



# शीप Gender Equality and Social Inclusion Strategy – Skills Component

December 2018



Louis Berger

In Collaboration with

Clear Horizon



INSTITUTE FOR INTEGRATED DEVELOPMENT STUDIES







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## Acronyms

AWARE	Asian Work Place Approach that Respects Equality
CF	Challenge Fund
CSO	Civil Society Organizations
CSR	Corporate Social Responsibility
DP	Development Partners
DFID	Department for International Development
DAG	Disadvantaged Group
FGD	Focus Group Discussions
GAP	Growth Accelerator Programme
GESI	Gender Equality and Social Inclusion
GoN	Government of Nepal
HKH	Hindu Kush Himalaya
ICIMOD	International Centre for Integrated Mountain Development
ICT	Information Communications and Technology
KII	Key Informant Interview
MQF	Malawi Qualification Framework
NFDN	National Federation of Disabled Nepal
NGO	Non-Governmental Organization
OTJ	On the Job
PWD	People with Disability
सीप	Skills for Employment Programme
TVET	Technical and Vocational Education and Training
TEVET	Technical, Entrepreneurial, Vocational Education and Training

## 1. Executive Summary

The GESI component of Skills for Employment Programme (सीप) targets women, Disadvantaged Groups (DAGs), and People with Disabilities (PWDs) to enhance their skills for gainful employment, higher wages, and improved working conditions. Through the Challenge Fund, सीप aims to understand the transformational challenges that firms face and jointly explore how GESI integration can contribute to address the challenges. By focusing in provinces 2 and 5, the सीप's skill component aims to target 22,500 women, 18,000 DAGs, and 500 PwDs who are seeking new employment or ways to improve their employment opportunities. सीप's priority sectors are commercial agriculture, light manufacturing, ICT, tourism and hydropower construction.

The objective of this report is to form a conceptual framework for GESI analysis for सीप's skill component in priority sectors; to identify key barriers faced by target groups in those priority sectors; within सीप's priority sectors provide an overview of participation of target groups; identify key supply and demand constraints in skilling GESI target groups in priority sectors; review evidence on effective methods to improve employment outcomes; review employment interventions and implementation gap in existing programmes; and develop a conceptually sound GESI strategy for inclusion of target groups in each priority sectors.

The सीप GESI strategy conceptual framework categorises the barriers faced by targeted groups into three domains—assets, services and opportunities, personal and collective agency, and enabling environment—in which one domain influences another. The analysis through categorization into groups informs that there are multiple layers of barriers that exist beyond the conventional ideas of market failures.

The material manifestation of existing barriers is evidenced in the form of low labor participation rate and lower employment outcomes among GESI target groups in the सीप's priority sectors as evidenced in this report. Many of the barriers are gendered and bound by the systematically structured social arrangements; they cut through the targeted groups and across सीप's priority sectors. The report catalogues distinct key barriers that are endemic to targeted GESI groups as well as those that are exclusive to सीप's target sector.

In agriculture, due to household obligations women do not have a lot of free time and agricultural production remains highly time-consuming and labor-intensive process. This acts as a major barrier. A severe lack of productivity enhancing and labor-saving technology and infrastructure prevents women's entry. Technological skills gap for efficient crop yield means that agricultural output remains within the domain of subsistence production and hardly makes its out as commercial output. The educational gap also means that women lack of skills to assume leadership roles within this sector. This latter fact should be coupled with the difficulty in networking and transportation of harvests to major markets, which acts as another barrier. Lack of access to financial services is another barrier as it prevents women from being owners of means of production, which could afford them greater freedom and independence, and acquire necessary technical trainings for better agricultural output. For disadvantaged groups, the historically disadvantaged people in this group do not have assets to back their mortgage, which means they have limited access to financial services. Since, wages in this sector are very low, most people in this group do not want to enter into this sector. These two impediments underpin one another and gridlocks entry. Farming remains highly labor-intensive form of production, so people with mobility and/or stamina issue find it harder to enter into this sector. Lack of technology to make farming, for instance, less labor-intensive, lack of trainings and opportunity in least labor-intensive agricultural products such as dairy farms, chicken farm, horticulture, etc. for people with disability are major barriers to entry.

In light manufacturing, for women cultural assumption of manufacturing as a man's occupation is the biggest hurdle to entry into this sector. Further, this cultural assumption stratifies work roles creating a narrow organizational career path for women within this sector. Moreover, organizational structure, with dominance of men in leadership position, creates a vacuum of aspirational role models for women to look up to. For disadvantaged groups, language barrier and lack of skills that plagues communities of disadvantaged groups act as a major barrier. As jobs in this field are rare and competitive, disadvantaged groups, because they lack networks, find it difficult to put their foot in the door. The labor-intensive nature of work prevents people with disability to apply to these jobs and managers from hiring those who apply. Lack of training in work roles that are less labor-intensive, minimal focus on matters of occupational safety and health by plant managers, lack of technology in workplace design, unwillingness to negotiate reasonable adjustment/accommodations are some of the major barriers to entry.

In tourism, heavy concentration of men in managerial and leadership roles suggests that the organizational structure is a major barrier to entry for women into this industry. Apart from cottage industry this sector is service orientated where face-to-face contact with clients is required, so norms around suitable jobs as well as concerns for safety that constrain women. Also, a lack of access to finance and knowledge about financial instruments deter women from expanding their home businesses. As trainings are mostly held in urban settings people who belong to this group miss out on those trainings, and not possessing necessary skills is a major barrier to entry. Disadvantaged groups consist of untouchables who are not hired in some hospitality jobs. Discomfort and unfamiliarity are major barriers to entry. So, even when people with disability are trained and possess necessary skills employers aren't willing to hire them. Simultaneously, it is noted that many trainings and workshops rarely take special needs of people with disability into their concern, which acts as a barrier.

In ICT, one of the ways in which employment gap stems is due to gap in ownership of digital assets. The costs associated with digital assets impedes ownership of these assets by women. Ownership of digital assets correlates with enrollment in the ICT disciplines and women have lower enrollment in this field, which acts as a major barrier to entry. However, while the asset ownership among men and women between the ages of 20-24 is negligible, this hasn't closed the gap in enrollment in ICT disciplines between these two genders. Employment in ICT is highly gendered with a high concentration of men in top management positions. This is another major barrier to entry. Skilling in this field and ownership of digital assets is costly. Disadvantaged groups lack finances to get necessary degrees and digital assets to orient themselves in the field, which acts as a major barrier. Further, concentration of ICT jobs is in urban areas where disadvantaged groups are sparsely populated, so the lack of reach is another major barrier. Lack of trainers who can properly train people with disability is a major challenge. Lack of training geared towards people with disability on topics of ICT translates as lack of skills in them, which acts as a major barrier to entry. Also, lack of accessibility embedded in ICT products (audio vs video for visual and hearing-impaired people) is a major barrier to entry.

In hydropower construction, the organizational structure of this sector is male dominated, which acts as a major barrier in itself. From civil engineering to machine operation, representation of women in every work role is limited. This can be attributed to lack of education and proper trainings available to women. Further, this is a labor-intensive work and requires high mobility, which deters women from entering into the field due to safety concerns. Representation of disadvantaged groups in this sector is minimal. Especially in managerial and leadership roles is lagging due to lack of education and training. There is also minimal participation among people with disabilities in this sector because of its technical nature. Furthermore, no major steps has been taken to make workplace safer, and reasonable adjustments/accommodations to cater to the needs of people with disability are almost never made.

Following the review, identification, and a thorough analysis of the barriers faced by targeted groups in सीप's priority sectors, the report looks at the global evidence of effective skills development and gainful employment programmes and interventions. The key lessons from global evidence cited in this report help guide strategy and better inform approaches and models advocated in this report.

The report also looks at the high reliance on skills and vocational trainings in Nepal as a method of improving employment to look at what stakeholders have done and aspire to do, and propose a need to move beyond those methods by looking at more bundled interventions, support services (child care centers, assistive services) and addressing norms and discrimination to promote dignity of work for targeted groups in सीप's priority sectors.

