



Global Affairs  
Canada

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# **Integrated Climate Adaptation Solutions for the Hindu Kush Himalaya Region (HI-CAS)**

(Declassified Project Document)



## 1.0 RATIONALE FOR THE PROJECT

### 1.1 Project summary

Provide a brief overview of your proposed project. What is the proposed project? (Your answer should give a quick who, what, where, when, how of your project.) Be sure to include an explanation of how your project's ultimate outcome will contribute to poverty reduction.

**TIP:** The purpose of this information is to tell assessors quickly what your project is, before going into details elsewhere. Do not go into details here: we want to see the story of your project in its theory of change.

[Go to Canada's Feminist International Assistance Policy](#)

[Go to Official Development Assistance Accountability Act – Contributing to Poverty Reduction](#)



The Hindu Kush Himalaya (HKH) is a critically important global geo-ecological asset that extends over 3,500km and covers more than 4.2 million km<sup>2</sup>, from Afghanistan to Myanmar, crossing Pakistan, India, China, Nepal and Bhutan and Bangladesh. The glacier- and snow-covered mountains of the HKH are important sources of water for 12 river basins, including ten transboundary rivers flowing through 16 countries in Asia, which directly sustain the livelihoods and provide freshwater services to 270 million people, and essential resources to more than 2 billion people downstream (Source: <https://lib.icimod.org/record/36171>). The region encompasses the highest mountain ranges in the world and hosts four global biodiversity hotspots supporting diverse flora and fauna. The region is geologically fragile, with young and rising mountains, vulnerable to erosion and landslides. The communities live in remote and environmentally harsh areas with poor social and physical infrastructure and limited access to resources and services. Despite the extensive hydropower development in the region, energy poverty remains a central challenge due to restricted access to decentralized energy by mountain communities. According to ICIMOD's extensive analysis, mountain poverty is multifaceted and intensified through such factors and specificities to fully comprehend the complexity, e.g., poor accessibility to basic facilities, remoteness, marginalization, and coupled with the fragility of the ecosystems, climate stresses and proneness to natural disasters, which are unique to the geographic conditions within a country (Source: <https://lib.icimod.org/record/9376>).

An estimated 30-50% of springs, as critical water sources for households, drinking and irrigation, have dried up or reduced discharge over the last four decades (Source: <https://lib.icimod.org/record/36278>). Moreover, the HKH has experienced extensive change and triple planetary crises, i.e., climate change, air pollution, and biodiversity loss, exacerbated by the setbacks of the pandemic, conflict, and escalating poverty and inequality. The HKH cryosphere is undergoing unprecedented and largely irreversible change over human timescales. Mountain communities are already living with the impacts of the accelerated melting of glaciers, changing snowfall patterns, and growing variability in water availability. Such significant warming will trigger a multitude of biophysical impacts in the HKH, e.g., biodiversity loss, water insecurity, and increased disaster risk—all of which will impact the lives and livelihoods of the poor and marginalized communities that depend exclusively on natural resources that are sensitive to climate variability. These knock-on effects will threaten the security of water, food, energy, ecosystem services, and livelihoods of millions of people in Asia, and will have far-reaching consequences. Given the large number of people living both upstream and downstream of the HKH, their high dependence on natural resources, and shortcomings in accessing essential services and support for adaptation, climate-related changes manifest in predominantly negative ways. These further widening social and economic challenges, e.g., food insecurity, poverty and economic hardship, rural-urban migration, political upheaval, lack of social inclusion, loss of traditional knowledge, demographic change and evolving social norms, which potentially lead to conflicts and loss of life. Given social and gender structures in the HKH, women and girls are most impacted as they are disproportionately affected because of structural inequalities in the distribution of rights, assets, resources and power. The escalating effects of climate change and widespread socio-economic change point to a critical need to support transformative action at scale. Current adaptation plans across the region are fragmented and insufficient to tackle these imminent challenges posed by climate change, swift and thorough scaling of adaptation initiatives is crucial to address the social, economic and environmental impacts in the HKH region (Source: <https://hkh.icimod.org/hi-wise/hi-wise-report/>).

In response to this crisis, the proposed five-year project aims to improve the livelihoods of approximately 40,000 Indigenous People and Local Communities (IPLCs) and other beneficiaries and reduce their vulnerability to the climate change impacts, while promoting positive outcomes for nature, biodiversity and climate mitigation co-benefits in three priority countries in the HKH Region—Bangladesh, Bhutan, and Nepal—through the adoption of gender-responsive Integrated Adaptation Solution Packages (IASP); combining spring shed management with renewable energy (RE) technology for power irrigation system. This will be complemented by capacity building and knowledge sharing that drive institutional policy and action, and attracting sustainable increases in investments for climate action and sustainable development. The project's intermediate outcomes are 1) enhanced adoption of the watershed specific, gender responsive IASP for climate change adaptation by women's groups, IPLC networks, and local institutions; 2) increased development and implementation of gender responsive policies, strategies, and guidelines by sub-national institutions that enable scaling of watershed specific, gender-responsive IASP; and 3) increased use of climate finance by women's groups and IPLC networks for implementing the gender responsive IASP. In the long-term, the sustainability of the project's ultimate outcome is expected to contribute to reducing these vulnerabilities, which are mutually related/reinforced mountain poverty in a holistic and multi-dimensional way, and will be measured through the ultimate outcome indicators 1) the cumulative # of people who benefited; 2) % of people with reduced climate vulnerabilities and 3) % of people with improved livelihoods.

## 1.2 Innovation

Development innovation is any solution that has the potential to address development challenges more effectively and/or more efficiently than existing approaches.

Briefly identify (i) how your project and/or implementation plan is innovative (for example, how it employs new business models, partnerships, policy practices, technologies, behavioral insights, and/or ways of delivering products and services that benefit the poorest and most vulnerable), and (ii) how you will pilot, test and/or scale the innovative aspects within your project (for example, in your project design, implementation and/or monitoring plan). **There is no need to repeat information that appears in other sections such as the theory of change or monitoring plan.**

1) The challenges in mountain regions are unique, with interlinked socio-ecological dimensions. These regions are inherently complex due to their fragile, remote, and marginalized nature. This necessitates integrated approaches across disciplines and scales, from evidence-based science to policy and practice, backed by technologies and strong partnerships across borders. ICIMOD and its partners are committed to advancing and integrating innovative and locally driven solutions to create inclusive opportunities for the poorest, most vulnerable and marginalized communities (including women, girls, Indigenous People and local communities). This initiative brings together a variety of partners, policymakers, sub-national and national governments, local institutions, the most marginalized and vulnerable groups, to achieve greater ownership and coordination, enhance mutual learning, leverage strengths through deeper collaboration to meet accelerating impacts for sustainable mountain development. 2) ICIMOD's key role is to develop and test innovative ideas and strive to uptake promising solutions. This pioneering project is expected to foster the co-creation of proof-of-concept cases and co-implementation in pilot sites, enable the successful upscale and uptake of the IASP adoption. The project will work towards filling scientific knowledge gaps in the mountain-specific contexts, integrating Indigenous knowledge on the ground and citizen science, harnessing international good practices in the sustainable management of spring sheds and productive use of RE, developing relevant solutions, and, more importantly, linking these solutions with policy processes. To ensure uptake, ICIMOD will rigorously test solutions, use impact pathways and theories of change to understand the specific solutions would lead to desired outcomes, design uptake strategies from the onset of the activity, and use the results to influence policy and practice. With its regional positioning, ICIMOD is an ideal platform to engage with policymakers. 3) ICIMOD considers gender and equity centrally in its work, embraces a gender transformative approach in striving towards gender equality, and ensures that women and men benefit equally, focuses on i) gender integration and gender-focused programmatic work; ii) capacity strengthening on gender issues and women's leadership; iii) evidence-based advocacy for gender equitable policies, institutions, and partnerships; iv) gender-positive organizational change and institutional strengthening as well as promoting women's access to finance, to ensure that women are not disproportionately affected by environmental challenges, both women and men have equal livelihood opportunities, voices in decision and policymaking, needs and knowledge are taken into account in policy and practice. 4) The integrated, contextualized solutions implemented in each pilot site will encompass a knowledge dimension for various practices suitable for scaling, providing that the knowledge and lessons can be shared efficiently. The project will disseminate the results to wider stakeholders through knowledge exchanges, cross-learning, and awareness-raising events, including those beyond the region. As a regional organization, ICIMOD has added value in sharing and generating knowledge to develop joint solutions. Beyond the project, this innovative solution is expected to be replicated and applied collectively across regional countries and support the design of regional investments, trigger action to reduce regional risks, while making a substantial impact across the region.

## 1.3 Reach

Describe who will benefit from this project, and be sure to provide numbers for both direct and indirect beneficiaries, disaggregated by sex, age and other identity factors, such as race, ethnicity, national or ethnic origin, colour, religion, language, sexual orientation, gender identity and/or disability, as relevant.

**TIP:** Please refer to page 8 of the "Results-based management for international assistance programming: a how-to guide" for the definitions of beneficiaries.

[Go to Results-based management for international assistance programming: A how-to guide](#)

The project primarily targets women and will work to empower them as change agents in the local communities as well as other poor, marginalized and vulnerable communities in two "upazillas" (sub-districts) in Bandarban and Khagarchari Districts in Chittagong Hill Tracts of Bangladesh, two "gewogs" (districts) in Bhutan: Paro and Punhaka, and two municipalities in Nepal: Roshi and Dhankuta. The project targets three types of beneficiaries: 1) Direct-primary beneficiaries include approximately 5,000 poor, marginalized and vulnerable people (~60% females and ~40% males) from women's groups, IPLC networks, local institutions, and policymakers, i.e., national and subnational governments, who will be directly involved in action research and pilots, project implementation, capacity building, e.g., training, exposure visits, knowledge sharing, awareness raising events and government policies/programs. In addition, the project will benefit wider communities from the increase in spring flows, who will have access to irrigation water and crop productivity and income, who will be employed as skilled/unskilled labor, Implementing Partners, Strategic and Policy Partners and Knowledge Partners/Network in each country (refer to Section 6.5) to ensure reach and upscaling of the IASP, who will benefit from the knowledge transfer. 2) Direct-secondary beneficiaries include approximately 5,000 people in Bangladesh, Bhutan, and Nepal, including

marginalized, vulnerable, indigenous communities who will have greater access to food security within their villages, who will benefit from the interventions in the common/private recharge areas, and wider people from schools, financial institutions, and governments who will benefit from climate finance and investments. 3) Indirect/tertiary beneficiaries include poor, marginalized and vulnerable communities in Bangladesh, Bhutan and Nepal, totaling over 30,000 people, who passively benefit from the improved vulnerability from the positive outcomes of nature, biodiversity and climate mitigation co-benefits through the adoption of gender-responsive IASP. Both direct and indirect beneficiaries will be quantitatively disaggregated by sex, age and other identity factors (e.g., ethnicity, language, etc.) through detailed field surveys to be undertaken during the Inception Phase of the project.

1.4 Consultations

Briefly list the consultations with stakeholders previously held and note how the outcomes of those consultations were incorporated in the project design. Identify who you consulted with by identity factor or organization name. **Note consultations specifically with women and girls, women leaders or women’s organizations.** Describe how those consulted are stakeholders in the project. Note any environmental concerns raised by the public regarding implementation of the project and how these have been or will be addressed. Also, describe the additional consultations planned, should you continue to work on this project. Submit any letters of support for your project with your application package.

**TIP:** Please keep in mind the ownership principles of the *Paris Declaration* and plan and implement consultations (and the project itself) accordingly.  
[Go to Paris Declaration](#)

During the project design, ICIMOD conducted preliminary consultations in Bangladesh, Bhutan and Nepal, with local and national government representatives, academic organizations, and local organizations that work directly with the targeted beneficiaries, i.e., women and girls, women leaders, women’s groupsand IndigenousPeoples and Local Communities. All partners (see section 6.5) reiterated the urgent need to adapt to climate change's impact on water resources as well associo-economic impact (i.e., lack of adequate irrigation for agriculture aswell asdrinking water). All partners noted that the proposed gender-responsive IASPapproach is seen asan innovative solution to address interrelated urgent needs. The consultations provided significant input to the project log frameand theory of change design, including the risks, assumptions, and realistic targets for timelinesand beneficiaries. Consultations with national and local governmentsshaped the focus of the potential IASPpilots in specific rural areas. All partners were enthusiastic about working with GACand ICIMOD on this project. Partners such as Tarayana Foundation (Bhutan), Arannayk Foundation (Bangladesh)and the Nepal Indigenous Women’sFederation emphasized the need to incorporate Indigenous knowledge and practices in the IASPand increase financial assistance for climate adaptation and early warning systems. None of the partners raised any concerns or issues regarding environmental concerns; in fact, they all noted that the project will help address the critical environmental issues. Stakeholder consultations will be organized to ensure their buy-in and ownership of beneficiariesat the initial stage. During the inception phase, in-depth consultations will be conducted with all partners, all targeted beneficiaries, and broader communities. ICIMOD will obtain letters of support from key partners prior to the start of the project.

1.5 Alignment

How does your project align with Global Affairs Canada's development priorities and/or Government of Canada commitments? How does the project align with the Sustainable Development Goals (SDGs)? How does the project align with the host country’s regional, national, institutional, and/or local strategies and plans?

