mr.Manjari Shrestha	GESI Focal Person	PEU	F
11	Mr. Laxman Punjali	GESI Focal Person	Outreach	M
12	Shekhar Sharma	GESI Focal Person	Biogass	M

13	Sabita Aryal	GESI Focal Person	Biomass	F
14	Tilak Limbu	GESI Focal Person	CE	M
15	Shubha Laxmi Shrestha	GESI Focal Person	SE	F
16	Tara Devi Shrestha	GESI Focal Person	GESI	F
17	Nigma Shrestha	National Advisor	GESI	F
18	Barun Kanta Adhikari	National Advisor	M&QA	M
19	Madhusudan Adhikari	National Advisor	CE	M
20	Shalav Risal	National Advisor	ISD	M
21	Prem Sagar Subedi	National Advisor	PEU	M
22	Karuna Bajracharya	National Advisor	Biomass	F

Annex- III: Check list Questionnaire KII

For Executive level staffs

- What does GESI mainstreaming mean to you? Why do you think it is important for your organization to consider it?
- Do you consider that your organization provides adequate facilities, comfortable and safe environment for male and female staffs to carry out work effectively?
- Could you please list out the efforts that you have made for greater social inclusion in your organization?
- Has there been an increase in the representation of women and socially excluded groups in your organization's board and human resources after NRREP come in operation?
- What proactive strategies have you used to recruit and promote more women, dalits, janajatis, differently-abled people and other minorities into higher positions?
- What do you think is the biggest strength of your organization for GESI mainstreaming?
- What challenges/ barriers have you faced for successful GESI mainstreaming in your organization?
- Any other comments?

For field staffs/junior level staffs/support staffs

- What does GESI mainstreaming mean to you? Have you received trainings on GESI mainstreaming?
- Does your organization have GESI policy/strategy? Are you aware of the provisions written there or have you received orientation about it?
- What do you think about the work environment of your organization? Do you consider it to be friendly and inclusive?
- Have you ever felt discriminated in your organization because you are a woman / dalit / janajati / differently abled?

- Are you constantly told / suggested by your immediate boss/ supervisor to adopt GESI friendly approaches in your work/ fieldwork?
- Do you think you have adequate knowledge on the application of GESI principles and tools in your daily work?
- What strategies do you use in the communities (field) to seek greater participation of women and the socially excluded groups?
- What are the major challenges/barriers do you face while applying GESI principles in your work?
- Any other comments?

Sample Question for Administrative, Account Staffs/ Board's Treasurer

- What does GESI mainstreaming mean to you? Have you received any kind of trainings on GESI mainstreaming?
- How often do you discuss about gender and social inclusion related issues with your colleagues?
- Do you encourage your support staffs to practice GESI friendly principles? In which areas of mainstreaming do you mostly focus on?
- Do you collect and encourage collecting GESI disaggregated data?
- Do you apply GESI analysis in your field/ activity, monitoring and annual reports?
- Do you think you have adequate knowledge on the application of GESI principles and tools in your daily work?
- What strength do you think is the most important one for successful GESI mainstreaming in your organization?
- Any other comments?

Current national/international gender issues and gender debate affecting the audited unit, and unit's interaction with national gender institutions and women's organizations

Guiding questions

- Does the work unit interact actively with national gender institutions and women's organizations working for women's advancement or with international gender networks for gender equality? What is the nature of these relationships ?
- Does the work unit maintain contacts with representatives of non-governmental organizations (NGOs), including women's associations and academic institutions ? What is the nature of these contacts ?
- Have discussions been held between the work unit and these representatives to formulate priorities for programming gender equality ?
- Is the work unit aware of the manner in which the Platform for Action of the 1995 Beijing Women's Conference and the recommendations of the 1995 Copenhagen Social Summit as well as those of Beijing +5 and Beijing +10 are being implemented ?
- Have the Beijing Platform for Action and the gender paragraphs of the Copenhagen Commitments and Beijing+5 and Beijing +10 influenced the work unit's programming ?

- Has the work unit identified institutions that pose constraints to its achievement of gender equality ?

Organization's mainstreamed strategy on gender equality as reflected in audited unit's objectives, programme and budget Guiding questions

- Is gender equality integrated into the work unit's programme objectives, and, if so, how ?
- Do the policies and strategic objectives show that gender is understood as concerning women only or as concerning both sexes and the relations between them ?
- Are gender equality objectives formulated and translated into performance indicators and targets at the level of the programme and budget ?
- Are financial resources available to carry out activities promoting gender equality issues (gender-specific and mainstreamed) ? Are these adequate ?
- Are gender equality objectives incorporated into the work unit's work plans ?
- Are these choices based on gender analyses, stakeholder analyses or market analyses ?
- Has a plan to prioritize gender issues in the sector/region/country been formulated ?
- If so, how have these choices come about : through analysis, strategic alliances, historical links, partner organizations' interests, etc. ?
- Do the gender-related choices influence the general objectives of the programmes, or is the reverse true ?
- How are the responsibilities for gender mainstreaming shared at different levels in the work unit?

Mainstreaming of gender equality in the implementation of programmes and technical cooperation activities Guiding questions

- How is attention to gender organized in the work unit ?
- What activities are specifically geared towards gender equality ?
- What proportion of the total activities do they represent ?
- How have these activities come about? Have they been identified by gender analysis, personnel in the unit, partner organizations or by others?
- Are gender equality objectives reflected in both regular budget allocations and extra-budgetary allocations ?
- Does the implementation report include a budgetary analysis ?
- Is the format for budget reporting transparent and disaggregated according to activities, research, area of work, etc.?
- What are the modalities for implementing technical cooperation projects :
- explicit integration of gender equality, separate programmes, separate project
- Components, separate budget allocations for women and gender mainstreaming?
- Are efforts made to ensure that all technical cooperation projects implemented by the work unit include a gender mainstreaming strategy ?Is adequate expertise attracted to technical cooperation projects (project coordinators, consultants) to ensure that the gender mainstreaming strategies can be implemented ?
- Are staff members encouraged to earmark funds for gender mainstreaming in technical cooperation projects ?