सीप's GESI strategy is grounded in the conceptual framework of understanding barriers for the target groups in the three domains. This forms the overarching strategy. Recognizing that in different sectors the barriers manifest in varying degrees, sector-specific strategic priorities have been identified. The overarching strategy outlined in this report are based on global and local evidences and include: training and employment plus (going beyond skilling), GESI mainstreaming, and targeted approach by type of CF partner. The report recommends that in order to address barriers posed on targeted sectors the potential Challenge Fund partners enrich skills trainings but also look beyond it, and mainstream GESI beyond quotas. Moreover, the GESI strategy allows for a differentiation between the CF partners into two groups of early adopters and GESI champions, the former will ensure basic GESI requirements are met, and the latter will push the boundaries to amplify GESI outcomes.



## 2. Introduction

Nepal has made significant progress in reducing the poverty rate from 59% in 2006 to 29% in 2014.<sup>1</sup> Efforts to reduce poverty are ongoing and supported by positive national and international commitments. Moreover, Nepal's 10-year armed conflict which took place from 1996-2006 and the devastating earthquake in 2015 has encouraged the Government of Nepal (GoN), in partnership with development partners (DPs), to prioritise inclusion for development.<sup>2</sup> The Constitution of Nepal outlines equal rights to uplift the status of women, Disadvantaged Groups (DAG) and Persons with Disabilities (PwDs)s -- the three constituencies together will be referred to as Gender Equality and Social Inclusion (GESI) target groups. This 'Right to Equality' further emphasizes "that no discrimination shall be made on the grounds of gender about rights to social justice, rights to employment, rights to equal remuneration and social security for the same work without discrimination on the grounds of gender"<sup>3</sup>.

However, despite significant efforts from the GoN, international agencies, non-governmental organizations (NGOs) and civil society organizations (CSOs); people in these groups continue to face major socio-economic discrimination. In addition, a poor educational system has further contributed to the lack of skills needed for obtaining jobs, while women, disadvantaged groups, and persons with disabilities continue to be disproportionately underserved by the education system. As a result, they are less equipped for the formal sector and work in the informal sector where their wages are lower and inconsistent, and the risks of exploitation are higher.

Prioritising GESI will have a positive impact on those who are excluded while also growing the economy and contributing to political stability. The programme will follow the definition framed by the UN International Development Partners Group which has defined GESI as a concept that:

"Addresses unequal power relations experienced by people on the grounds of gender, wealth, ability, location, caste/ethnicity, language and agency or a combination of these dimensions. It focuses on the need for action to re-balance these power relations, reduce disparities and ensure equal rights, opportunities and respect for all individuals regardless of their social identity."<sup>4</sup>

In this context, DFID's Economic Development Strategy has prioritized job creation and opportunities in some of the poorest and most challenging places in Nepal across all its projects. The priority regions for UKaid सीप will be provinces 2 and 5. The सीप skills component will aim to overcome the barriers and market failures around skills mismatch and employment gains for 45,000 Nepali youth, who are seeking new employment or to improve their employment opportunities. सीप uses the Government of Nepal's definition of youth -- women and men between the ages of 16 to 40. Although following this definition results in a wide age range, the analysis of barriers and tailored approaches will be cognizant of the sub-groups within the ages of 16 to 40 years. Moreover, the pilot stage will provide insights into how the private sector responds to addressing the barriers experienced by different age groups. With these insights, the age group definition will be revisited.

The programme has outlined the following impact and outcome statements:

- Impact Statement: "More productive and equitable vocational skills and migration systems improving the livelihoods of poor people in Nepal";
- Outcome Statement: "Young people, especially women and disadvantaged groups gainfully employed with higher wages and improved working conditions."

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1 Multidimensional Poverty Index, Analysis towards Action (NLSS) (2018)

2 GESI Working Group (2017) Common Gender Equality and Social Inclusion Framework. Kathmandu: GESI Working Group, International Development Partner Group, Nepal.

3 Constitution of Nepal, (2015)

4 GESI Working Group (2017)

## 2.1 Purpose of the Report

The purpose of the report is to conduct a detailed GESI analysis to identify market failures and barriers faced by women, persons with disabilities and disadvantaged groups, in various sectors in the Skills Component. The report then informs on inclusive development models that can address these barriers to better skill these groups.

Key objectives of the report are to:

- Present the conceptual framework for GESI analysis for शीप's Skill Component
- Examine the barriers for GESI target groups (women, disadvantaged groups and people with disabilities) to enter the labour market and improve employment outcomes
- Provide an overview of the participation of GESI target groups in the labour market as well as a sectoral analysis of शीप's priority sectors – agriculture, ICT, light manufacturing, hydropower and construction, and tourism
- Identifying key supply and demand constraints in skilling GESI target groups
- Review evidence to understand what works and does not work to improve employment outcomes to identify global best practices
- Review employment interventions in Nepal and map what has been done
- Develop a strategy for inclusion of gender and disadvantaged groups across programme activities and sectors.
- Determine the process by which GESI-specific models will be encouraged and incentivised through the Challenge Fund.

## 2.2 Methodology

A combination of desk review, interviews, FGDs, survey and consultations have been carried out for the GESI analysis. First, a conceptual framework for analyzing GESI context was developed (see Annex 1 for detailed methodology on framework). The framework helps to analyze the gender and inclusion gaps and also guides the strategy. Several methods have contributed to the analysis. These include:

- Desk review on i) participation of women, disadvantaged group, people with disabilities in labour markets in general, and in the specific sectors; ii) barriers, and ii) national and global interventions
- Primary data was collected through a field trip to observe working conditions in industries in the priority provinces.
- Key informant interviews (KIIs) with 50 employees and six focus group discussions (FGDs) with women, disadvantaged groups and persons with disabilities were also conducted were conducted in Provinces 2 and 5. The KIIs and FGDs discussed nature of work, trainings obtained and desired, work experiences and aspirations.
- Market player consultations and conversations with the Nepali private and public sectors currently operating in Provinces 1,2,3,5, and 6 were held to better understand the constraints facing the labour market and specifically, those facing vulnerable groups.
- A comprehensive firm-level questionnaire, with qualitative and quantitative indicators, was also distributed to 238 private sector entities across the five sectors. The interviews were conducted in Provinces 1,2,3,5 and 6 to assess the labour demand and skills gap. These questionnaires have provided disaggregated data which will further guide activities and budget for mainstreaming GESI in their designs and interventions. The respondents were primarily owners, managers, particularly in the human resource depart
- Finally, ideation labs with selected private sector partners from शीप priority sectors were conducted to validate skill gaps and market failures identified by the शीप firm level survey for job creation. (See Annex 4 and 5 for stakeholders list.)

### 3. Conceptual Framework

Inclusion is one of सीप's principles and GESI targets for सीप cuts across the entirety of the programme, highlighting the importance of gender, disadvantaged groups and persons with disabilities. This forms the foundations of the programme, including the GESI analysis that will inform the strategy and approach. The conceptual framework is adapted from Sabalaa Women's Economic Empowerment (WEE) programme design, which is based on extensive research on empowerment frameworks.<sup>5</sup> It also draws from International Development Partners Groups (IDPG)'s Common GESI Framework that emphasizes the informal enabling environment such as norms and attitudes. (See Annex 1 for further details.)