The project aligns with the each country's NAP priorities: 1) Bangladesh NAPGoal 1, 2, 4, 5, 6 that aim to protect against climate variability and induced natural disasters, develop climate-resilient agriculture for livelihood security and nature-based solutions for the conservation of biodiversity and well-being of communities, good governance through the integration of adaptation into the planning, transformative capacity building and innovation in 8 sectors: water, ecosystems-wetlands-biodiversity, policiesand institutions, capacity development, research and innovation; 2) Bhutan'sshort-and medium-term priorities that aim to reduce vulnerability, build adaptive capacity and resilience through policy and institutional support, monitoring and evaluation, research and data, capacity building and awareness, across 7 key sectors, i.e., water, agriculture, forests and biodiversity, energy, health, climate services and disaster risk reduction; 3) Nepal'sshort, medium, long-term priority to build adaptive capacity and resilience of natural, social, economic sectors vulnerable to/at risk of climate change, integrate climate change into policies/strategies/plans of all sectors and at all levels, emphasize GESIand resource mobilization for climate adaptation in 8 sectors, i.e., agriculture, forests, biodiversity, watershed conservation, water resources, energy, rural and urban settlements, tourism, natural and cultural heritage, health, water and sanitation, disaster risk reduction, and 4 cross-cutting issues, i.e., gender equality, social inclusion, livelihood, governance.

The project aligns with Canada'sprogramming priorities for bilateral relations: 1) Feminist International AssistancePolicy and UN's2030 Agenda, and two departmental results: a) Improved physical, social, economic of the poorest and most vulnerable, particularly for women and girls, through # of people trained and provided with financial/business development, women’s participation and leadership; # of beneficiaries from adaptation projects; b) Enhanced empowerment and rights for women and girls through # of women’s organizations/networksadvancing women's rights and gender equality; 2) Canada's Indo-PacificStrategy to advance Canada’s visibility and role asan active and engaged partner for Indo-Pacific countries, including advancing resilience, economic growth, people-to-people ties; and 3) Canada'scommitment to advance sustainable development.

The project will contribute to realizing ICIMOD's 2030 Vision and Mission to build knowledge that enables greener, more inclusive and climate-resilient policy, action and investment across the HKH communities. The impact areas are consistent with the Paris Agreement, UN CBD Post-2020 Global Biodiversity Framework, the Sendai Framework for Disaster Risk Reduction, the Montreal Protocol, the Male Declaration and 2030 UNSDGs: 1) SDG1, SDG8, SDG4, SDG5 and SDG10 through improved access, equal rights, opportunities for the poor and vulnerable men and women to education, natural resources, ownership, economic productivity, leadership and decision-making; and 2) SDG13, SDG15, SDG6 and SDG7 through increased resilience of human and institutional capacity for climate actions, reduced vulnerability of men and women to climate-related hazards, natural disasters, economic, social, environmental shocks, improved conservation and sustainable management of mountain ecosystems.

## 1.6 Coordination

How will this project complement the work of existing programming funded by Global Affairs Canada, other donors or development actors in the same location and sector in which you propose to work?

This project is complementary to and will build on the following projects led or implemented by ICIMOD:

- 1) "Himalayan Resilience Enabling Action Programme (HI-REAP, 2022-2031)," funded by UK-FCDO, being implemented in 5 HKH countries, including Bangladesh, Bhutan, and Nepal, to build water security, socio-ecologically resilience, green economics through nature-based solutions such as spring shed management. The project will leverage the lessons learned from working with government and women's groups, under HI-REAP and complement the GESI-related interventions, platform, and investment framework.
- 2) "Renewable Energy and Energy Efficiency Capability for the HKH (REEECH, 2018-2022)," funded by the Austrian Development Agency, being implemented in 8 HKH countries, including Bangladesh, Bhutan, and Nepal, to improve access to energy services while safeguarding HKH ecosystem services and serve as a regional center of excellence on Sustainable Energy for All. The IASP co-design and training modules under this proposal will build on and complement the solar PV design and training handbook developed through REEECH, and leverage the lessons learned from working with government institutions.
- 3) Sweden government-funded "Transboundary Rivers of South Asia (TROSA) Phase-2: Rivers, Rights and Resilience (T2:3R)" aims to strengthen resilience of communities in the transboundary river basins in 4 HKH countries, including Bangladesh and Nepal. Best practices from the engagement with the Indigenous People will be used as input to understand the dynamics in Bangladesh and Nepal.
- 4) "Women's Empowerment through Renewable Energy (RE) Powered Decentralized Lift Irrigation Systems in Bhutan (WERELIS-Bhutan, 2023-2026)" funded by the International Development Research Centre, aims to empower women in Bhutan and provide access to water and RE for their lives and livelihoods. The IASP co-design and implementation will complement and build on the lessons learned from WERELIS implementation, e.g., the RE-powered lift irrigation, GESI framework and PURE platform.
- 5) The Norwegian-funded "Green Energy Management for Mountain Economies in Nepal (GEM-NEPAL, 2023-2024)" aims to generate knowledge and evidence to support decision-making, capacity building, policy changes and the adoption of solutions for the renewable energy sector in Nepal. The IASP co-design in Nepal will build on the feasibility study framework for solar PV irrigation and spring management, and the platform will complement the PURE platform developed for Nepal under the GEM.
- 6) ICIMOD has been partnering with the UNCDF to scale up Local Climate Adaptive Living (LoCAL) Facility—a global mechanism for channeling climate finance to local governments for adaptation at the community level. Globally, LoCAL has mobilized over \$150M for climate adaptation. A \$10M ICIMOD-UNCDF concept note on "Green, Resilient, and Adaptive CHTEconomy (GRACE)-LoCALplus" targeting Bangladesh was approved by the Adaptation Fund in 2023. The project will explore collaboration in resource mobilization to upscale the IASP through this mechanism.

Additionally, ICIMOD will align the program, explore potential synergy and complementarity with other projects implemented by different organizations in Bangladesh, Bhutan, and Nepal, and ensure there will be no duplication or overlapping work, such as with:

- 7) "Program on Agricultural and Rural Transformation for Nutrition, Entrepreneurship, and Resilience in Bangladesh (PARTNER, 2023-2028)," funded by the World Bank, being implemented in Bangladesh by IFAD and partners, which aims to build climate resilience by transforming agriculture to ensure sustainable food, increase entrepreneurship and access to services supported by policies. The project will synergize on policy strengthening and potential upscaling for the IASP.
- 8) "Scaling up Investments in Nature-Based Solutions for Climate Resilience (2023-2028)," funded by Global Affairs Canada, being implemented in Bangladesh by the Global Center of Adaptation, to increase national and global knowledge of nature-based solutions, the capacity to scale up and help public/private organizations access climate adaptation funds. The project will explore potential synergy for implementation in Bangladesh, e.g., joint capacity building, knowledge exchange, and joint resource mobilization.
- 9) "Green Growth Nepal (2023-2031)" is funded and being implemented by the UKFCDO, aims to strengthen sustainable economic policy, improve foreign direct investment to drive green growth, implement climate-resilient investment projects and mobilize private finance. The project will explore potential collaboration in attracting private investment in Nepal.
- 10) "Advancing Climate Resilience of the Water Sector in Bhutan (2023-2028)," funded by The Global Environment Facility (GEF-LDCF) and UNDP, is being implemented by the Ministry of Infrastructure and Transport to enhance the economic of communities and increase resilience of water resources through the restoration and climate-proofing water infrastructure. The project will explore potential technical collaboration and replication in other areas of Bhutan.

## 2.0 GENDER EQUALITY

In two (2) pages, provide a **summary of the findings of the gender equality analysis** that informed the theory of change for your proposed



project. It is important that the gender equality analysis be specific to the **nature, scope** and **size** of your proposed project in the targeted local context in which the project will be implemented. It is not about the general status of women in the larger context (national or regional). The gender equality analysis informs the focus and design of the project in the targeted locality. It identifies how gender inequalities and differences are relevant to and affect the achievement of the proposed project outcomes.

A gender equality analysis is an essential element of socio-economic analysis. It refers to the variety of methods used to understand the relationships, roles and responsibilities between and among diverse men and women. It assists the understanding of the different patterns of involvement, behaviour and activities that women and men have in economic, social, institutional and legal structures. It outlines power relationships and identifies disparities along gender lines. It assesses how these gender disparities are influenced, and differ by other intersecting identity factors such as age, class, religion, ethnicity, sexual orientation and ability. It also identifies deeply rooted harmful attitudes, practices and beliefs that perpetuate gender inequality. Remember, the discriminatory and rights violations identified in the gender equality analysis can be further developed in the human rights analysis.

Consultations are an essential step in a gender equality analysis.

Guiding questions

Understanding the gender equality issues relevant to the objective of the project (i.e. at the level of the household, community, sector, value chain, etc.)

- What are the gender dynamics and power relationships in the targeted population(s) of the project? This includes between and among diverse women and men, girls and boys. Who are the most marginalized between and among them?
- Which gender equality issue or barrier will be addressed through this project which are essential to the success of the project?
- Who was consulted?
- Who are the key stakeholders associated with these barriers to gender equality? Who will be involved in the project (those who hold power, who influence, who discriminate, who are discriminated against, etc.)?
- What are the sensitivities, threats or risks (including backlash) in working on the identified gender equality barriers? What are the strategies to minimize these risks?
- If the project includes building institutional capacity in programming, service delivery, policy-making, and/or public financial management, etc., what are the institutional capacity gaps that hinder advancing gender equality?
- What institutional linkages or partnerships will the project have to address the identified gender equality barriers? For example, women's rights organisations or networks, other groups working for gender equality, feminist research organizations, etc.
- What are best practices or lessons learned that inform the approach of addressing the identified gender inequalities?
- How has the project considered women's and girls' disproportionate and heavy responsibility for unpaid care work, and where relevant, the poor working conditions of unpaid and paid care workers? How do unequal power relations, discriminatory social norms and other systemic barriers (e.g. lack of parental leave, child care, social protection, pay equity) contribute to these inequalities and what will the project do to address them?

Addressing the gender equality issue

What are the specific approaches and measures proposed to address the gender inequalities identified?

[Go to Advancing gender equality](#)  
[Go to Gender-Based Analysis Plus](#)

People in the HKH region rank among the world's poorest, most food-insecure, and water-stressed. They experiencing multiple climatic and non-climatic drivers of change, which exacerbates poverty, worsens existing socioeconomic and is widening existing gender gaps and inequalities. These inequalities, combined with gender power imbalances and norms and sociocultural, economic, political, and environmental factors, make women more vulnerable to the adverse effects of climate change than men. In these three countries where patriarchies are deep-rooted, women and girls are among the most marginalized and vulnerable, influenced by sociocultural norms, traditional practices and religious purposes. Climate change potentially widens existing gender gaps mainly due to women's limited access, control, ownership over resources, participation in decision-making, and freedom of choice determined by the overarching patriarchal values and social norms. Women's capacity to adapt to climate change, their livelihood options, and decision-making power are hampered and constrained by entrenched structural and social inequalities perpetuated in traditional gender roles. Women from Indigenous communities emphasize the need to preserve Indigenous knowledge, in use of medicinal plants and edible wild vegetables, water resource management, weather forecasting, and agricultural cycles, which are essential for mitigating/adapting to climate change. For example, Indigenous communities in Nepal, have practiced collective forest and river conservation for generations,

planting broom grass along steep hills and sandy banks to prevent soil erosion and landslides. This practice helps retain soil moisture and nutrients, enhancing water quality and quantity. Among the Rai community in Nepal, a tradition exists where the umbilical cord is tied to a tree, making it a “Sacred Tree” that cannot be cut down, thus aiding in forest conservation and reducing deforestation. However, many of these Indigenous groups continue to be regarded as vulnerable and lacking the knowledge and experience to address the impacts of climate change. This view of women and marginalized groups as beneficiaries or passive recipients of policy formulation and projects rather than as influencers and agents of change ignores the critical role women play in addressing the impacts of climate change, and leads to low investments in budgetary allocations for human resources and capacity building.

**Bangladesh:** The CHT is home to the eleven tribal groups, where women and girls face unique challenges due to external forces such as displacement, deforestation, and modernization, which pose significant threats to their traditional knowledge and customs. Rapid economic growth has exacerbated patterns of marginalization, putting these groups at risk of being left behind on the path to development. Gender dynamics are complex and influenced by various factors, including tribal/socio-cultural norms, access to education, financial resources, economic opportunities, disparities in income, and decision-making power. With men increasingly involved in politics, women have diversified their roles at home, community, and marketplace, primarily engaging in household activities, agriculture, and market-based economies. According to the Human Development Report (2020-2022), the female labor force participation rate is 34.9% compared to 78.8% for men (Source: <https://hdr.undp.org>). With uneven unemployment rates between men and women, most female workers are in the informal sector engaged in unpaid care and domestic work, daily wage labor, and unpaid family businesses. According to the 2021 Time Use Survey conducted by Bangladesh Bureau of Statistics with UN Women support, women spend 24.6% of their time on unpaid domestic and care work, whereas men spend 3.3%. Although there has been significant improvement in earning gaps between men and women, discrimination in wage rate persists. The economic opportunities are not evenly spread throughout the sectors for different inter-sectional groups of women and gender-diverse people (Source: <https://bbs.portal.gov.bd/>). In addition, limited access to climate finance hinders women's ability and further marginalizing them in adaptation/mitigation efforts. Micro, small, and medium enterprises (MSMEs) play a significant role in the economy; however, only 7.2% of the 13 million registered MSMEs are led by women. Lack of information and communication technology, fewer network resources, and barriers to financial services are the main challenges for women-led MSMEs. The lack of a gender-responsive working environment and unpaid care work burden are the main reasons for women's inability to remain in the formal economy (Source: <https://asiapacific.unwomen.org>).