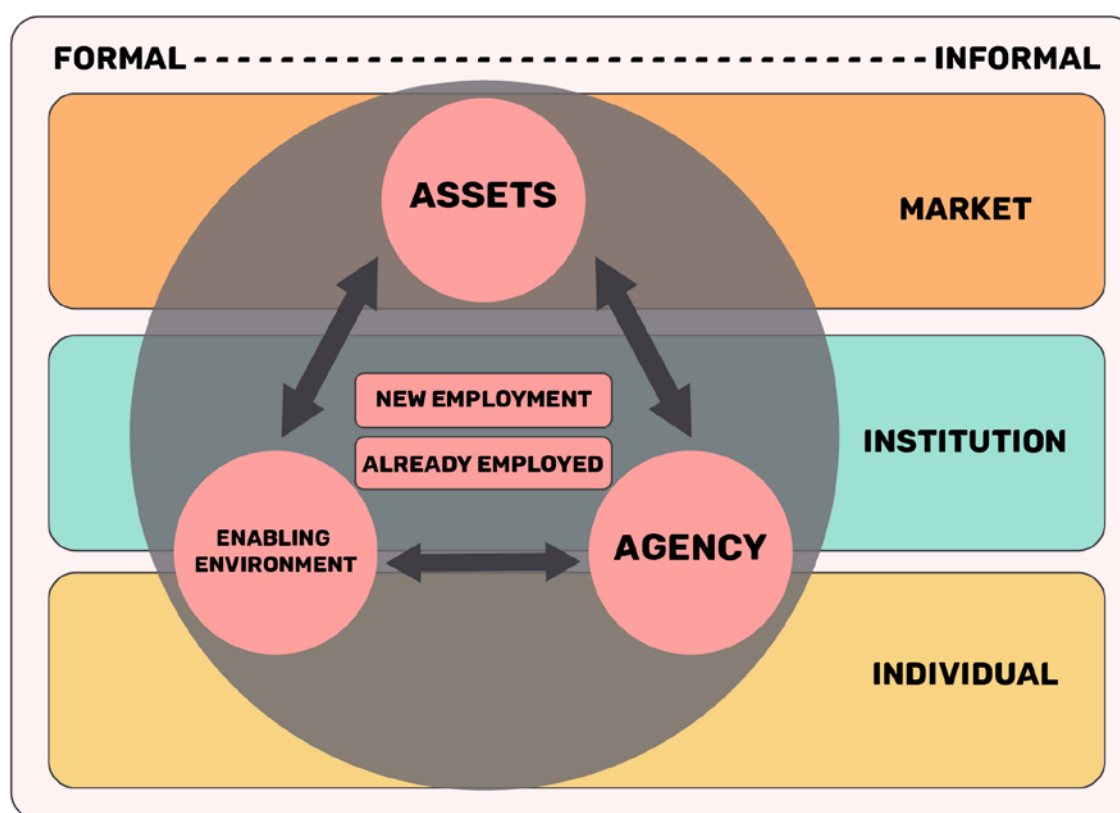


Figure 1: सीप GESI Conceptual Framework

सीप's conceptual framework (Figure 1) categorizes the barriers that women, disadvantaged groups and persons with disabilities face to obtain or improve gainful employment into three domains:

1. **Assets, services and opportunities:** Assets can be economic (property, digital), social (network and community), and human (education and health). Services include access to financial services, sector-specific services such as extension services in agriculture, government services such as registering small businesses. Opportunities to develop human capital such as scholarships or access to training programmes.
2. **Personal and collective agency:** is the ability to control and make decisions whether as an individual or a group.

<sup>5</sup> Calder, R. (2018)

3. **Enabling environment:** includes both the formal (legal systems) and informal (social norms, values, culture). All three domains influence each other.

At the center of the domain, are the two types of beneficiaries (seeking new employment and already employed) identified in the MELF. The two types of beneficiaries may have different experiences in the domains of change. The domains and the beneficiaries are situated in the labor market which is either formal or informal. The conceptual framework also includes the different levels, where the सीप activities through CF will have an impact in addressing barriers. These include: individuals (end beneficiaries); the institutions (employers such as firms, CSOs, NGOs, government as well as trainings institutes), who are the CF applicants; and the labor market. Outside the GESI conceptual framework, it is important to note intersectionality. The layering of caste and gender, ethnicity and gender, or ethnicity and disability exacerbates an individual's experience of barriers faced while seeking employment or improving work experience.

## 4. Understanding barriers for GESI groups

Based on the conceptual framework, this section illustrates the various barriers that women, disadvantaged groups, and people with disabilities face to enter the labor market, and improve income and working conditions. The barriers discussed here apply for all the sectors. Where possible, sector-specific examples have been presented.

### 4.1 Domain 1: Assets, services and opportunities

**Education:** Educational achievements are important signals of talent and affect employability. Nepal has achieved gender parity in net enrollment rates in the primary, basic and secondary levels of education, however, qualitative differences remain across gender, social identities and disability. The 2015 Human Development Report for Nepal reported that less than one fifth of adult women have reached at least a secondary level of education (17.7% of women compared to 38.2 percent for men). Although the pass rate for girls (51.6) is higher than that of boys (47.1), more boys score a GPA above 2.4 than girls.<sup>6</sup> Higher values placed on son's education, marriage, norms around girls' education hinder their education. For Persons with disabilities, only 39.6% are literate and women's literacy rates are half of that of men.<sup>7</sup> Women with disability are more likely to not attend school compared to men with disability.<sup>8</sup> For Persons with disabilities environmental obstacles hinder education. Madhesis have lowest literacy rates at 31% compared to 79% of Hill Brahmins.<sup>9</sup> Fifty-three per cent of Madhesi Dalits have never attended school compared to 44 for Terai Janajati, 42 for Muslims, 35 for Hill Dalits and 22 for Hill Brahmins.<sup>10</sup> For all three groups, different forms of discrimination affects their educational attainment. Some technical fields, such as engineering, reveal a persistent gender gap with few women in those disciplines. (See Figure 2 on representation of women in different fields of study.)

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6 Economic Survey 2018 shows that more boys score GPA 2.4 and higher than girls where there are completing the SEE exams

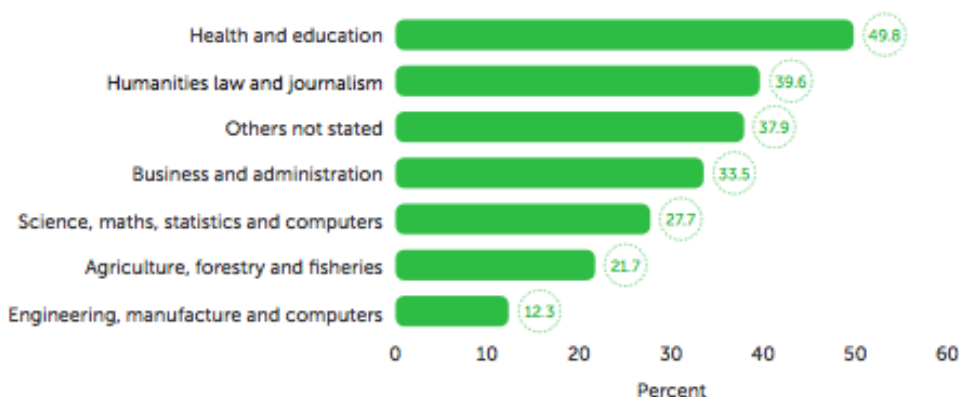
7 Aide, A.H., et. al (2014)

8 Ibid

9 World Bank (2018)

10 World Bank (2018)

**Figure 2: Representation of women in Nepal in different fields of study<sup>11</sup>**



Source: Source: CBS, 2012

**Skill levels (perceived and real) and development:** It can be expected that the gender gaps in employment are rooted in other gaps, in particular skills trainings. According to Economy Survey 2017/2018 data, within the first eight months of 2017/18 - only 3,509 women completed skills training compared to 9,550 men.<sup>12</sup> Perceptions of skills levels also matter. When commercial agriculture firms were asked about jobs roles where employers saw potential to hire more labor, they answered: Skilled Workers, Technicians, Veterinarians, machine operators/ repair, labourers. Employers believe that women lack skills in such job roles. They added that women lacked skills in marketing knowledge, customer relations, communications and creativity. While the Survey does not provide additional data to support this, the reasons given by employers need further investigation.

**Poverty and low income levels:** Data shows Dalits, especially Madhesi Dalits, to have lowest income, savings, and investments – thereby also excluding from formal credit markets, education and trainings. According to the Multidimensional Poverty Index Provinces 6 (51%) and 2 (48%) have the highest rate of multidimensional poverty followed by Provinces 7 (34%) and 5 (3%).<sup>13</sup> (See Figure 3 on Human Development Index Values.)