**Bhutan:** Assessment by the Department of Water within the Ministry of Energy and Natural Resources and UNDP (2023) identified vulnerable groups in Bhutan, including women, women-headed households, unemployed youth, children, senior citizens, and individuals with disabilities. Gender inequality persists in critical areas, such as unequal land ownership, low representation in public and political institutions, higher unemployment levels, gender payment gaps and gender-based violence (Source: <https://www.undp.org/bhutan/publications>). Gender differences are visible in participation in climate change decision-making and action and diverse levels of benefit-sharing. Women's responsibilities become heavier while productivity, food sources, and income decrease. In rural areas, where access to clean water is often limited, women and girls typically bear the responsibility of collecting water for household use. Climate change impacts women more than men, and women's workload is increased more than men's due to male dominance in decision-making at the household level. To cope with climate change, men are more inclined to look for alternative employment to migrate to a city, and thus leaving women to manage agricultural responsibilities and household duties alone. Women are often engaged in subsistence farming and may face water shortages for irrigation. Women's work burdens are higher because of informal care tasks, and the male-to-female ratio for unpaid work is 2:3 (Source: <https://www.undp.org/bhutan/publications>). Women are often underrepresented in decision-making processes related to climate policy, water resource management, and renewable energy development.

**Nepal:** The most marginalized and vulnerable groups include rural women, women from ethnic minorities, Dalits, the Indigenous communities. These groups may experience intersecting forms of discrimination, limiting their access to essential resources, i.e., water and energy, and opportunities for participation and decision-making. Women are often engaged in unpaid, labor-intensive activities and are absent in leadership and decision-making. With increasing male outmigration from rural settings, more women are engaged in agriculture than men. However, their contribution is unrecognized, resulting in lower wages, limited land ownership, limited access to knowledge or first-hand information from extension officers, and lack of or limited control over the sales or management of productive assets and agricultural produce. Patriarchal social structures mean women can only access resources to meet practical needs, but they fail to secure resources to achieve strategic interests, e.g., improved income, status, and decision-making authority. The implication of the inequitable gender and social power relations disproportionately falls onto women and girls, resulting in them missing out on employment and education opportunities, experiencing adverse health impacts, limiting their self-improvement, including skills development and leadership training. Traditionally, women have served as users and managers of natural resources, and they have extensive environmental knowledge. At the household level, women usually spend around 4 hours/day fetching water to meet household needs. Such conditions increase women's drudgery and reduce the time to engage in economic activities. Furthermore, climate change impacts, e.g., growing water scarcity and high demand for irrigation, has exacerbated inequalities and further increased women's burden as they are heavily involved in water-intensive activities for both household and agricultural needs. (Source: <https://>



lib.icimod.org/record/35516).

In line with ICIMOD's Gender and Social Equity, the project will address barriers to gender equality by 1) developing comprehensive capacity building packages for different stakeholders to support collective actions: a) building technical skills and knowledge related to climate adaptation of marginalized women and women's groups/networks to adopt and implement IASP, recognizing Indigenous knowledge to build their adaptive capacity, reduce women's drudgery, workload, time constraints, burden associated with scarcity, and ensure reliable access to natural resources; b) developing social skills, knowledge, and participatory approaches to ensure marginalized women and women's groups/networks' inclusion, participation and growth related to climate change discourses, decision-making, and access to resources through inclusive consultations in designing, implementing and monitoring women-led initiatives as well as policymaking and engagement with policymakers; c) building leadership skills of marginalized women and women's groups through establishment of women-led institutional mechanism; d) developing entrepreneurial skills and financial literacy of marginalized women and women's groups to access climate funding and raise their income while with balancing household responsibilities; 2) supporting the decision-makers and policymakers in formulating GESI-integrated policies/plans/programmes including the budget, enabling environment and monitoring and evaluation systems that capture GESI-integrated outcome and output indicators; 3) developing gender-transformative climate financing mechanisms to attract investment attracting investment and supporting women, women's groups/networks with access to capacity development and education, financial resources and mechanisms, technologies, information, markets to build their resilience and adaptive capacity and link them with potential investors or donors.

The key stakeholders associated with these barriers to gender equality include policymakers, community leaders, traditional authorities, women's organizations, marginalized groups, Indigenous communities, etc. The primary rights-holders include the poorest and most marginalized and vulnerable groups, i.e., women and girls, Indigenous communities, and other local communities involved in women's groups, IPLCs and local institutions/organizations, who will be the primary beneficiaries. Duty-bearers include local, regional, subnational and national government authorities who hold the power to take necessary steps to address the barriers to gender equality. The responsibility-holders include development organizations, NGOs, CSOs, and the private sector, which have the potential to significantly contribute to addressing the barriers to gender equality. Most importantly, the project implementers (outlined in Section 6.5), donors, and key stakeholders have the opportunity to positively influence the project's outcome, planning and implementation. The sensitivities that may occur in addressing gender equality barriers include: 1) No one-size-fits-all approach/solution can overcome local barriers defined by specific cultural contexts. What works in one area may not be replicable or provide equal benefits for all community members in another. Therefore, a fundamental principle for achieving equitable solutions is a thorough understanding of the local context, enriched by the Indigenous knowledge. ICIMOD has been working on gender issues and identified best practices and success stories from across the regional HKH countries; 2) Some efforts may not fit social norms, traditional gender roles, stereotypes and cultural practices. The project will work with local and Indigenous communities and women with traditional knowledge, women's rights organizations and networks to minimize these; 3) Resistance to changes in gender roles and power dynamics from men and boys. The project will proactively engage with local partners and communities, including men and boys, to sensitize the issue and foster a sense of shared responsibility, assess how patriarchal norms are reproduced, recognize the different types and layers of power relations, understand the power dynamics and leadership practices between women and men and engage male champions in addressing gender inequities; 4) Lack of commitment to gender equality beyond the project. The project will work with primary rights-holders, duty-bearers, and responsibility-holders to build their capacity, integrate GESI into government policies/plans/programs with budget allocations, create an enabling environment to address barriers and leverage collective action, and an institutional mechanism to monitor the implementation.

### 3.0 HUMAN RIGHTS

#### 3.1 Human rights analysis

A human rights analysis is essential to inform and guide your project from the earliest stages. The focus and scale of your analysis should be appropriate for the nature, scope, and purpose of your proposed project. Please provide a summary of your human rights analysis that addresses the following questions:

- Which human rights will be addressed through the project?
- Who are the key stakeholders associated with these human rights and who will be involved in the project (rights-holders, duty-bearers and responsibility-holders)?
- Among the rights-holders identified, who are **the most** marginalized or vulnerable?
- What are the capacity gaps of the key stakeholders identified?

Please do not repeat anything already detailed in the gender equality analysis above.

Guidance on how to conduct a human rights analysis is available on the website.

[Go to Advancing human rights](#)

Bangladesh, Bhutan and Nepal have each made voluntary commitments to human rights at the national level. Nepal adheres to a rights-based approach to promoting equality and non-discrimination, and women's social, economic, and political empowerment, which has been integrated into the 2019-2023 national five-year plan. In addition, Nepal is a pioneer country in introducing and implementing a gender-responsive budgeting system since 2007. Bangladesh remains fully committed to protecting human rights and promoting the rights of women, children, ethnic minorities, and socially marginalized and vulnerable groups, focus on the principle of equality and non-discrimination, and has integrated into numerous national climate change action plans (Source: <https://documents.un.org/>). However, these laws and policies have not been fairly or effectively implemented at the district/sub-district/municipality levels. Based on gender and human rights analysis and in-depth consultations with key stakeholders, the project will target the same right-holders, duty-bearers, and responsibility-holders. In addition to the gender equity issues, the project will address the critical issues relevant to rights at risk of violation that the most marginalized communities are facing, including:

1. Both men and women face numerous domains of structural discrimination by gender, caste, ethnicity, class, age, marital status, traditional gender roles. For centuries, the Dalit minority in Nepal has faced a lifetime of discrimination, marginalization, and human rights violence, e.g., denied access to education, wealth, and jobs in government services, land ownership, and representation in politics. In other cases, the high-caste women had an advantage over the lower-caste women, allowing them to participate and voice their concerns. However, this advantage did not allow them to overcome gender power relations as the high-caste men ultimately control the decisions. In Bhutan, where Buddhism is the predominant religion, the practices place more burden on women and reinforce gender roles.
2. Patriarchal norms favor men, irrespective of caste, class, ethnicity, and religion, making men the center of power, limiting women's freedom and potential due to gendered cultural norms. Women have limited decision-making power within the household, and spend most of their lives doing unpaid work for their household, while they have shouldered the significant burden of labor-intensive farming tasks previously assigned to men. In contrast, the males go out for work, engage in the public sphere, become visible, control the finances, and make household decisions. An increase in outmigration places an extra burden on the women left behind in rural communities; with the degradation and increased scarcity of natural resources caused by climate change, women's drudgery has further increased. These have immense implications for women's physical and mental well-being and other spheres, leading to dis-empowerment of women and reducing their adaptive capacity.
3. Women in these countries face social and cultural exclusion and gender disparity from the public sphere. This results in limited ownership and a structural lack of access to and control over financial resources and mechanisms, access to capacity development and education, technology, markets, and information. Women have limited opportunities to participate in natural resource management-based economic activities. If they are involved, they have little or no power or control over the income generated by themselves. Representation of women in decision-making bodies is low compared to men, resulting in limited ownership and a structural lack of access to and control over financial resources and mechanisms to overcome financial barriers, and inequality access to social, economic, and political such as rights to self-determination, empowerment, leadership, and decision-making.
4. Generally, duty-bearers have the power to address barriers to gender and social inequity. However, duty-bearers often struggle with inadequate institutional capacity and constraints, i.e., budgetary, people and time limitations, technical knowledge on climate adaptation and GESI, and its integration into government programs/policies and how to implement them effectively. Similarly, duty-bearers, responsibility-holders, right-holders face limited access to coordinate effectively and monitor the implementation. These factors contribute to ineffective implementation of laws, regulations, and commitments to protecting human rights.

### 3.2 Human rights approach

Outline how your project reflects your human rights analysis, especially how you are applying the key human rights principles of equality, non-discrimination, inclusion, participation, transparency and accountability, and developing the human rights capacity of key stakeholders. How will the project include the most marginalized or vulnerable rights-holders? How will the project seek to address any capacity gaps related to human rights? Do not repeat anything already detailed with respect to gender equality.

Guidance on a human rights approach is available on the website.

[Go to Advancing human rights](#)

The project will promote people-centered and gender-equitable sustainable mountain development. The project will implement ICIMOD's four pillars of gender transformative approach: 1) gender integration and gender-focused programmatic work; 2) capacity strengthening on gender issues and women's leadership; 3) evidence-based advocacy for gender-equitable policies, institutions and partnerships; and 4) gender-positive organizational change and institutional strengthening. In addition, the project will address the gaps of the most marginalized and vulnerable right-holders (women, men and children) related to the key human rights principles. Firstly, the project will ensure that all women and men, benefit equally, uphold equal rights, equitable access to, control over resources and benefits, and overcome persisting inequalities and address discriminatory social and gender norms, practices, attitudes, and relations of power through the delivery of all outputs, which will create an enabling environment that allows the marginalized and vulnerable communities—women and men—to have equal access to resources, access to economic participation/benefits to overcome financial barriers, access to technologies and systems, access to capacity, and access to social and political such as rights to self-

determination, empowerment, leadership, and decision-making. Secondly, the project will ensure equitable and meaningful participation, build institutional capacities and bring positive change for women's empowerment and gender inclusion through: 1) full, active, informed participation and inclusion of the poorest, most marginalized and vulnerable men and women in each pilot sites. This will be done through participatory and consultative processes with meaningful gender balance that allow all individuals to contribute and participate meaningfully, ensure the planning and design of the project are non-discriminatory, actively share their perspectives and integrate their Indigenous knowledge, values and cultural heritage into the project design with interventions that will benefit them in the future, while contextually relevant and responsive to community needs; 2) the establishment of structures and enhancement of decision-making bodies and policymakers' commitment to accommodate the inclusion and participation of the most marginalized and vulnerable people in the co-development process of policy recommendations, operational strategies, and guidelines, which will enhance inclusiveness of systems, policies, practices or processes and address the systematic barriers of the most marginalized and vulnerable people; 3) the development of community-led institutional mechanisms to ensure the voices of the poorest, most marginalized and vulnerable right-holders are meaningfully included in the decision-making processes; and 4) inclusion of the poorest, most marginalized, vulnerable men and women involved in the IPLC networks, women's groups and local institutions, and wider stakeholders in capacity building and awareness-raising to build their adaptive resilience. Finally, the project will place a strong emphasis on transparency and accountability through: 1) active participation of women's groups, IPLC networks and local institutions in the design and development of policies that will improve communication and transparency of the processes, and ensure the most marginalized and vulnerable women and men are equally informed. This will strengthen partnerships between policy makers and women's groups and IPLCs, to improve accountability; 2) Community-led institutional mechanisms established to improve transparency, accountability, and oversight; and 3) Monitoring and evaluation to support learning and provide accountability for stakeholders. The evaluation are transparent, results are widely available, learnings are communicated internally and externally. All processes adhere to global standards of evidence, expertise, and transparency, high ethical standards, respect for human dignity, inclusiveness, anonymity, and the environment. The monitoring and evaluation includes gender and social inclusion-specific objectives, activities, indicators, timelines and resources required, which will be a mechanism to ensure funds for gender and social inclusion work; partners focus on activities related to gender equality and social inclusion; and track progress on gender equality and social inclusion.

#### 4.0 ENVIRONMENTAL SUSTAINABILITY

Environmental sustainability is critical for sustainable development and covers issues such as climate change, biodiversity, pollution, water and energy.

##### 4.1 Confirmation of physical works

Are you constructing, renovating, expanding, operating, or demolishing any human-made structure that has a fixed location (e.g. buildings, roads, latrines, wells or water-supply systems, ponds, mines, etc.)? **No**

##### 4.2 Negligible environmental risks and opportunities

Are your project's activities encompassed strictly within the following sectors/activities?

- Governance (e.g. election observation, anti-corruption)
- Human rights
- Child protection
- Basic skills for employment (e.g. literacy, numeracy, financial literacy, communication skills)
- Social safety nets (e.g. cash transfers or fee waivers for healthcare, education, or meeting basic needs)
- Provision of non-food items for humanitarian assistance (e.g. blankets, household kits)
- Conferences, meetings, seminars, and temporary exhibitions
- Appointments to boards, committees and councils
- Information management systems

If so, AND your project's activities are NOT related to sectors or activities identified in category A or B of the *Environmental Integration Process (EIP) Screening Tool*, write "YES" and indicate which of the above sector(s)/activities encompass all of your project.

If your project has activities or a focus beyond the list above, or those activities are related to sectors or activities listed in Category A or B of the *EIP Screening Tool*, write "NO" in the box below and proceed to question 4.3.

[Go to Environmental Integration Process \(EIP\) Screening Tool](#)

NO

#### 4.3 Environmental analysis

An environmental analysis is needed for all projects except where the environmental risks and opportunities are determined to be negligible. If you responded "NO" to question 4.1 **AND** "YES" to question 4.2, your project does not require an environmental analysis (write "Not Applicable" in the space below). In all other cases, present your environmental analysis, following the instructions below.

Describe the key elements of your environmental analysis and the capacity of your organization to implement identified mitigation and enhancement measures and to manage any environmental risks. In your analysis:

- Describe the environment, i.e. what environmental factors are important considerations for the planning and implementation of this project (e.g. ecologically/socially sensitive features, government policies or legal requirements). Also describe what environmental factors might affect your project (e.g. natural disasters, climate change) and how;
- Describe what potential negative and positive effects your project may have on the environment;
- Present what measures have been integrated into the project to mitigate negative effects on the environment, and to enhance the environmental sustainability of the initiative, including reduction of greenhouse gases emissions and climate adaptation strategies;
- Present the conclusions and recommendations of the analysis: highlight any remaining environmental risks and unknowns and indicate how these will be managed (e.g. additional environmental analysis, site assessments, capacity development, etc.); and
- Provide information on your organization's capacity to manage the above, such as your organisation's applicable environmental policies, standards, and guidelines, assigned resources (financial and human), and other planned measures. If these have already been explained elsewhere in this application, please specify in which section(s).

Please note that this environmental analysis should inform the design of your project and therefore, such considerations should be integrated into the project management and monitoring framework (e.g. logic model, Performance Measurement Framework, budget) as appropriate.

The Chittagong Hill Tracts (CHT) is approximately 10% of Bangladesh's land area and is home to three districts: Bandarban, Khagrachari, and Rangamati. About 40% of Bangladesh's forest land is in the CHT, making the CHT a biodiversity and natural resources rich area that provides an essential ecosystem for economic development and improve the lives and livelihoods of ethnic minorities. Nevertheless, the CHT remains one of the most disadvantaged regions in the country and lags in all development indicators. Most of the population relies on subsistence farming, especially jhum farming practices, and therefore is highly vulnerable to shocks such as crop failure and natural disasters (Source: <https://lib.icimod.org/record/32373>). The region has a monsoon-driven climate; there has been a noticeable shift in the timing and intensity of rainfall, leading to droughts and water shortages. This has made agriculture-based livelihoods more vulnerable due to rising temperatures, increased rainfall variability, runoff and droughts, leading to immediate risk of increased crop failure, pests and diseases. Some CHT communities have recently shifted towards permanent horticulture and tobacco with government support, which negatively impacts the overall biodiversity of CHT; a massive amount of biomass is used for cooking and curing tobacco. Deforestation, soil erosion, excessive use of chemicals and poor water management practices, compound the impact of climate change on water resources in the CHT. These have reduced water retention capacity, decreased groundwater recharge, increased surface runoff, contributing to water scarcity and low water quality. According to the Ministry of Environment, Forest and Climate Change (2022), rainfall variability, flash floods, cyclonic storm surges, drought, lightning, extreme heat, and landslides already pose a high impact on CHT (Source: <https://moef.gov.in>). The projected domino effect of climate change is likely to aggregate the risk and impact that will cause environmental degradation, destruction of infrastructure and hinder access to essential services (Source: <https://bangladesh.un.org/>).

Bhutan is a home to one of the most formidable mountainous terrains in the world. Bhutan has been a leader in forest management, and declared one of the ten global biodiversity hotspots, with six major agroecological zones. However, rapid urbanization and infrastructure development have made Bhutan vulnerable to multiple hazards. The risk of potential disasters is inflicted by threats from debris-covered glaciers forming huge moraine dam lakes from its northern mountain ranges that ultimately lead to glacial lake outburst floods (GLOFs). According to the Bhutan Department of Disaster Management, increasing temperatures resulted in the glaciers in receding at a rate of almost 30-60 meters per decade and are correlated with faster rates of glacier melt, increasing the volume of water in glacial lakes, pushing the hazard risk for GLOFs to critical levels. Bhutan is currently also experiencing drying up water sources, lakes, ponds, springs, and deteriorating water quality. Despite being endowed with the highest per capita water availability, Bhutan suffers from chronic water shortages (Source: <https://www.ddm.gov.bt>). Given its fragile mountain ecosystems, Bhutan is highly exposed to storms, landslides, and floods due to the increased rainfall. Another vulnerability is the high dependency on Bhutan's key sectors, e.g., subsistence agriculture for a largely rural population, forestry, tourism, and hydropower generation for economic development. In

addition, there are risks of forest fires due to the combination of droughts and increased lightning and unusual hailstorm events, which are likely to increase the associated threats. Most agricultural lands are located on steep slopes, making them highly vulnerable to soil erosion. These multiple climate-induced hazards have caused enormous socio-economic damage, deadly effects and become recurrent.

Nepal houses 12 of the 867 global terrestrial eco-regions and contains many of the world's highest peaks, abundant forests with freshwater derived from glaciers, snowmelt, and rainfall. This water feeds the country's major rivers, which supply fresh water to over 500 million people in the Ganges River basin (Source: <https://climateknowledgeportal.worldbank.org>). Nepal's varied topography makes it susceptible to geological and climate-related disasters. Watersheds in Nepal have complex physiography due to young, fragile geological formations and steep topography. Natural and anthropogenic processes have led to the degradation of watersheds, including soil erosion, land degradation, sedimentation, landslides, floods, droughts, biodiversity loss, dwindling water supply, depletion of spring resources, which has co-shaped inequities in accessing and controlling water and land resources. Nepal's key economic sectors, i.e., agriculture, hydropower, tourism, are particularly vulnerable to climate change. Most of the population lives in rural areas and rely on small-scale subsistence agriculture. Climate disasters can wreak devastation on these sectors, damaging infrastructure and livelihoods due to extreme climate events, such as GLOFs. Historically, GLOFs have had catastrophic consequences in Nepal, leading to a loss of lives and livestock and damages to infrastructure projects and transportation routes through the direct impacts of flooding and cascading impacts, such as landslides, erosion, and sedimentation in river valleys. Recorded information on GLOF events shows an increase in the frequency and magnitude of these disasters in recent decades. If climate change continues at its present pace the occurrence of GLOFs and other glacial hazards, and impact the availability of will escalate (Source: <https://lib.icimod.org/record/34905>).

Given the existing changes affecting mountain areas and the expected future trends, there is an urgent need to address the needs of mountain communities and ecosystems in their struggle to adapt to these changing circumstances. ICIMOD recognizes that there may be potential environmental and social risks and impacts arising from the implementation of its work. ICIMOD will undertake appropriate measures to avoid/minimize/mitigate/manage potential adverse environmental and social risks/impacts in programmes, in alignment with its Environmental and Social Safeguards (ESS) Policy, and ensuring its integration with other institutional policies. ICIMOD's Environmental and Social Guidelines elaborates operational aspects of the policy and institutional measures comprising an Environmental and Social Safeguards Management Framework consisting of the following stages: 1) Environmental and social risk screening during the inception, design and formulation phases. ICIMOD screens work to identify potential negative environmental and social risks and impacts, considering the nature, extent, complexities of the risks and impacts; 2) Environmental and social risk assessment to ensure the environmental and social safeguards pursuant to the standards of ICIMOD; assessment of alternatives to the programme; development of suitable preventive and mitigation measures including contingency planning for environmental and societal dimensions; 3) Environmental and social safeguards plan developed with an implementation schedule, institutional arrangements, and resources required for the implementation of the plan and monitoring. The plan has necessary correction measures through a bi-annual review process at the institutional level; 4) In line with ICIMOD's Monitoring, Evaluation, and Learning Framework and the Risk Management Framework, the environmental and social safeguards plan is monitored, and its implementation effectiveness evaluated. In line with the Risk Management Framework, significant risks will be reported to the Board of Governors; 5) Grievance reporting and redress mechanisms to ensure that complaints can be easily lodged, resolution provided and reviewed to understand the potential breach of social and environmental risk principles/standards/procedures. ICIMOD's ESS Policy and Guideline is designed to enable ICIMOD to uphold activities to the highest international environmental and social (E&S) standards through the effective identification, mitigation, elimination of the negative impacts emanating from ICIMOD's action research, pilots, project implementation and upscaling, throughout multiple implementing stages.

## 5.0 MANAGING FOR RESULTS

### 5.1 Theory of change

Every project is based on a theory of change: the assumptions, risks and contributing factors that explain how activities will lead to the expected ultimate outcome. The theory of change should be developed iteratively with the logic model, and focus on what is not explicit in the logic model. **A theory of change is not a narrative of the logic model:** the content should be focused on the linkages and assumptions, not an explanation of the results themselves. Ideally, a theory of change should not be longer than seven (7) pages.

There is no need to repeat any of the analysis detailed in sections 2, 3, and 4 of this form. However, be sure to note at every level of your theory of change how your gender equality and human rights analysis are reflected. Also note where key findings of your environmental analysis informed expected results and/or the assumptions behind them.

Structure your theory of change by first explaining how the intermediate outcomes will contribute to achieving the ultimate outcome. Then create separate paragraphs or sections for each intermediate outcome, explaining how outputs will lead to immediate outcomes, and immediate outcomes to the intermediate outcomes. Do not simply list the expected outcome statements in order. For each level of the logic model, it is important that you detail:

- The **assumption(s)** that explain how one expected output or outcome level will contribute to the next;



- The key elements of your **gender equality analysis** (gaps, barriers, institutional capacity, inequalities and existing power structures) specific to your proposed project, and the related measures to advance gender equality and the empowerment of women and girls;
- The key elements of your **human rights analysis** (human rights addressed; key stakeholders, including the most marginalized and vulnerable; capacity gaps) and how your initiative will advance the key human rights principles of equality and non-discrimination, participation and inclusion, transparency and accountability;
- Analysis on the contribution or **impact of other actors** (e.g. the local government);
- Key **risks and response strategies** designed to mitigate them;
- The methods that will be used to foster participation of a broad range of stakeholders; and
- Any evidence, best practices or lessons learned to justify assumptions, risks and external factors (with in-text citation if possible).

If the activities of the project are not obvious from the outputs, add a paragraph at the end detailing the activities which will lead to the outputs. Do not include sub-activities.

Conclude your theory of change by describing the sustainability of the results of this project, especially highlighting actors, assumptions and plans that will ensure sustainability.

Refer to the "Results-based management for international assistance programming: a how-to guide" for more guidance on explaining the theory of change behind your initiative, especially the sections starting at pages 13, 51, 70 and 78 (see page 43 for the difference between activities and sub-activities).