**Asset ownership:** Asset, particular land and house, are important to use as collateral that can be used to get loans to further skills or scale up businesses. For the large population engaged in agriculture, land ownership affects economic progress. A small 10% of women own land, who tend to belong to the Hill Brahmin/Chhetri (15%) group; Madhesi Dalit women are least likely to own land.<sup>14</sup> Female fixed asset ownership is lowest in Province 6 and 2 are low.<sup>15</sup> Female-headed households accounted for 19.7 percent of the total agriculture landholders in 2011.<sup>16</sup> Compared to 48% of Hill Brahmin/Chhetri men, only 8% Madhesi Dalit men own land, among Janjatis, Terai Janajatis own less land (8%).<sup>17</sup> Discriminatory practices, poverty, limited knowledge on regulations and administrative processes are some reasons to why women and disadvantaged groups own less land.

11 FAO (2019)

12 Economic Survey 2017/18

13 National Planning Commission, 2018. Head-count ratio: proportion of population below poverty line.

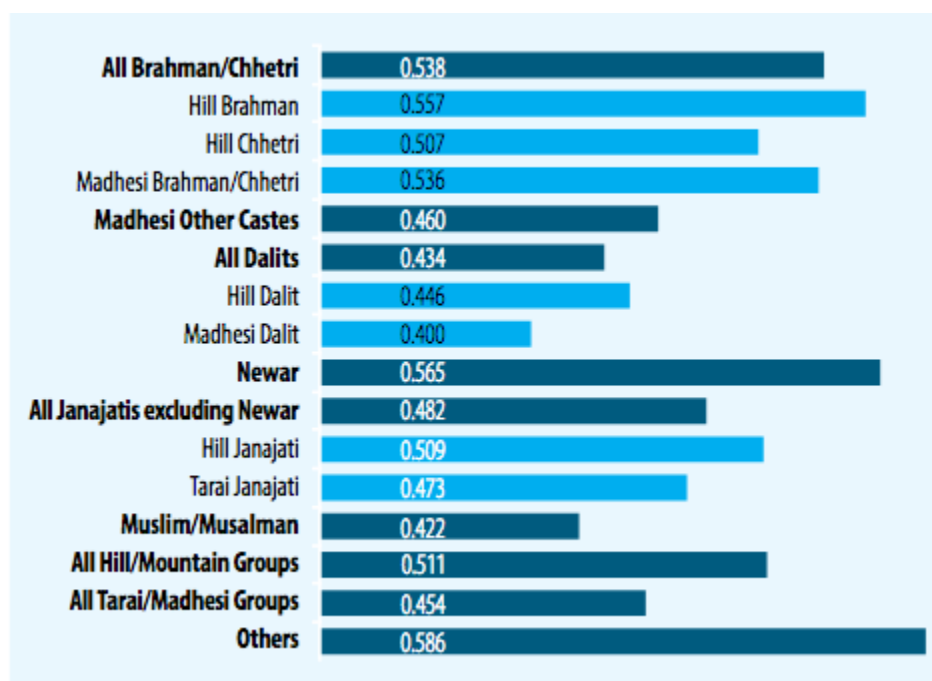
14 World Bank 2018. Based on reassessment of NDHS 2016. 19.7 percent women own land and house (26.8% in urban and 18% in rural areas) according to Census 2011.

15 Rijal (2017). 4.5% women owning both house and land, and 3.4% owning land only. CROSS CHECK

16 SAHAVAGI, 2016

17 World Bank 2018. Based on re-analysis of NDHS 2016. 19.7 percent women own land and house (26.8% in urban and 18% in rural areas) according to Census 2011.

**Figure 3: Human Development Index Values by major caste and ethnic groups, 2011**



Source: Nepal Human Development Report, UNDP 2014.

**Access to finance:** Access to finance (savings and loans) opens many opportunities such as enrolling in training courses or starting own (micro)enterprises. In 2014, only 10% of Nepal's adult population surveyed had access to credit from banks (12% of men and 9% of women).<sup>18</sup> Lower financial literacy, income levels, limited collateral restricts women. Of the 40% population with bank accounts, women belonging to Madhesi Dalits and Muslim communities have the lowest participation rates (22% and 23% respectively).<sup>19</sup> Mobile banking is in its nascent phase with only 8-9 percent mobile phone owners using their phones for financial transactions.

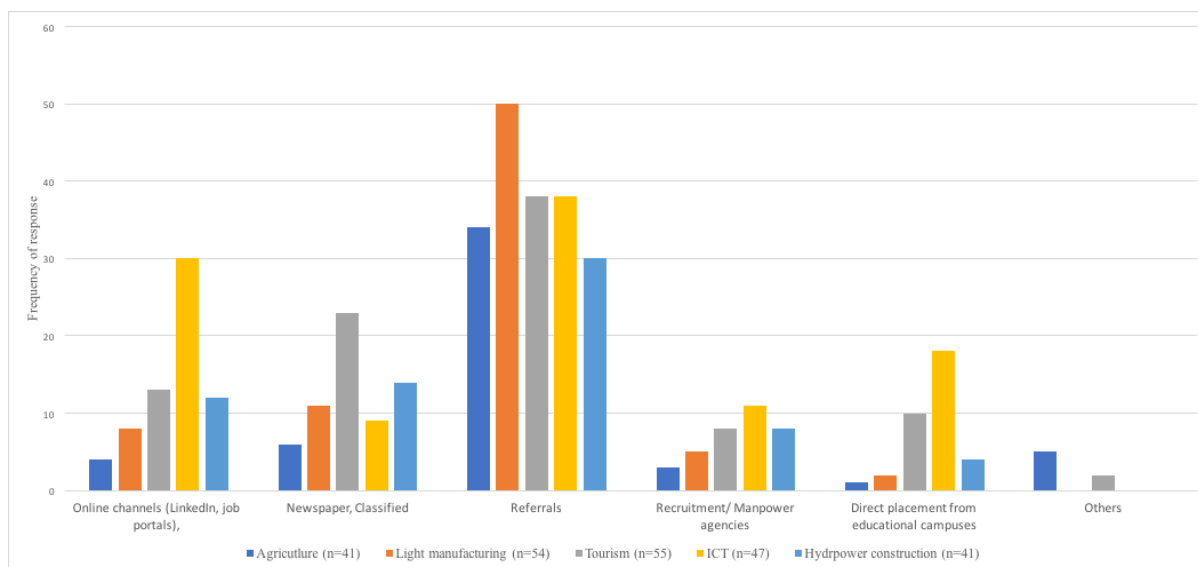
**Digital assets:** Digital divide affect women, disadvantaged and Persons with disabilities to enroll into ICT degree or trainings.

**Social capital:** Social capital helps to spot and seize opportunities. The सीप Firm Survey shows that an overwhelming majority of employers prefer to hire through referrals. This holds true for all priority sector, in particular commercial agriculture. Other preferred sources for hiring is online portals for ICT and newspaper for tourism. It can be inferred that social capital is a significant barrier to employment for women, disadvantaged groups and Persons with disabilities who have poor social capital due to social structures and discriminatory practices. Likewise, not having role models has also emerged as a key barrier particularly in sectors that are usually dominated by men or advantaged groups. Social capital is inextricably linked with information asymmetry.

18 FinScope Consumer Survey Nepal, 2014.

19 World Bank (2018). Based on re-analysis of NDHS 2016

**Figure 4: Sources of hiring talent**



Source: सीप Firm Survey, 2018

**Information asymmetry:** Access to timely information on available job openings is not readily available to all population groups uniformly. This is particularly important for areas that are physically far-off from the site of employment, or for people who lack network in the industry.

**Relocation challenges:** Besides job openings, information on and availability of other factors, such as affordable housing are important for people who wish to relocate for jobs. The difficulty for Dalits to find housing is well-documented. It is harder for women to relocate because of social norms surrounding women living away from their families.

**Absence of supportive facilities at work or trainings:** While having a separate women's bathroom is now a normal, it cannot be said with certainty that all employers pay attention to this detail. Lack of child care and breastfeeding facilities limit new mothers' ability to work for several years. For people with disabilities, inaccessible training venues or workplaces are the biggest barrier. Moreover, access to assistive devices, sign language, Braille and personal assistance also need to be considered for people with disabilities. The cost of making a workspace disability friendly deters firms from providing necessary services.