[Go to Results-based management for international assistance programming: A how-to guide](#)

[Go to Results-based management](#)

[Go to Canada's Feminist International Assistance Policy](#)

[Go to Advancing gender equality](#)

[Go to Gender-Based Analysis Plus](#)

The project's ultimate goal is to improve climate-resilient and nature-positive livelihoods of rural women and Indigenous Peoples and Local Communities (IPLCs) with biodiversity and climate mitigation co-benefits in Bangladesh, Bhutan, and Nepal. Firstly, this ultimate goal will be achieved through a collaborative approach that will result in enhanced adoption of the watersheds-specific integrated adaptation solutions packages (IASP) for climate change adaptation by women's groups, IPLC networks, and local institutions (1100). Effective adaptation is key to maintaining sustainable mountain development, which increases the capacity of mountain societies to adapt with enhanced speed (in terms of time), scope (the scale of change), and depth (the degree to which a change is substantial). A key finding of ICIMOD's HKH Assessment Report is that due to elevation-dependent warming, temperatures in high-mountain areas are increasing at a faster rate than in environments at lower altitudes (Source: <https://link.springer.com/>). The incremental nature of most implemented adaptations will not be sufficient to reduce severe risk consequences. There is an urgent need for robust and flexible adaptation measures to address risks. Eventually, an extensive systemic transformation will be required for higher levels of warming in mountain regions. The watershed-specific integrated adaptation solutions packages (IASP) combine springshed revival and management with renewable energy (RE) technology. This nature-based solution (NbS) brings in the energy-efficient concept, which will deliver greater resilience against climate change and other evolving water and energy security threats. In addition, the project aims to promote socially inclusive and community-based approaches that can address barriers to gender equity, social inclusion, and human rights violations, where the most marginalized and vulnerable women face discrimination, social and economic exclusion, and inequitable distribution of rights and access. Therefore, the IASP will be co-designed and co-implemented with active support from local communities and governments, gearing activities towards increasing women's technical capacities and participation, which is vital for the sustainability of such interventions and mainstreaming of IASP, as well as attracting finance and investment to sustain this integrated approach in the long-term as a nature-based and nature-derived adaptation solution. Similar initiatives have been conducted in the region and recommended as an approach to strengthen water security and climate resilience (Source: <https://lib.icimod.org/record/36356>). Thus, the adoption of the evidence-based IASP shall be supported by increased development and implementation of gender-responsive policies, strategies, and guidelines by sub-national institutions in Bangladesh, Bhutan, and Nepal that enable scaling of watershed-specific, gender-responsive integrated adaptation solutions packages (1200). To facilitate sustainable development in the mountains, policies across multiple sectors need to address the myriad pressures mountain societies face, considering their needs and aspirations, including the need to adapt to climate change impact and biodiversity loss. Policies must examine the nature, extent, and implications of the soft and hard limits to adaptation and guide the development of synergized adaptation actions. This is particularly important in the context of socioeconomic and political marginalization and warming beyond 1.5°C. Convergence among diverse stakeholders and different line agencies is crucial to have a common understanding of climate change issues, seek solutions, and leverage funds to implement management plans. Most importantly, community and stakeholder ownership will ensure the sustainability of these efforts. Therefore, the project aims to empower the poor, marginalized, and vulnerable

women, women's groups and networks, IPLCs, and local institutions to build their adaptive capacity and resilience to the climate change impacts; supporting them to raise their incomes, access climate funds, and linking them with potential investors. Therefore, the technical skills and knowledge related to the adoption of IASPs shall be complemented with increased use of climate finance by women's groups and IPLC networks for implementing the gender-responsive IASP in the three countries (1300). These three interrelated intermediate outcomes are expected to be achieved and sustained to achieve the ultimate goal in the long term.

Enhancing the adoption of IASP will address the significant challenges that the marginalized communities and vulnerable groups in Bangladesh, Bhutan, and Nepal face as an impact of climate change. The project will identify six pilot sites in critical watersheds in each country, (i.e., in two "upazillas" or sub-districts: Bandarban and Khagarchari in CHT of Bangladesh, two "gewogs" or districts: Paro and Punhaka Districts in Bhutan, and two municipalities: Roshi and Dhankuta Municipalities in Nepal). These six pilots will be selected through inclusive and participatory consultations that allow the targeted beneficiaries (i.e., women's groups, IPLCs networks, and local institutions) to be meaningfully involved in the IASP co-design process. To support the adoption of IASP and ensure ownership by the targeted beneficiaries, community-led institutional mechanisms with women's leadership will be established for each pilot. Through the community-led institutional mechanisms, the beneficiaries can lead the pilot and demonstration, implementation, and adoption of IASP and facilitate equitable sharing of benefits arising from IASP. These interrelated activities will empower women and ensure inclusion and participation of women and Indigenous communities in climate change discourse, integrate Indigenous knowledge and traditional practices in climate change adaptation, and provide equal access to capacity development and opportunities for leadership. Adopting IASP will effectively reduce women's drudgery, workload, and burden and address water and energy scarcity. The IASP aims to address gaps and barriers to gender equity and social inclusion (i.e., inequitable distribution of household roles, existing power structures, and time poverty that hinder them in raising income) and human rights (i.e., inclusion and participation of the right-holders, transparency, and capacity gaps of the targeted beneficiaries), which further detailed in Section 2.0 and 3.0. Comprehensive studies will be conducted to ensure the feasibility of each pilot site for IASP implementation and demonstration. Once the six pilot sites are identified based on the feasibility study, several in-depth studies and analyses will be carried out, e.g., gender and social analysis, Indigenous value systems and biodiversity studies, which will be integrated into a protocol, and baseline studies to review the pilot's performance compared to the mid-line and end-line studies.

IF the targeted beneficiaries are actively involved in inclusive participatory consultations, and IF community and women leaders are leading the pilots and facilitating equitable sharing of benefits arising from IASP, and IF the result of studies shows that each pilot is feasible for the IASP implementation, and IF targeted beneficiaries are actively involved in the necessary process for integrating the protocol, THEN critical watersheds selected for pilots and community-led institutional mechanisms will be established with the participatory co-design process in each country (1111) and integrated protocol will be implemented as part of gender-responsive integrated adaptation solution packages with the participatory co-design process in each pilot (1112). These will be complemented by training on watershed-specific, gender-responsive integrated adaptation solution packages implementation and management provided to women's groups, IPLC networks, and local institutions in each pilot (1121). Gender-responsive training modules will be co-developed with the targeted beneficiaries based on participatory capacity needs assessment results. Additionally, the targeted beneficiaries will join the cross-learning visits to enrich their understanding of the conditions in other pilot sites, including the complexities, challenges, and opportunities that may vary. In addition to the capacity development for the targeted beneficiaries, the IASP pilot sites and demonstration will be upscaled through several forms of outreach events to raise awareness of wider stakeholders and communities on the implementation and management of the watershed-specific, gender-responsive integrated adaptation solutions (1122) such as awareness-raising events and joint monitoring, targeting wider communities in each area and led by women's groups, IPLC networks, and local institutions. This will allow the beneficiaries to showcase their success stories and share experiences while building their self-esteem, social/organizational and leadership skills, and decision-making power. This outreach will help improve access and inclusion of other marginalized and vulnerable communities. The adoption of IASP will not be effectively implemented if there is no support from the subnational government. In parallel, the project will conduct workshops at the regional and national levels, specifically targeting the subnational government institutions to strengthen their capacity for gender-responsive IASP and how to integrate IASP into their planning and implementation processes. This collaborative approach assumes that all targeted beneficiaries, subnational governments, wider communities, and other key stakeholders are willing to attend and fully participate in all forms of capacity building, e.g., training sessions, cross-learning visits, joint monitoring, regional and national workshops, then this will result in enhanced knowledge and awareness of women's groups, IPLC networks, local and subnational government institutions, community to implement and manage integrated adaptation solutions packages in the three countries (1120). If these assumptions are true, then the integrated adaptation solution package pilots will be successfully implemented with a participatory co-design process and led by women's groups, IPLC networks, and local institutions in Bangladesh, Bhutan, and Nepal (1110).

The assumptions being made are that the integrated adaptation solution package pilots will be successfully implemented with a participatory co-design process and led by women's groups, IPLC networks, and local institutions (1110), and in the long-term, they are able to continue the IASP pilot demonstrations and lead the IASP implementation with properly integrated protocol, effective collaboration with broader communities and subnational government institutions to sustainably manage the IASP areas as a result of

enhanced knowledge and awareness (1120) and IASP's integration into policies and decision-making processes. The assumptions being made with outcome are that if the training and capacity building and support provided to communities and other actors will be retained and used for actual implementation and continuation of activities past the project's life, and if there is ownership and willingness among stakeholders to mainstream local plans and programs, then these will lead to enhanced adoption of the watershed-specific, gender-responsive integrated adaptation solutions packages for climate change adaptation by women's groups, IPLC networks, and local institutions in Bangladesh, Bhutan, and Nepal (1100).

The project anticipates several risks that could hinder/delay the success and delivery of (1100), with the proposed mitigation actions:

- Political and security issues and potential social conflicts/tensions could pose risks/delays in program implementation. The impact of this risk is medium to high, while the likelihood is low in Bhutan and Nepal and moderate in Bangladesh. ICIMOD's strategic planning process is being strengthened to cope with uncertain situations. Country focal points are being trained to stay alert and well-informed about the developments in the respective countries and to coordinate effectively with the respective line agencies and partners. ICIMOD requires some flexibility to take rapid action and refocus programs when faced with unforeseen situations. During the participatory co-design process and feasibility studies, ICIMOD, implementing partners, key stakeholders, and beneficiaries will identify and select the pilot sites with relatively low risks.
- Local stakeholders do not have strong ownership of the program, and some feel competition. The impact of this risk is high, while the likelihood of the risk is moderate. ICIMOD has implemented a systematic partnership management approach to help identify key stakeholders who feel competition and build confidence through dialogue and negotiation.
- Local communities do not devote full time to participation in project-related activities. The impact of this risk is medium, while the likelihood of the risk is moderate. ICIMOD and partners will build on participatory approaches to livelihood innovation, ecosystem management, and environment monitoring, bridge cooperation between stakeholders, strengthen local planning and implementation mechanisms, promote innovations among local communities willing to share knowledge and introduce incentive-based mechanisms.
- Implementing partners are unable to deliver according to expectations due to their lack of capacity or management systems, leading to unsatisfactory results. The impact of this risk is high, while the likelihood of the risk is moderate. ICIMOD has worked with many of the proposed partners and has policy and operational guidance on the partnerships management system, including when assessing and selecting partners, overseeing and monitoring the implementation. ICIMOD will continuously support the implementing partners with adequate capacity building.

The need for enabling policies is a barrier to scaling many adaptation solutions piloted at a small scale. To achieve the project's ultimate goal, the project outcomes must be supported by appropriate policy or regulatory frameworks. Thus, a gap analysis of policy and practice related to IASP will be done to produce documentation of evidence. Knowledge exchange events will allow policymakers and decision-makers to synthesize evidence-based policy messages locally, nationally, regionally, and globally. In addition, cross-learning and joint monitoring visits will be organized to strengthen the capacity of policymakers in IASP and how to adopt and upscale IASP implementation in their jurisdiction, beyond the pilots. This evidence and gap results will be shared with policymakers and decision-makers to develop policy recommendations, operational strategies, or guidelines that will support policy formulation and scaling up of the gender-responsive IASP implementation to broader areas and reach wider communities. These will be co-developed in a participatory and inclusive approach. Further, the project will engage with national and subnational decision-makers to initiate and institutionalize the IASP based on the evidence-based policy messages in their policies, plans, climate adaptation programs, and budgeting plans. These will contribute to addressing barriers to gender equity and human rights issues (i.e., participation and inclusion, equality and non-discrimination, transparency and accountability) through the inclusion of the most marginalized right-holders in policymaking/decision-making process, capacity development in terms of policy and regulatory framework and their formulation processes, while building their self-esteem and leadership skills to engage with government institutions, ensuring their voice are heard, and their concerns are taken into account and integrated into the policy recommendations, or operational strategies or guidelines, as well as increasing the amount of local budget allocation to address their concerns. In addition, this process will improve coordination among key stakeholders, including the right-holders, duty-bearers, and responsibility-holders, and strengthen their partnerships while enhancing transparency and accountability.

The assumptions being made are that if the key findings from the gap analysis are well communicated to targeted policymakers and decision-makers and if the targeted policymakers are willing to strengthen their knowledge in adopting and upscaling the IASP through knowledge exchange, joint monitoring, and cross-learning events, then evidence shared with policymakers and decision-makers will be effectively supporting the integration and upscale of gender-responsive, IASP into policies in Bangladesh, Bhutan, and Nepal (1211). If the targeted women's groups and IPLC networks are actively involved in the co-development and the targeted policymakers and decision-makers are willing to institutionalize the evidence for scaling or integrating the IASP into their policies, plans, and programs, then the policy recommendations, operational strategies, and guidelines will be developed based on the evidence to support policy formulation and scaling-up of gender-responsive, IASP (1212). Moreover, if the targeted policymakers and decision-makers have a more robust practical understanding and evidence for integrating and upscaling the gender-responsive IASP into policy recommendations, operational strategies, and guidelines, then these will result in enhanced capacity in developing policies and decision-making processes

for scaling up the watershed-specific, gender-responsive ISAP in each country (1210). In the long-term, if the subnational institutions are adequately financed and supported with the necessary resources and capacity to integrate and upscale the gender-responsive ISAP into their policies and decision-making processes, then these will lead to increased development and implementation of gender-responsive policies, strategies, and guidelines by sub-national institutions in Bangladesh, Bhutan, and Nepal that enable scaling of watershed specific, gender-responsive ISAP (1200).

The project anticipates several risks that could hinder/delay the success and delivery of (1200), with the proposed mitigation actions:

- Policymakers take no action despite their interest in knowledge about local response strategies and the need for adaptation. The impact of this risk is high, while the likelihood of this risk is moderate. ICIMOD has been working and building rapport with the policymakers in HKH region and will continue to proactively engage with them to ensure adequate advocacy for policy actions.
- Changes in government may lead to changing priorities, causing conflict with the project objectives, such as a lesser priority on climate change adaptation. The impact of this risk is high, while the likelihood of this risk is low. The three countries have outlined their program focus on their NAP, and climate change is a strong feature of the political manifestos. The project's outreach and awareness-raising components will ensure adequate advocacy on climate rationale.

To improve climate-resilient and nature-positive livelihoods of the key beneficiaries and wider stakeholders, especially rural women and IPLCs, the project will empower them with the required capacity and resources to access climate adaptation funds. ICIMOD, partners and beneficiaries will jointly map potential climate adaptation funding sources, mechanisms, and key stakeholders in each country in alignment with national adaptation plans and carry out analysis to understand the barriers of women's groups and IPLC networks in accessing climate adaptation funding. Additionally, ICIMOD along with our partners will conduct feasibility studies of the selected sites to support the co-development of investable project pipelines. In addition, the project will establish a Productive Use of Renewable Energy (PURE) online platform combining integrated springshed management and renewable energy to showcase aggregated project pipelines in Bangladesh, Bhutan, and Nepal as a result of the pilot demonstrations and IASP implementation, which highlights the potential impact and upscale of the IASP to attract potential investors, e.g., public and private sector, donor agencies and development partners, etc. ICIMOD has established a similar online platform, yet it is limited to specific key sectors and focused on one country, while this planned platform will cover all three countries. In addition to resources, the project will empower the beneficiaries with training on 1) sustainable financing and how to access climate adaptation funds; 2) developing/designing investable climate adaptation projects; 3) preparing investable proposals and investment with gender-responsive integrated adaptation solution packages; 4) equitable sharing of benefits arising from the use of integrated adaptation solution packages. The training modules will be co-developed appropriately based on participatory needs assessment and consultations with gender and climate experts. These activities will contribute to addressing the barriers to gender equity and human rights violations (i.e., participation and inclusion, equality and non-discrimination, transparency and accountability) through equal access for the most marginalized women, Indigenous communities, and vulnerable groups to climate finance, financial resources and mechanisms, and capacity development to improve their livelihoods and well-being.

The assumptions being made are that if the mapping results inform the relevant information of potential funding in each country, if the study shows that the sites are feasible or have the potential for investable projects, and if PURE and springshed online platforms are accessed by potential investors, then climate adaptation project pipelines will be co-developed with women's groups and IPLC networks in Bangladesh, Bhutan, and Nepal, and showcased to potential investors (1311). If the participatory assessment results inform the capacity needs of the beneficiaries, and if they are willing to attend the capacity building sessions, then training on climate finance to sustainably manage and upscale the integrated adaptation solution packages can be provided to women's groups and IPLC networks in each country (1312). If the women's groups and IPLC networks have access to potential funders and investors and if they have a strong understanding of climate finance as a result of the capacity and resource support, then these will result in the enhanced capacity of women's groups and IPLC networks to access climate adaptation funding for sustainably managing the watershed-specific, gender-responsive ISAP (1310). The assumptions being made with the outcome is that if the beneficiaries can tap or access climate adaptation funding and have consistent commitment and support from the government and potential funders, these will lead to increased use of climate finance by women's groups and IPLC networks for implementing the gender-responsive integrated adaptation solutions packages in Bangladesh, Bhutan, and Nepal (1300).

The project anticipates several risks that could hinder/delay the success and delivery of (1300) with the proposed mitigation actions:

- Lack of strategic partnership leads to limited upscaling of programs. Recognizing the high impact and moderate likelihood of this risk, ICIMOD is committed to mapping network partners identifying strategic partners for ensuring impact, formulating partnership and impact plans at the program level, and proactively executing the strategy for establishing joint ventures through strategic partnerships.
- The political, social, economic, and natural environment becomes insecure for target groups to invest in developing income-generating opportunities. The impact of this risk is medium, while the likelihood of this risk is low. Pilot project interventions are demand-driven and jointly planned with nodal ministries, implementing partners, and communities; thus, the design of the pilots will incorporate risk aversion and address conditions described in the risk. ICIMOD will continuously involve the key stakeholders in the planning phase, ensure their ownership and their crucial role in it, proactively build political will and scale up interventions.

The project will ensure the sustainability of activities beyond the project completion through: 1) Comprehensive and successful ownership of project's strategy and activities by the beneficiaries and other key stakeholders, and active engagement with potential investors. Community-led institutional mechanisms will be instituted to coordinate, collaborate, complement, sustain and extend the activities; 2) Investments in IASP implementation will provide long-term benefits to communities, and they will be trained for continuous management and monitoring, thereby ensuring the long-term success of the project's activities and sustaining its impact; 3) Linkages with public and private investors, donor agencies, and development partners will be established to increase the financial viability of interventions and ensure they meaningfully engage and contribute to its long-term sustainability and potential upscale and replication; 4) Emphasis on knowledge sharing and disseminating successful activities and lessons learned will facilitate adaptive learning in the project; and, 5) Strengthening of government agencies to implement and replicate the project will be ensured by implementing the project through existing governance mechanisms and institutions, strengthening and contributing to their capacity development at the local level.

5.2 Logic model

The logic model for your project is a visual reflection of the logical progression of results you described above, the series of changes that are critical to achieving success.

The outputs and outcomes in the logic model also become the points at which you will measure whether or not the planned products and services are being provided and the expected changes (outcomes) are actually occurring throughout project implementation.

**Please note the guidance on the first page of the form with regard to integrating gender equality.**

**TIP:** There is a limit of 230 characters in outcome fields, and a limit of 190 characters in the output fields. This limit is to ensure that your logic model can be printed on a maximum of two pages and used as a visual tool.

For further information on how to complete a logic model for Global Affairs Canada, please see the "Results-based management for international assistance programming: a how-to guide".

[Go to Results-based management for international assistance programming: A how-to guide](#)





TABLE - Logic model				
ULTIMATE OUTCOME	1000	Improved climate resilient and nature-positive livelihoods of rural women and Indigenous People and Local Communities (IPLCs) with biodiversity and climate mitigation co-benefits in Bangladesh, Bhutan, and Nepal.		
INTERMEDIATE OUTCOMES	1100	Enhanced adoption of the watershed-specific, gender-responsive Integrated Adaptation Solutions Packages (IASP) for climate change adaptation by women's groups, IPLC networks, and local institutions in Bangladesh, Bhutan and Nepal.	1200	Increased development and implementation of gender-responsive policies, strategies and guidelines by sub-national institutions in Bangladesh, Bhutan and Nepal that enable scaling of watershed specific, gender-responsive IASP.
IMMEDIATE OUTCOMES	1110 Re	Integrated adaptation solution package pilots implemented with a participatory co-design process and led by women's groups, IPLC networks and local institutions in Bangladesh, Bhutan, and Nepal.	1210 Re	Enhanced capacity in developing policies and decision-making processes for scaling up the watershed-specific, gender-responsive integrated adaptation solution package in Bangladesh, Bhutan, and Nepal.
OUTPUTS	1111	Critical watersheds selected for pilots and community-led institutional mechanisms established with the participatory co-design process in each country.	1211	Evidence shared with policymakers and decision-makers to support the integration and upscale of gender-responsive, integrated adaptation solution packages into policies in Bangladesh, Bhutan, Nepal.

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TABLE – Partial Performance Measurement Framework								
ULTIMATE OUTCOME								
EXPECTED RESULTS (From Logic Model)	INDICATORS	BASELINE DATA	TARGETS (Include time range where possible)	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY	
1000 Improved climate resilient and nature-positive livelihoods of rural women and IndigenousPeople and Local Communities (IPLCs) with biodiversity and climate mitigation co-benefits in Bangladesh, Bhutan, and Nepal.	1000.1 Cumulative number of people who benefitted from the project in Bangladesh, Bhutan, and Nepal (disaggregated by m/ f).	Baseline assessment	Direct primary beneficiaries: 5,000 Direct secondary beneficiaries: 5,000	Beneficiaries	Survey Collection of anecdotal evidence	Baseline and endline	ICIMOD Strategic Planning, Monitoring, Evaluation, Learning (SPMEL) unit	+
								X
	1000.2 Percentage of people with reduced climate vulnerabilities with the support of the project in Bangladesh, Bhutan, and Nepal (disaggregated by m/ f).	Baseline assessment	60% (estimated)	Beneficiaries	Survey Collection of anecdotal evidence	Baseline and endline	ICIMOD Strategic Planning, Monitoring, Evaluation, Learning (SPMEL) unit	+
								X
	1000.3 Percentage of people with improved livelihoods with the support of the project in Bangladesh, Bhutan, and Nepal (disaggregated by m/f).	Baseline assessment	60% (estimated)	Beneficiaries	Survey Observing participants	Baseline and endline	ICIMOD Strategic Planning, Monitoring, Evaluation, Learning (SPMEL) unit	+
								X
INTERMEDIATE OUTCOMES								
EXPECTED RESULTS (From Logic Model)	INDICATORS	BASELINE DATA	TARGETS (Include time range where possible)	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY	



Example: Increased use of potable drinking water by households in community A and community B in region X	<ul style="list-style-type: none"><li>• Number/total households (disaggregated by sex and community) using wells as source of water for drinking and cooking</li><li>• Percentage/total number of women (disaggregated by community) who feel they are using safe drinking water “most of the time” or “all of the time” (levels 4-5 on a 1-5 scale)</li></ul>		<ul style="list-style-type: none"><li>• 200/200 (100%) households (community A)</li><li>• 75/100 (75%) households (community B)</li><li>• 80%/320 women (community A)</li><li>• 60%/189 women (community B)</li></ul>	<ul style="list-style-type: none"><li>• Beneficiaries</li><li>• Partner organizations</li><li>• Government documents</li><li>• Government statistics reports</li></ul>	<ul style="list-style-type: none"><li>• Analysis of records (or documents)</li><li>• Literature review</li><li>• Survey</li><li>• Interview</li><li>• Focus group</li><li>• Comparative study</li><li>• Collection of anecdotal evidence</li><li>• Observing participants</li></ul>			
1100 Enhanced adoption of the watershed specific, gender responsive Integrated Adaptation Solutions Packages (IASP) for climate change adaptation by women's groups, IPLC networks, and local institutions in Bangladesh, Bhutan and Nepal.	1100.1 # women’s groups adopted solution packages in Bangladesh, Bhutan, and Nepal.	0 women’s groups adopted solution packages in Bangladesh, Bhutan, and Nepal.	6 women’s groups adopted solution packages in Bangladesh, Bhutan, and Nepal.	Beneficiaries	Focus group Observing participants	Annually	Data collection: Partner Organization	+
								X
	1100.2 # of IPLC networks adopted solution packages in Bangladesh, Bhutan, and Nepal.	0 IPLC networks adopted solution packages in Bangladesh, Bhutan, and Nepal.	3 IPLC networks adopted solution packages in Bangladesh, Bhutan, and Nepal.	Partner organizations	Focus group Interview	Annually	Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	
	1100.3 # of sub-national government institutions integrate and incorporate solution packages in their planning and implementation processes in Bangladesh, Bhutan, and Nepal.	0 sub-national government institutions integrate and incorporate solution packages in Bangladesh, Bhutan, and Nepal.	6 sub-national government institutions integrate and incorporate solution packages in Bangladesh, Bhutan, and Nepal.	Partner organizations	Focus group Interview	Annually	Data collection: Partner Organization	+
								X
							Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	



	1100.4 Area (ha) under springshed management, with RE technologies, and agrobiodiversity practices contributing to climate resilient livelihoods in Bangladesh, Bhutan and Nepal.	Baseline assessment	3x areas (ha) from the baseline under springshed management, with RE technologies, and agrobiodiversity practices contributing to climate resilient livelihoods in Bangladesh, Bhutan and Nepal.	Government documents	Survey Literature review	Annually	Data collection: Partner Organization  Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	<div><div>+</div><div>X</div></div>
1200 Increased development and implementation of gender responsive policies, strategies and guidelines by sub-national institutions in Bangladesh, Bhutan and Nepal that enable scaling of watershed specific, gender-responsive IASP.	1200.1 # of operational strategies and guidelines developed and approved that integrate springshed management, with RE technologies, and agrobiodiversity practices (solutions packages).	0 operational strategy/ guideline developed and approved.	1 operational strategy/ guideline developed and approved.	Partner organizations	Literature review	Annually	Data collection: Partner Organization  Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	<div><div>+</div><div>X</div></div>
	1200.2 # of sub-national institutions making progress towards implementation of policies and plans that incorporate operational strategies and guidelines.	0 sub-national institutions per country.	2 sub-national institutions per country.	Partner organization	Analysis of records	Annually	Data collection: Partner Organization  Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	<div><div>+</div><div>X</div></div>
	1200. 3 x amount of budget allocated to implement strategies and guidelines in sub-national policies and plans in Bangladesh, Bhutan and Nepal.	Baseline assessment	3x the budget amount allocated per country compared with the baseline.	Partner organization	Analysis of records	Annually	Data collection: Partner Organization  Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	<div><div>+</div><div>X</div></div>