**Sector services:** GESI target groups have limited access to services. For example, in agriculture, development initiatives tend to respond to men's needs in trainings, policies, or mechanization with technology.<sup>20</sup>

#### 4.2 Domain 2: Voice and agency

**Control over assets:** A study by the World Bank in Nepal shows that 21- 40% married women lack control over household resources.<sup>21</sup> Portion of women who independently decide on how to spend their earnings has increased from 31% in 2006 to 53% in 2011 and stayed at that level.<sup>22</sup>

**Sexual harassment at the workplace and public transport:** Nepal has staggering figures for gender-based violence in general with high rates of domestic violence, rape or attempt to rape. While data on

20 <http://kathmandupost.ekantipur.com/news/2018-08-02/women-in-agriculture.html>

21 Klugman et al. (2015)

22 NDHS (2016)

sexual harassment is limited, anecdotal evidence indicates that it is widespread. The recent #MeToo movement has uncovered several incidents of sexual harassment in workplace. Sexual harassment in the workplace is a key factor for women to leave work and also feeds into norms around what type of work is safe for women. Sexual harassment in public transport also discourages women to travel, which in turn affect finding and staying in work.<sup>23</sup>

**Negotiating capacity:** Pay gap between men and women has been ascribed to women's unwillingness to negotiate as much as men.<sup>24</sup> The ILO report underscores that the caste system has "rendered Dalits politically and socially weak, denies them the confidence and opportunity to negotiate appropriate prices for their skills and products."<sup>25</sup>

### 4.3 Domain 3: Enabling Environment: Formal and informal institutions

**Discrimination and dignified employment:** Discrimination, real or perceived, creates major barriers in the job market for the disadvantaged groups and persons with disabilities.<sup>26</sup> According to the ILO report on Dalits and labour, perceived discrimination is one of the principle barriers for Dalits to enter the job market.<sup>27</sup> Discrimination also directly affects the entrepreneurial endeavors of the Dalits. There have been reports of Dalit-owned businesses such as hotels and dairies being boycotted by so-called upper-caste population. The impact of discrimination is not limited to Dalits, however. Marginalized groups like Madhesis, Muslims, and Janajatis face greater constraints while seeking employment that can be linked to language and remoteness. Employers may discriminate against persons with disabilities because of misconceptions about their capabilities or anticipated costs. This was evidenced in the सीप Firm Survey where employers said that (i) the risk of injury to such workers, (ii) labour-intensive nature of the work and (iii) the lack of skills among persons with disabilities were the reason for their under-representation. The सीप Firm Survey also indicated that majority of the employers said they do not discriminate based on social identities. While the finding is encouraging it should not be taken at face value as there may be desirability bias. Moreover, there is evidence that discrimination begins at the early stages of recruitment.<sup>28</sup>

Adverse gender norms:<sup>29</sup> As work is such a central part of people's lives, social norms around it are strong, especially for women.

**Norms about the desirability and suitability of paid work for women:** There are norms on what is a suitable job for women, that pigeonhole them into certain job categories. The सीप Firm Survey illustrated employers' biases when asked about potential jobs opportunities for women. Across the five priority sectors, sales and marketing, HR managers and receptions were cited as categories where women had potential (see Annex 2 for how employers view on potential job categories where women can be employed limit women to stereotypes). More than two-thirds of married women (68%) were employed compared to 97 percent of married men.<sup>30</sup>

**Norms about respectability that limit women's mobility and their ability to work in mixed-gender environments:** This norms severely restricts women's opportunities to access trainings, and jobs.

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23 Calder, R. et al (2014)

24 World Bank (2013). Internal study assessing impacts of engaging in construction work on women's empowerment.

25 ILO (2005)

26 Adhikari, B.

27 ILO, 2005

28 Deshpande, 2013 Samata Lecture.

29 DFID, 2019 The six norms discussed here were identified as the ones with the "most constraining effect" on WEE

30 NDHS, 2016



There are provincial variations on the extent to which the social norms affect women. For instance, norms around mobility are stronger in Province 2.

**Norms about care, domestic work and time use that limit women's time available for paid work:**

Double burdened with work and care responsibilities women, many women tend to leave work. The सीप Firm Survey has noted that according to employers, family obligation is the most cited reason for attrition. Family obligations include pregnancy, care work as well as mobility restrictions.<sup>31</sup> Care work is mostly for children but also for elders in the family, especially in-laws for married women. To ease women's double burden of paid and care work, firms could provide flexible work hours, parental leave, or work-from-home options. However, firms in all the sectors rarely provide such support. During KIIs, it was revealed the employers prefer not to recruit newly married women because of high possibilities of pregnancy.

Other norms that contain women include: norms about ownership and control of assets and decision-making that discourage women's investment in acquiring skills that increase employability; and norms about masculine jobs.

Unequal pay: Women receive lower wages than men for similar work. For example, in some of the villages in Province 2, women working in the paddy fields receive NPR 100 or five kgs. of paddy for a day's work while the men get paid 400 for the same type of work<sup>32</sup>. According to FAO, women are paid 25% less than men. The unequal pay for equal work occurs for various reasons. Employers may be unaware about the law on equal pay for equal work. Women may not have the agency to bargain. The practice may also be rooted in the norm that values men's work more and views them as more productive. There is limited data to compare the extent of unequal pay in this sector with others.

Lack of policy implementation: Many policies aim to enhance women's skill in agriculture, develop agro-enterprises or improve technological productivity of youth and women producers.<sup>33</sup> However, implementation has been weak.<sup>34</sup>

#### 4.4 Supply and demand constraints for GESI target groups

The constraints identified in Table 1 below further corroborates the analysis of barriers in the above sections. The findings are based on सीप Firm Survey, market player consultations, round table discussions, literature reviews, and on-site visits to identify the following supply and demand constraints that limit jobs training, job placements, and other income generating activities for GESI target groups. Focus group discussions (FGDs) and one-on-one interviews with employees were also conducted to capture their views on what has not been working in the labour market related to skilling women, Persons with disabilities and disadvantaged groups.

While supply and demand constraints source from market failures, they are also influenced by social norms, gendered attitudes and discriminatory structures and practices. For instance, people with disabilities or Dalits may have lower confidence due to past experiences of discrimination to apply for jobs. Employers may also hold gender, ethnicity and disability biases. For example, employers believe that some jobs are dangerous for women. Constraints based on social perceptions and attitudes have been discussed in the barriers section. Demand constraints also emerge from underlying economic conditions such as limited investment for private sector to expand and create jobs. However, the focus is on what constraints employers face in hiring the current labor pool

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31 KIIs and consultations

32 Himalayan Times, July 07,2018 – Minimum wage rule fails to protect female workers from exploitation

33 Example: Agriculture Mechanization Promotion Policy (2014), Gender Mainstreaming Strategy (2006), Agro-biodiversity policy.