	1200.4 Extent of participation of women's groups and IPLC networks in policy formulation processes.	Baseline assessment	At least 70% of women's groups and IPLC networks participated in policy formulation processes.	Beneficiaries	Focus group Collection of anecdotal evidence	Annually	Data collection: Partner Organization	+	X
							Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD		
1300 Increased use of climate finance by women's groups and IPLC networks for implementing the gender responsive IASP in Bangladesh, Bhutan, and Nepal.	1300.1 Level of capacity of women's groups and IPLC networks in developing and implementing climate change adaptation projects that incorporate integrated solutions packages.	Baseline assessment	At least 70% of women's groups and IPLC networks have high level of capacity.	Beneficiaries	Survey (Qualitative)	Annually	Data collection: Partner Organization	+	X
							Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD		
	1300.2 # of women's group-led or IPLC network-led projects receive climate funding.	0 women's group-led or IPLC network-led projects per country.	2 women's group-led or IPLC network-led projects per country.	Beneficiaries	Focus group Interview	Annually	Data collection: Partner Organization	+	X
							Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD		
	1300.3 # of women's group-led or IPLC network-led projects use climate finance to support more gender responsive, climate resilient livelihoods.	0 women's group-led or IPLC network-led projects per country.	2 women's group-led or IPLC network-led projects per country.	Beneficiaries	Focus group Interview	Annually	Data collection: Partner Organization	+	X
							Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD		
	1300.4 % of LAP budget allocated to advance gender equality.	Baseline assessment	2x LAP budget allocated to advance gender equality per country.	Partner organization	Interview	Annually	Data collection: Partner Organization	+	X
							Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD		



	1300.5 Amount of funding received for climate adaptation projects.	Baseline assessment	An additional USD 2-3 million targeted for each country as a result of this project.	Partner organization	Interview	Annually	Data collection: Partner Organization	+
							Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	X
IMMEDIATE OUTCOMES								
EXPECTED RESULTS (From Logic Model)	INDICATORS	BASELINE DATA	TARGETS (Include time range where possible)	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY	
1110 Integrated adaptation solution package pilots implemented with a participatory co-design process and led by women's groups, IPLC networks and local institutions in Bangladesh, Bhutan, and Nepal.	1110.1 # of pilots implemented in each country.	0 pilots implemented in Bangladesh, Bhutan, and Nepal.	2 pilots implemented in Bangladesh, Bhutan, and Nepal.	Partner organization	Interview	Annually	Data collection: Partner Organization	+
							Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	X
	1110.2 %/total women's groups, IPLC networks and local institutions [f/m] involving in the co-design process and their level of quality and participation in the process.	0 women's groups, IPLC networks and local institutions involved in the co-design process.	30 women's groups, IPLC networks and local institutions; and 80% of them [80% are females] showed good level of quality and participation in the process.	Beneficiaries	Focus group Interview	Annually	Data collection: Partner Organization	+
							Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	X
1120 Enhanced knowledge and awareness of women's groups, IPLC networks, local and subnational government institutions, community to implement and manage integrated adaptation solutions packages in Bangladesh, Bhutan, and Nepal.	1120.1 %/total women's groups, IPLC networks and local institutions [f/m] implemented and managed integrated adaptation solution packages.	0 women's groups, IPLC networks and local institutions implemented and managed IASP.	30 women's groups, IPLC networks and local institutions [80% are females] implemented and managed IASP.	Beneficiaries	Focus group	Annually	Data collection: Partner Organization	+
							Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	X



	1120.2 %/total subnational government institutions integrated the adaptation solution packages into their planning and implementation processes.	0 subnational government institutions integrated the adaptation solution packages.	50% of subnational government institutions integrated the adaptation solution packages.	Partner organization	Interview	Annually	Data collection: Partner Organization	<div>+ X</div>
							Data Quality Assurance: Strategic Planning, Monitoring,Evaluation, Learning Unit/ICIMOD	
1210 Enhanced capacity in developing policiesand decision-making processes for scaling up the watershed-specific, gender-responsive integrated adaptation solution package in Bangladesh, Bhutan, and Nepal.	1210.1 # of recommendations adopted into policies/decision making processes that support the adoption or upscale of gender-responsive integrated adaptation solution packages.	0 recommendatio nsadopted into policies/ decision making processes that support the adoption/ upscale of IASP in Bangladesh, Bhutan, and Nepal.	3 new recommendatio nsadopted into policies/ decision making processes that support the adoption/ upscale of IASP in Bangladesh, Bhutan, and Nepal.	Partner organization	Analysis of documents	Annually	Data collection: Partner Organization	<div>+ X</div>
							Data Quality Assurance: Strategic Planning, Monitoring,Evaluation, Learning Unit/ICIMOD	
1310 Enhanced capacity of women’s groupsand IPLC networks to access climate adaptation funding for sustainably managing the watershed-specific, gender-responsive integrated adaptation solution packages in Bangladesh, Bhutan, and Nepal	1310.1 # of climate finance opportunitiesaccessed by women’s groupsand IPLC networks.	Baseline assessment	1 new climate finance opportunity accessed by women’s groups and IPLC networks per country.	Beneficiaries	Interview Analysis of documents	Annually	Data collection: Partner Organization	<div>+ X</div>
							Data Quality Assurance: Strategic Planning, Monitoring,Evaluation, Learning Unit/ICIMOD	
OUTPUTS								
EXPECTED OUTPUTS (From Logic Model)	INDICATORS	BASELINE DATA	TARGETS (Include time range where possible)	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY	
1111 Critical watershedsslected for pilotsand community-led institutional mechanisms established with the participatory co-design process in each country.	1111.1 # of critical watershedsslected and pilots identified in each country.	0 watershed in Bangladesh, Bhutan and Nepal.	6 watersheds in Bangladesh, Bhutan and Nepal.	Partner organization	Analysis of documents	Semi-annually	Data collection: Partner Organization	<div>+ X</div>
							Data Quality Assurance: Strategic Planning, Monitoring,Evaluation, Learning Unit/ICIMOD	



	1111.2 # of women’s groups, IPLC networks and local institutions consulted [f/m].	0 of women’s groups, IPLC networks and local institutions in Bangladesh, Bhutan and Nepal.	30 women’s groups [100% are females], IPLC networks [60% are females] and local institutions [30% are females] in Bangladesh, Bhutan and Nepal.	Beneficiaries	Focus groups Interview	Semi-annually	Data collection: Partner Organization	+
							Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	X
	1111.3 # feasibility studies conducted in each country.	0 feasibility studies in Bangladesh, Bhutan and Nepal.	6 feasibility studies in Bangladesh, Bhutan and Nepal.	Partner organization	Analysis of documents	Semi-annually	Data collection: Partner Organization	+
							Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	X
1112 Integrated protocol implemented as part of gender-responsive integrated adaptation solution packages with the participatory co-design process in each pilot.	1112.1 # of studies/mapping completed.	0 studies/ mapping in Bangladesh, Bhutan and Nepal.	6 studies/ mapping in Bangladesh, Bhutan and Nepal.	Partner organization	Analysis of documents	Semi-annually	Data collection: Partner Organization	+
							Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	X
	1112.2 # of gender and social responsive protocol implemented.	T0 gender and social responsive protocol implemented in Bangladesh, Bhutan and Nepal.	6 gender and social responsive protocol implemented in Bangladesh, Bhutan and Nepal.	Partner organization	Analysis of documents	Semi-annually	Data collection: Partner Organization	+
							Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	X



	1112.3 # of baseline, mid-line, and end-line of pilots conducted.	0 baseline, mid-line, and end-line of pilots conducted in Bangladesh, Bhutan and Nepal.	6 baseline, mid-line, and end-line of pilots conducted in Bangladesh, Bhutan and Nepal.	Partner organization	Analysis of documents	Semi-annually	Data collection: Partner Organization	+
							Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	X
	1112.4 # of women's groups, IPLC networks and local institutions [f/m] engaged in gender and social responsive protocol implementation.	0 women's groups, IPLC networks and local institutions in Bangladesh, Bhutan and Nepal.	20 women's groups [100% are females], IPLC networks [50% are females] and local institutions [30% are females] in Bangladesh, Bhutan and Nepal.	Partner organization	Focus group Interview	Semi-annually	Data collection: Partner Organization	+
							Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	X
1121 Training on watershed-specific, gender-responsive integrated adaptation solution packages implementation and management provided to women's groups, IPLC networks, local institutions in each pilot.	1121.1 # of training sessions and workshops delivered, and the level of knowledge of training participants [f/m].	0 training sessions and workshops delivered in Bangladesh, Bhutan and Nepal.	30 training sessions and workshops delivered in Bangladesh, Bhutan and Nepal, with 80% of participants [60% are females] showed an increase in their level of knowledge.	Partner organization	Analysis of documents	Semi-annually	Data collection: Partner Organization	+
							Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	X





1122 Outreach events organized to raise awareness of wider stakeholders and community on the implementation and management of the watershed-specific, gender-responsive integrated adaptation solutions.	1122.1 # of national awareness raising events conducted and level of awareness of stakeholders attended [f/m].	0 national awareness raising events in Bangladesh, Bhutan and Nepal.	3 national awareness raising events targeting ~300 people in Bangladesh, Bhutan and Nepal.	Partner organization	Analysis of documents	Semi-annually	Data collection: Partner Organization	+
								X
							Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	
	1122.2 # of joint monitoring conducted and level of awareness of target groups attended [f/m].	0 joint monitoring conducted in Bangladesh, Bhutan and Nepal.	3 joint monitoring conducted in Bangladesh, Bhutan and Nepal, each with ~10 participants and 80% of the target groups [60% are females] showed an increase in their level of awareness.	Partner organization	Analysis of documents	Semi-annually	Data collection: Partner Organization	+
								X
							Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	
	1122.3 # of cross-learning visits conducted and level of awareness of target groups attended [f/m].	0 cross-learning visits in Bangladesh, Bhutan and Nepal	10 cross-learning visits in Bangladesh, Bhutan and Nepal, each with ~20 participants and 80% of them [80% are females] showed an increase in their level of awareness.	Partner organization	Analysis of documents	Semi-annually	Data collection: Partner Organization	+
								X
							Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	



	1122.4 # of regional and national workshops conducted and level of awareness of subnational government participated [f/m].	0 regional and national workshops conducted in Bangladesh, Bhutan and Nepal.	1 regional and 3 national workshops conducted in Bangladesh, Bhutan and Nepal, each with ~20 participants and 80% of them [30% are females] showed an increase in their level of awareness.	Partner organization	Analysis of documents	Semi-annually	Data collection: Partner Organization  Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	<div>+ X</div>
1211 Evidence shared with policymakers and decision-makers to support the integration and upscale of gender-responsive, integrated adaptation solution packages into policies in Bangladesh, Bhutan, Nepal.	1211.1 # of evidence generated that support adoption and scaling of gender-responsive integrated adaptation solution packages.	0 evidence generated for Bangladesh, Bhutan and Nepal.	3 evidence generated for Bangladesh, Bhutan and Nepal.	Partner organization	Analysis of documents	Semi-annually	Data collection: Partner Organization  Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	<div>+ X</div>
	1211.2 # of knowledge exchange events organized and level of knowledge of policymakers participated [f/m].	0 knowledge exchange events organized in Bangladesh, Bhutan and Nepal.	3 knowledge exchange events organized in Bangladesh, Bhutan and Nepal, each targeting ~10 policymakers (30% are females).	Partner organization	Analysis of documents	Semi-annually	Data collection: Partner Organization  Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	<div>+ X</div>



	1211.3 # of cross learnings and joint monitoring visits organized and level of knowledge of policymakers participated [f/m].	0 cross learnings and joint monitoring visits in Bangladesh, Bhutan and Nepal.	3 cross learnings and joint monitoring visits organized, each targeting ~10 policymakers and 80% of them (30% are females) showed an increase in their level of knowledge.	Partner organization	Analysis of documents	Semi-annually	Data collection: Partner Organization  Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	<div>+ X</div>
1212 Policy recommendations, operational strategies, guidelines developed based on the evidence to support policy formulation and scaling-up of gender-responsive, integrated adaptation solution packages.	1212.1 # of policy briefs, operational strategies consulted and co-developed with women's groups and IPLC networks [f/m].	0 country-specific policy recommendations and 1 regional operational strategy for Bangladesh, Bhutan and Nepal.	3 country-specific policy recommendations and 1 regional operational strategy for Bangladesh, Bhutan and Nepal.	Partner organization	Analysis of documents	Semi-annually	Data collection: Partner Organization  Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	<div>+ X</div>
1311 Climate adaptation project pipelines co-developed with women's groups and IPLC networks in Bangladesh, Bhutan, and Nepal, and showcased to potential investors.	1311.1 # of feasibility studies and mapping conducted.	0 feasibility studies and mapping conducted in Bangladesh, Bhutan and Nepal.	6 feasibility studies and mapping conducted in Bangladesh, Bhutan and Nepal.	Partner organization	Analysis of documents	Semi-annually	Data collection: Partner Organization  Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	<div>+ X</div>
	1311.2 # climate adaptation funding project pipeline co-developed.	1 project pipeline for Bangladesh and 0 project pipeline for Bhutan and Nepal.	3 project pipelines co-developed for Bangladesh, Bhutan and Nepal.	Partner organization	Analysis of documents	Semi-annually	Data collection: Partner Organization  Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	<div>+ X</div>