34 FAO, 2019

**Table 1: Supply and demand constraints**

SUPPLY CONSTRAINTS	
Market failures	Constraints faced by target groups and trainers
Low Skills Trap	Limited or no education that creates further barriers in accessing additional training; and therefore women, DAGs and Persons with disabilities are seen working in elementary occupations.
Insufficient Qualifications	Lack of exposure to international hospitality skills requirements (e.g. formal communication, fine dining services, cultural awareness computer skills, etc.) for 5-star hotels and international airlines  Lack of access to management training programmes and the qualifications required  Lack of IT trainings.
Inequitable Geographical Access	Women, disadvantaged groups and people with disabilities in rural areas face additional constraints due to accessibility. Distance from markets and poor infrastructure add another layer of challenge.
Lack of sensitivity from Training providers	Competing priorities with household and/or other income-generating tasks, in the informal sector; as a result, may not have time for training; Training institutes not flexible on timing and/or provisions for children, etc.  Lack of instructors who identify with/share characteristics with these groups; therefore, it may be challenging for trainees to feel that they are being understood and respected  Lack of efforts by businesses to accommodate persons with disabilities  Lack of efforts by businesses to provide support services for women
Shortcomings in incentive structure for training providers	Training providers do not have appropriate incentive structures in place such as performance-based pay to pay extra attention to GESI targets or ensuring job placements. Few training programmes have tested performance-based pay and incentives to train women.
Capital market Failure	Lack of affordable training opportunities, including lack of access and/or control of capital to afford training (loans, etc. may not be flexible to meet needs)  No follow-up support to trainees to set up businesses / start self-employment for example providing financial literacy/business/entrepreneurship skills and support with steps to establish a business to trainees who have received vocational training.  Modality of training may also be limiting for GESI target groups. For example, duration, type of training, content, and language of training may not always be suitable to GESI groups. Investments have been limited to tailor trainings to the needs of GESI target groups.  Despite available evidence that beyond short-term payoff, trainings fail to deliver positive impacts in the medium, the market has not responded to address this gap. Employers rarely consider bundled interventions. For example, for self-employment - pairing technical training with cash and business skills training; for wage employment- pairing training with quality internship, apprenticeship opportunities; and for both- combining training on both technical and foundational (basic cognitive and socioemotional) skills (start off with goal-setting, e.g., through life project) have been found to have positive effects.

Imperfect Information	<p>Lack of demand-based information on available and demanded jobs due to limited connections between training institutions and recruitment agencies/industries/companies to link trainees with jobs</p> <p>View that vocational training is inferior and/or is not relevant</p> <p>Limited or no experience with career counselling (finding a job, applying for a job, and interviewing), and life skills (work place readiness, emotional regulation, and interpersonal skills).</p>
<b>DEMAND CONSTRAINTS</b>	
Insufficient Qualifications	<p>Training institutes not well regarded by private sector as these institutions do not provide reliable qualification and most of the time the trainings do not meet demanded skills.</p> <p>Lack of quality professional institutes, providing reliable qualification on skills training that link to direct employment.</p>
Imperfect Information	<p>Employers in Nepal do not recognize and understand the financial benefits of a more diverse workforce.</p> <p>Lack of awareness amongst employers on the capacity of Persons with disabilities and the benefits of hiring them.</p> <p>Little connection to training providers serving these beneficiaries or to beneficiaries from these groups.</p> <p>Employers put little effort in encouraging women, disadvantaged and people with disabilities to apply.</p>
Inequitable Access	<p>Lack of facilities within job premises for Persons with disabilities (e.g., interpreters for the hearing and speech impaired and disabled friendly infrastructure for the blind and physically disabled).</p> <p>Lack of flexible working arrangements for mothers and others with special needs.</p>

## 5. GESI in the Priority Sectors

The barriers discussed above constrain participation of GESI target groups in the labor markets and the priority sectors. This section discusses the status and trends of GESI target groups participation in the labor market, and in the priority sectors.

### 5.1 GESI in Labour Market

As of 2017, the labour force participation rate in Nepal was 83%, the majority of which was reliant on agriculture and semi-skilled occupations in light manufacturing, tourism, and construction. Within the labor force women, who made up 52% of labor force in 2017, disadvantaged groups, people with disabilities and youth tend to have lower participation and lower earnings.<sup>35</sup> They primarily work in the informal sector. For instance, agriculture and other low-return sectors employ majority of Nepal's domestic labour force, in particular youth and women.<sup>36</sup>

According to the latest available Labor Force Survey 2008, the share of informal employment, including agriculture, comprised of 96.2% of the labour force. The survey shows that most of the labour in the

<sup>35</sup> Source: <http://wdi.worldbank.org/table/2.2>

<sup>36</sup> World Bank, 2018. Country Partnership Framework

informal sector is done by women and disadvantaged groups.<sup>37</sup> Furthermore, the self-employed and their contributing family workers earn lower wages, have less income security, and receive less coverage by social protection systems and employment regulations.<sup>38</sup> The data shows that although the country is experiencing growth in the private sector, it has failed to generate adequate formal employment opportunities, particularly for women and other marginalized groups.<sup>39</sup>

Women who work do not necessarily earn cash, whereas more men (77%) are likely to be paid cash.<sup>40</sup> Nonetheless, there is a positive trend because percentage of women earning cash has increased from 14% in 2006 to 36% in 2016.<sup>41</sup> Married women make less than their husbands -- three-quarters of women make less than their husbands.<sup>42</sup> A breakdown of the data among different caste, religion, and ethnicities reveals differences among women. For example, The World Bank's GESI assessment based on the 2016 NDHS data shows that among employed women, Terai Janajati (79%), hill Dalit (78%), and hill Brahman/Chhetri (73%, 76%) had the highest employment while Terai Brahman/Chhetri (at 38%) and of Muslims (39.5%) had the lowest rates of employment. Among women, young women's participation is at 43% compared to 51.7% for young men.<sup>43</sup>

Within the private sector, too, GESI analysis shows wide gaps. According to the Enterprise Survey conducted by the World Bank in 2013 and the review of the Economic Survey 2017/18, women constituted 18.7% [less than one-fifth] of the total permanent full-time workforce in private sector firms in the country, of which only 17.2% were in leadership position in the 482 firms covered by the survey. Participation of women in the service sector (women-10.5% versus men-30.3%) and in the industrial sector (women-6.2% versus men-9.5%) is low in comparison to their male counterparts. As per the survey, women's participation in the informal sector is high and stands at 61% as compared to men 21.5%, with many contributing as family workers.<sup>44</sup> Similar gaps are also visible in NGOs, civil society organization and community organizations that are important job providers.<sup>45</sup>

The situation of women in microenterprises paints a more encouraging picture. The Economic Survey states that 132,000 micro entrepreneurs have been created from the programme related to small enterprises up to the first eight months 2017/18. Among them 74 percent micro entrepreneurs are women. Studies show that women are interested to pursue more traditional jobs in sewing / knitting, beautician, vegetable farming and there is very little exposure to and interest to pursue other jobs such as hard labour jobs or non-traditional jobs.<sup>46</sup> However, the influence of norms in such choices have not been studied in depth.

From the perspective of markets, disadvantaged groups are defined as those "who, by their gender, caste, ethnicity, location, are living in poverty and face additional barriers to accessing and benefiting from markets".<sup>47</sup> In Nepal, this includes communities belonging to the following groups: Dalit, Disadvantaged Janajati, Religious Minority and Relatively Disadvantaged Janajati. The total population

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<sup>37</sup> Nepal Labor Force Survey 2008, Nepal Enterprise Survey, World Bank 2013 " According to the last labour force survey (LFS), which was conducted in 2008 when the population was 23.5 million compared to 26.5 million in 2011, the labour force comprised of 12 million people with a participation rate of 83.4 per cent at the national level – 87.5 per cent for men and 80.1 per cent for women."

<sup>38</sup> ILO, 2017

<sup>39</sup> Workforce diversity and reservation policy in Nepal: A strategic approach to strengthening women's voice and visibility in formal employment sector, ILO 2017

<sup>40</sup> NDHS, 2016

<sup>41</sup> NDHS, 2016

<sup>42</sup> World Bank, 2018

<sup>43</sup> ILO, 2014

<sup>44</sup> World Bank Group, 2013

<sup>45</sup> Khadka, M.

<sup>46</sup> UN Women and IOM project, Future we want, 2017-18

<sup>47</sup> Gender and Social Inclusion Strategy 2013 – UKaid Samarth NMDP

of Nepal comprises of over 125 caste/ethnic groups. The largest group is Janajati (36%), followed by Chettri/Bahun (31%), and Dalit (14%) and the minority Muslim (4%). Out of this, more than 70% of the people belonging to disadvantaged groups live in the rural areas of Nepal's Provinces 6 and 7.<sup>48</sup> Among the major ethnic groups, the Madhesis comprise of one-third of population and count as the biggest under-represented group.