	1311.3 # of online platform established.	1 energy dashboard platform for Nepal and 1 springshed platform for regional countries in HKH.	1 online platform combining the energy and springshed platforms and strengthened with integrated adaptation solutions package approach for Bangladesh, Bhutan and Nepal.	Partner organization	Analysis of documents	Semi-annually	Data collection: Partner Organization  Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	<div>+ X</div>
1312 Training on climate finance to sustainably manage and upscale the integrated adaptation solution packages provided to women's groups and IPLC networks in Bangladesh, Bhutan, and Nepal.	1312.3 # of training sessions delivered; and level of knowledge of women's groups and IPLC networks [f/m] participated.	0 training sessions delivered.	6 training sessions conducted, targeting ~30 women's groups and IPLC networks, and 80% of participants (80% are females) showed an increase in their level of knowledge in Bangladesh, Bhutan and Nepal.	Partner organization	Analysis of documents	Semi-annually	Data collection: Partner Organization  Data Quality Assurance: Strategic Planning, Monitoring, Evaluation, Learning Unit/ICIMOD	<div>+ X</div>

<p><b>6.3 Monitoring approach</b></p> <p>Identify the level of effort and budget required to complete monitoring activities over the life of this project. What methodology will be used? What resources will be responsible for undertaking monitoring activities (in house, contracted, shared, etc.)? What coordination with local or national government data collection and monitoring might be possible and pursued?</p> <p>Monitoring, Evaluation, and Learning (MEL) activities will be undertaken in compliance with GAC's recommendations outlined in its Results-Based Management for International Assistance Programming at Global Affairs Canada and guided by the organization's MEL framework. ICIMOD is committed to developing an adaptive, learning and performance-based approach that will focus on assessing collective outcomes together with the partners building on project and output-based monitoring to deliver a stronger and more focused outcome and impact monitoring system. ICIMOD's Strategic Planning, Monitoring, Evaluation, and Learning Unit (SPMEL) will be responsible for strategic level planning and monitoring, tracking higher level outcomes, and relevance to high level impact areas and SDGs. A results-based monitoring approach will be deployed to track the progress of project indicators throughout the project to inform reporting and evidence-based decision-making. ICIMOD anticipates the first six-months of the project as the inception phase, where the results framework will be further enhanced with particular baseline data and target setting based on the updated risks and assumptions. In-depth gender analysis and feasibility study will be conducted for each pilot site, which will feed into the updated results framework. During the inception phase, ICIMOD will revisit and co-develop the MEL Plan with key stakeholders and beneficiaries to ensure relevance and accuracy, while strengthening their ownership of the project's targeted results. The monitoring approach will be integrated into the entire project cycle, from the planning phase to the implementation and evaluation phase. Learning will be a crucial part of the MEL cycle from early design through implementation and completion. Data will be collected using various tools, including questionnaires, forms, and guides, which will be developed considering each country's local context and take into account the gender and social inclusion context. A results dashboard will be prepared to present the data, as well as a system that will have a publicly available dashboard of results performance. ICIMOD will support the project and partner staff with relevant capacity building in the forms of training, orientations and workshops to familiarize themselves with the monitoring tools on an iterative basis. The data collected at various stages will be used and centered in a rich discussion to provide a comprehensive picture of the project's progress. Various events such as planning, review and reflection, monitoring, and regress impact analysis will be held in-house on a regular basis, where information will be generated and reflected upon and used to continuously improve the project's ability to achieve results and desired outcomes. Furthermore, ICIMOD considers pilots a critical part of its work to maximize learning and uptake. Guidance on managing the pilots and testing new policies and practices is being developed, including recommendations on selecting and managing partnerships, consultations with targeted beneficiaries and other key stakeholders, designing and managing evaluations.</p>
<p><b>6.4 Project management plan</b></p> <p>Describe the systems and approaches to be used for managing:</p> <ul style="list-style-type: none"> <li>• finance;</li> <li>• personnel;</li> <li>• procurement of goods and services; and</li> <li>• other functions required to implement the project.</li> </ul> <p>How are you ensuring that your staff has the capacity to manage for results and implement the recommendations of your gender equality, human rights, and environmental analyses?</p> <p>Finance: ICIMOD functions in an internal control environment which is based on the principles of financial prudence, transparency in operations, proper segregation of duties and adequate control of country and regional financial reporting. This provides reasonable assurance that there are mechanisms and controls in place to ensure that the funds managed by the Centre are used for their intended purpose. There are detailed controls in place for all main financial areas, i.e., expenditure, salaries, travel, timesheets, assets, treasury and income. Timesheets are prepared on a project basis and staff costs allocated to each action on a monthly basis to ensure adequate cost allocation to individual actions/projects. There is an adequate segregation of duties between authorizing and operational functions within the ICIMOD. The existing internal control system has in-built internal checks at different authority levels to ensure cost efficiency and cost effectiveness as core values in all expenditure proposals. An effective rate of return and value for money are taken as the most important factors in decision making. ICIMOD has implemented an ERP system that integrates all functions and provides information for management decision making for budgeting and financial performance of the partner organization, etc. ICIMOD has policies and procedures to respond to financial mismanagement and other malpractice and set up a Grievance and Ethics Committee to enhance transparency, credibility, and legitimacy. ICIMOD prepares institutional financial statements in accordance with international accounting standards and systems and is audited by a global audit firm. The ICIMOD's Finance and Administration Policy maintains a "zero tolerance" policy towards fraud, financial irregularity and corrupt practices of its staff members, and will not work in partnerships with organizations found to have such practices in the project execution. An internal control system and procedure are established to ensure the risk of fraud and dishonesty is detected, reported and dealt with effectively where it occurs. In addition, implementing</p>

partners must include a clause in their contract that they are obliged to report to ICIMOD and take action against any fraud in their organizations. The ICIMOD's Finance Committee of the Board of Governors is the key oversight body responsible for the assurance function, which reviews and monitors plans and budgets, internal control and audit functions, and implementation of audit recommendations.

HR: ICIMOD's Human Resources Policy provides a set of key policies and principles to promote mutual accountability and commitment between ICIMOD and its staff. ICIMOD's employment contract requires all staff members to demonstrate behavior based on core values: i) honesty, integrity and selfless devotion to the service of poor mountain people; ii) encouraging openness and creating an enabling trusting environment for teamwork; iii) recognizing and respecting gender, diversity of cultures and inclusion; iv) empowering staff and encouraging creativity and innovativeness; v) conservation of the natural and cultural inheritance of the mountains, and upholding the Code of Conduct, behavioral standards, internal policy regulations and norms.

Procurement: ICIMOD's Procurement Policy is largely consistent with international practice and adequate for the size and type of its procurement activities, which have been regularly audited. The policy ensures that the procurement of all goods and services is conducted in an honest, competitive, fair and transparent manner that delivers the best outcome while protecting the reputation of ICIMOD, considering the required specification, quality, service, delivery, reliability, environmental and social issues and the total cost of ownership. The policy applies to the procurement of all goods, services, equipment and related services, and to consultants and contractors regardless of the funding source. The policy regulates the overall procurement function and authority, criteria for procurement of goods services, appropriate actions to manage conflict of interest, procurement plan procedures, donor restrictions, and vendor relations.

Risk Management: Risk assessments and mitigation measures are reviewed regularly in addition to the progress indicators. ICIMOD's Risk Management Strategy will address institutional, programmatic, and initiative risks. The primary responsibility of risk management at the institutional level lies with the Director General, while for program-level risks, and program coordinators have responsibilities for initiative-level risk management. ICIMOD will operationalize its risk management strategy around the project management cycle, thus risks will be identified and assessed: i) During the project development stage through project feasibility and appraisal; ii) Along the results chain from activity to impact through the Toc and impact pathways development workshop; iii) As part of the initiative implementation plan; and, in addition iv) Risks assessment and reporting has been made mandatory for ICIMOD's Partners as part of the Letters of Agreement (LOA); v) Risks are assessed in terms of impact and occurrence and reported on a bi-annual basis.

GESI: ICIMOD's Gender Equality and Social Inclusion policy provides the direction for systematic integration and operationalization of its Principles and commitments by 1) Enhancing GESI across ICIMOD's work and institutional environment by i) incorporating GESI at all stages of project design, development, implementation, MEL, communication, and partnership; ii) piloting and testing new methods and tools to support and monitor GESI-responsive work on policy, innovation and scaling, institutional capability, and regional collaboration; iii) initiating evidence-based advocacy initiatives for bringing HKH specific GESI issues to the regional and global levels, including in research and publication, and generating evidence and sharing information on regional trends, risks and opportunities that influences GESI-responsive policy, action and investment; iv) all institutional policies, strategies, and procedures align with GESI commitments and building up the systems and metrics that enable MEL on GESI institutional progress and prevent negative behaviors on GESI principles; v) providing adequate allocations of human, technical, and financial resources to fulfill institutional GESI commitments and advancing gender and diversity balance in programmes, communications, workforce, and leadership; 2) Encouraging and nurturing GESI by i) strengthening strategic partnerships and engagement with women/youth, organizations/networks of disadvantaged groups, and mutually beneficial collaborations to enhance knowledge and sharing of best practices; ii) ensuring meaningful participation for diverse voices in international platforms; iii) leveraging platforms to influence system wide change by joint initiatives, sharing lessons, and new alliances; iv) increase meaningful participation and engagement of disadvantaged groups in the programmes; 3) Strengthening ICIMOD's and key partners' capacity to act and deliver GESI results by regularly assessing the skills and knowledge, building capacity and raising awareness among staff, partners and stakeholders.

## 6.5 Partnerships

List all the organizations which will be involved in delivering this project, and describe the nature of your organization's relationship with them (hierarchical or management relationships, chapters or affiliations, sub-contractors, local partners, etc.) **Clearly identify any legal entities which will co-sign the financial agreement with Global Affairs Canada alongside the applicant, should funding be provided, if this is the intention for how the project will be managed.** (Keep in mind the impacts on cost-share and overhead, when there is more than one signatory.)

Describe the organizational arrangements proposed for the project, and the roles and responsibilities of the applicant, developing country partner(s), local government and other actors in the sector in the decision-making and implementation of the project's activities.

ICIMOD will sign the financial agreement with GAC, and ICIMOD will formalize Letters of Agreements (LOAs) with the implementing and knowledge partners in each country. ICIMOD will dedicate staff to supporting the implementing partners in each country. ICIMOD and implementing partners will be responsible for the overall implementation and oversight of the project. The proposed partners include: 1) Implementing Partners:

Bangladesh: • National governments: The Ministry of Chattogram Hill Tracts Affairs (MoCHTA) and the Chattogram Hill Tracts Development Board (CHTDB). MoCHTA is ICIMOD's nodal Ministry partner in Bangladesh, which will be the main nodal Agency partner



and is key to receiving permissions to implement activities in the CHT. • Local governments: Hill District Councils will be responsible for mainstreaming and scaling the successful IASP into their programmes and budget and providing support to the implementing partners or pilot workers. • Local NGO/implementing partners: Arannayk Foundation Bangladesh, which will work and coordinate with other local NGO networks in the implementation, e.g., community engagement, capacity building, etc.

Bhutan: • National governments: The Department of Water and Department of Energy within the Ministry of Energy and Natural Resources. Both agencies are ICIMOD's nodal Ministry partners. • Local governments: Paro District and Punakha District will be responsible for mainstreaming and scaling the successful IASP into their programmes and budget and providing support to the implementing partners or pilot workers. • Local NGO/implementing partners: Tarayana Foundation will work and coordinate with other local NGO networks in the implementation e.g., community engagement, capacity building, etc.

Nepal: • National government: ICIMOD and the local government in Nepal will work the Ministry of Finance to acquire the permission for the project implementation. • Local governments: Roshi Municipality and Dhankuta Municipality will be responsible for mainstreaming and scaling the successful IASP into their programmes and budget and providing support to the implementing partners or pilot workers. • Local NGO/implementing partners: Centre for Environmental and Agricultural Policy Research, Extension and Development (CEAPRED) will work and coordinate with other local NGO networks in the implementation e.g., community engagement, capacity building, etc.

2) Strategic & Policy Partners and Knowledge Partners & Network. These include focal ministries, national and regional organizations, and global partners, as well as universities and academic institutions; regional and global network organizations; science partners and thematic networks; institutions engaged in advocacy, outreach, knowledge sharing and exchange and dissemination including media organizations and publication houses.

Bangladesh: Sustainable and Renewable Energy Development Authority, Stamford University Bangladesh – Department of Environmental Science, UNCDF, Infrastructure Development Company Limited, a local partner working on renewable energy named Sustainable and Renewable Energy Development Authority (SREDA). Bhutan: The Department of Agriculture within the Ministry of Agriculture, Department of Infrastructure and Transport within the Ministry of Infrastructure and Transport, Bhutan Trust Fund for Environmental Conservation (potential partner for climate finance capacity building/training), National Commission for Women and Children (NCWA), an NGO named Respect, Educate, Nurture and Empower Women (RENEW). Nepal: Nepal Water Conservation Foundation (NWCF), The Ministry of Energy, Water Resources and Irrigation (MOEWRI), Alternative Energy Promotion Center (AEPC), National Indigenous Women Federation (NIWFed) and National Indigenous Women Forum (NIWFor).