There is limited data on labor force participation based on ethnicity, caste, and religion. World Bank's reassessment of NDHS data shows that Newars and Hill Brahmins are primarily in non-agricultural wage sector, followed by Hill chhetris and Janajatis.<sup>49</sup> Sixty-eight percent of Terai Dalits compared to 14% of Hill Brahmins are in manufacturing sector.<sup>50</sup> The Dalit community in particular lag significantly behind due to historically accumulated caste-based discrimination. Terai Dalits face additional hardships because of Madhesi and Dalit identity. Province 2 has the highest population of Dalits. Similarly, Dalit women and Terai Dalit women are doubly and triply burdened because of caste, ethnicity and gender implications. More data and evidence on Madhesis, Tharus, and Dalits is necessary for a granular analysis of the extent and nature of the groups participation in the labor force. Dalit workers perceive that they are paid less than 'upper caste' colleagues. This perception was validated by a 2005 ILO study that showed that the average daily wage for a Dalit woman was NPR 78 and for a Dalit man was NPR 99. The average market wage for similar job was NPR 88 for a female workers and NPR 111 for male worker.<sup>51</sup>

Persons with disabilities are defined as those "who have long-term physical, mental, intellectual or sensory impairments or functional impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others."<sup>52</sup> In Nepal, an estimated 1.94% of total population has a disability, which equates to about 500,000 Nepali people. Of which, 163,000 are youth aged 16-40. However, this percentage is likely to be higher as many people with disabilities are not properly diagnosed in Nepal. Of those with disabilities, males account for 54.5% and females account for 45.4%. Physical disability constitutes the largest group, accounting for 36.3%, followed by visual impairments at 18.1%.<sup>53</sup>

There is no comprehensive data on employment and persons with disabilities in Nepal. Forty-two percent of people with disabilities are working in Nepal, this is 22 percentage points less than people without disabilities.<sup>54</sup> Women and girls with disabilities face additional challenges for employment.

The Global Institute of Hospitality Management, a company that works with persons with disabilities, believes that very few are employed in Nepal's formal sector. The Living Condition of People with Disabilities indicate that a total of 10.9% of the sample were involved in paid work, of which 17% were men and 4% women. This figure is 60% higher for those without disabilities. Percentages alone (without looking into statistical significance) indicated that the likelihood to having paid work in rural and urban were similar.<sup>55</sup> The सीप Firm survey indicates that among persons with disabilities, those who are speech impaired are more likely to be employed.

सीप's Firm Survey showed that 29.4% of the total employees across the 238 firms surveyed were women, 30.5% were from disadvantaged group, and 0.5% were persons with disabilities. Light manufacturing and commercial agriculture have high participation of both women and disadvantaged

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<sup>48</sup> UNFPA, 2017

<sup>49</sup> World Bank, 2018. Hill Brahmins: 84.7%, Newar: 86.4%, Janajati: 66.4%

<sup>50</sup> World Bank, 2018

<sup>51</sup> [https://www.ilo.org/wcmsp5/groups/public/@asia/@ro-bangkok/@ilo-kathmandu/documents/publication/wcms\\_112922.pdf](https://www.ilo.org/wcmsp5/groups/public/@asia/@ro-bangkok/@ilo-kathmandu/documents/publication/wcms_112922.pdf)

<sup>52</sup> UN convention on the rights of persons with disabilities

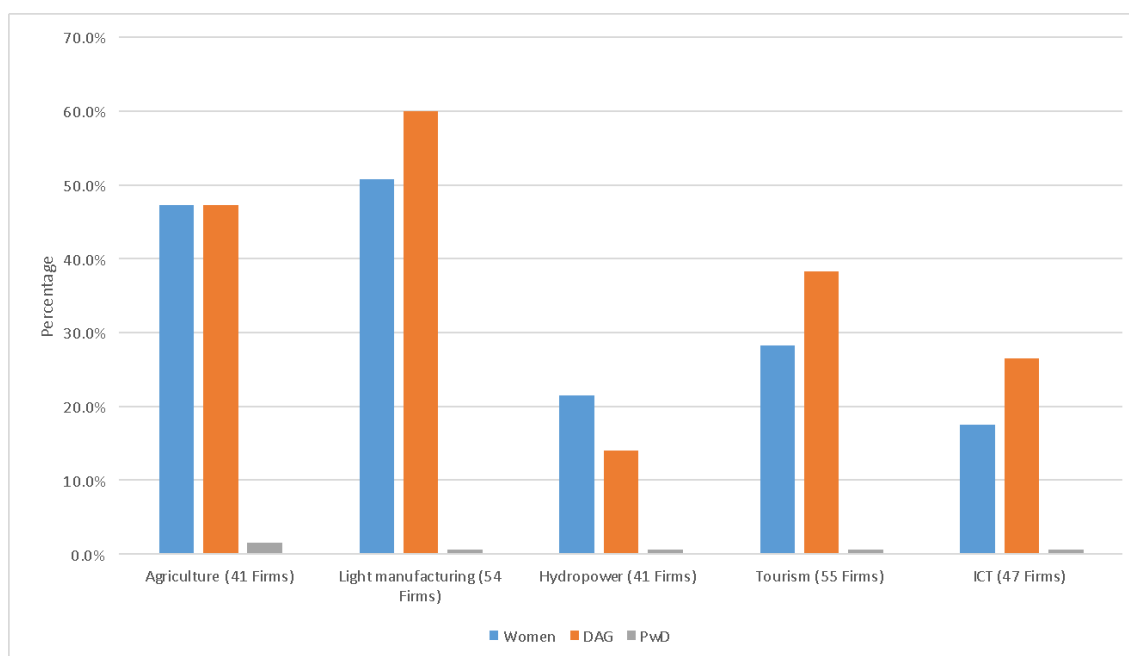
<sup>53</sup> CBS, 2011

<sup>54</sup> United Nations Convention on the Rights of Persons with Disabilities and Optional Protocol

<sup>55</sup> NFDN, 2014. N=12,971

groups followed by the tourism sector. Participation of Persons with disabilities is negligible in all the five sectors. Hydropower and ICT have the lowest share of GESI target groups.

**Figure 5: Participation of GESI target groups in the सीप priority sectors**



Source: सीप Firm Survey, 2018. Note: Share of Nepalese is close to 100% except in Hydro (87%) and ICT (74%). N=745 employees.

The Survey also provides data on women in different job categories across the sectors. It shows women are over-represented in elementary occupations in Manufacturing, Tourism, and ICT, and in the clerks category in agriculture. Therefore, women are concentrated in the lower paying part of the spectrum. Similar data is not available for disadvantaged groups and Persons with disabilities.

## 5.2 GESI in Agriculture

Women largely work in the agriculture sector as wage laborers. Their participation remains low in non-agricultural sectors and they are predominantly employed in the informal sector. High out-migration of men for foreign employment and limited livelihood opportunities has brought about feminization of the agriculture sector: 83% women are involved in agriculture as compared to 72% men.<sup>56</sup> Women are involved in planting, weeding, irrigation, harvesting and storage, among other labour. Seventy percent of the agricultural workforce are subsistence producers, and less likely to contribute to high levels of income. Among the subsistence producers, 78% are women and 60% men.<sup>57</sup> The proportion of girls employed in agriculture has also increased from 63% in 2009 to 69% in 2011.<sup>58</sup> Women are more involved in non-cash related activities whereas men are involved in cash generating activities. A relatively small proportion (21.7%) of women enroll in agricultural disciplines.<sup>59</sup> In some sub-sectors such as tea plantation, women constitute 90% of the labor force, however, they are concentrated in the

<sup>56</sup> GET World Bank source. According to NLFS II 2008 the figures are 84% women and 62% men.

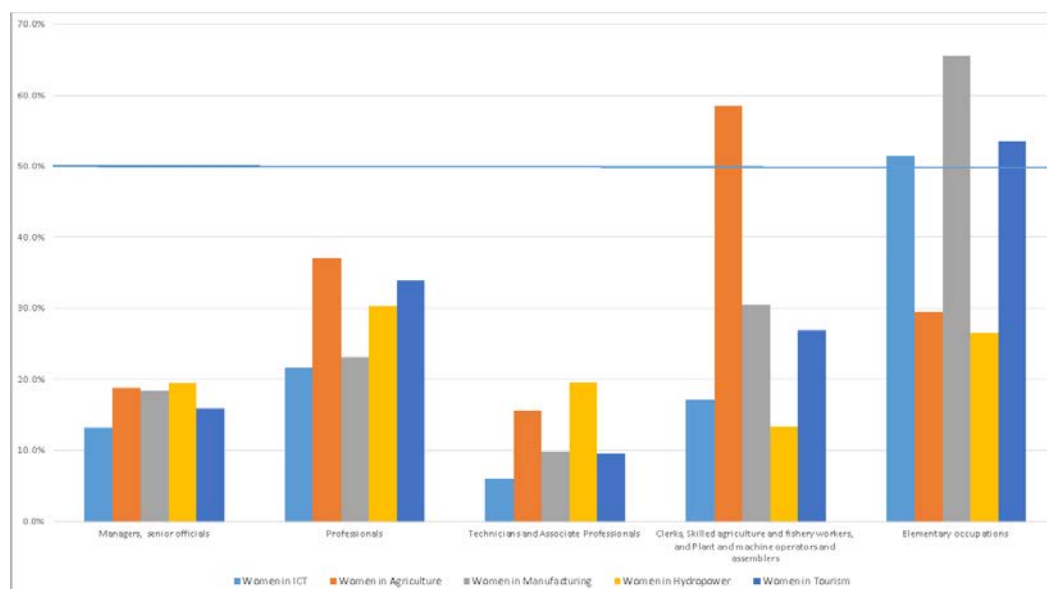
<sup>57</sup> FAO. 2019. Country gender assessment of agriculture and the rural sector in Nepal. Kathmandu.76 pp. Licence: CC BY-NC-SA 3.0 IGO.

<sup>58</sup> *Ibid.*

<sup>59</sup> FAO, 2019

low earning categories.<sup>60</sup> Though the government has recently increased the minimum monthly wage (except for tea enterprises) by 38% (to NPR 13,450, as compared to previous amount of NPR 9,700) for both men and women,

**Figure 6: Share of women in different job categories across sectors**



Source: सीप Firm Survey, 2018

there continues to be instances where women are paid less than men because of discriminatory practices of disregard for the rule.<sup>61</sup>

The सीप Firm Survey conducted with 41 companies working in the agriculture sector indicated that participation of women in the sector is high and stands at 47.4% of 745 employees. The survey has highlighted that 58.5% of women were found working in jobs such as skilled agricultural workers, fishery workers and manufacturing technicians. The survey also indicated that 29.5% of women workers were involved in elementary occupations such as transport, agriculture and forestry laborers. Low level of participation of women were seen in the managerial and officer level (18.8%).<sup>62</sup> Employers and employees explained that this is because women are not entering at this level and women are not promoted. Employers mentioned qualification as a key barrier for women.

According to the survey findings, the attrition rate among women is 6.5% as compared to men which stands at 13.4%. While the top reasons mentioned for were finding an opportunity with new role, higher income or finding better employment overseas, for women family obligations (29%) and increased income (15%) were cited as top two reasons.

Out of the total current employment across these 41 firms, only 47.2% of the employees are from disadvantaged groups. Of these, close to 56% are disadvantaged Janjatis, while another 22% relatively disadvantaged Janjatis. The firms surveyed also expect that over the next four years, more than half of the new employees will be from the disadvantaged groups, primarily disadvantaged Janjatis.

<sup>60</sup> Ideation Lab

<sup>61</sup> Nepal Investment Guide, GON, Office of The Investment Board, 2018.

<sup>62</sup> सीप Firm Level Survey 2018

**Figure 7: Ethnic group employment with gender disaggregated status**

Ethnic groups	Agriculture employment		Non agriculture employment	
	Men %	Women%	Men%	Women%
Brahmin/Chhetree- Pahad	54.6	78.2	45.4	21.8
Brahmin/Chhetree- Terai	37.6	46.8	62.4	53.2
Janajaati-Pahad	57.3	75.7	42.7	24.3
Janajaati-Terai	61.3	80.8	38.7	19.2
Dalit-Pahad	54.7	82.1	45.3	17.9
Dalit-terai	64.1	78.9	35.9	21.1
Newar	29.5	50.9	70.5	49.1
Musalman	51.0	73.8	49.0	26.2
others	54.9	80.8	45.1	19.2
<b>Total</b>	<b>57.1</b>	<b>77.9</b>	<b>42.9</b>	<b>22.1</b>

Source: Nepal ma Mahila ko Pragati (1995-2015), UN Women Nepal

Out of the total current employment across these 41 firms, only 1.7% of the employees are People with Disabilities. Close to 70% hired are speech-impaired, while there are no employees with any mental disability (e.g. autism). The reason for small numbers is attributed to several reasons such as risk of injury to such workers, labour-intensive nature of the work, or lack of skills among Persons with disabilities.

### 5.3 GESI in Light Manufacturing

“Typical light manufacturing worker profile was of a 38-year-old male with limited education (typically no higher than high-school), although light manufacturing firms often had a split in terms of line-workers (approximately 85% to 90% of labour) and technical staff (between 15% and 20% of staff) who tended either to be graduates or to have gained some form of technical qualification.”<sup>63</sup>

The Government has policies that encourage GESI in light manufacturing such as 35% discount in registration fees for industries owned by women and income tax exemption for firms depending on the number of employees as well as whether many workers are women, from disadvantaged groups (Dalits) or disabled. However, the participation of GESI target groups are still low. According to Central Bureau of Statistics (CBS), 194,989 people were employed in the manufacturing sector in 2014 of which 82% were men and 18% were women. <sup>64</sup> As opposed to CBS statistics, the सीप firm level survey conducted with 54 companies working in the light manufacturing sector reported that 50.7% of 4,005 employees were women. The ODI survey showed that women represented an average of 24% of the labor force and youth under the age of 30 represented 30%.<sup>65</sup> There appears to be differing data points indicating a need for data in this sector. For the purpose of this report, the government data will be referred.

The सीप Firm Survey has highlighted that, though participation of women is high in the sector, their participation is found mostly in elementary jobs (66%), with 30% working as clerks and manufacturing technicians. Furthermore, only 18.5% of women workers were involved in managerial positions. This sector also saw the highest attrition rates among women at 29% per year, and family obligation was the most cited reason.

Out of the total current employment across these 54 firms, 60.1% of the employees are Disadvantaged Groups. Close to 60% of the disadvantaged groups which these firms have hired are disadvantaged

<sup>63</sup> ODI

<sup>64</sup> CBS, 2014

<sup>65</sup> ODI



*janjatis*, while another 20% relatively disadvantaged *janjatis*. Less than 1% of the employees are Persons with disabilities. Close to 36% of the Persons with disabilities which these firms have hired are speech-impaired, while 31% of the Persons with disabilities in these firms are hearing-impaired. The reason for small numbers is attributed to several reasons such as risk of injury to such workers, labour-intensive nature of the work, or lack of skills among persons with disabilities.

The firms also expect that over the next four years, one in every three of the new employees will be from the disadvantaged groups, primarily disadvantaged Janjatis. While most firms mentioned that they do not discriminate on the basis of caste or religion, they cited lack of such candidates with right skills as a reason for not hiring even more people from disadvantaged groups. The firms expect to increase the number of Persons with disabilities in their workforce by 26% over the next four years, but even then the share of Persons with disabilities is expected to be 0.6% of the total employment pool. The biggest jump in absolute terms is expected to be for people who have impaired speech or hearing.

Women's employment in the manufacturing sector is low due to their limited mobility and availability of female staff for long and overnight shifts.<sup>66</sup> Employers do not provide flexible and appropriate working hours to address this barrier. Focus group discussions with employees, have also highlighted that due to long hours of work and low income in light manufacturing industries, women tend to gain experience and accept jobs from employers who are willing to pay a slightly higher amount of money for the same kind of jobs.

Male dominance in skilled positions is high. One reason could be that when these manufacturing industries were established, the idea of women being involved and working in factories was still culturally not accepted. Another possibility is that women are not hired in the senior positions. However, 22% of the respondents mentioned that there was a potential for women to take on roles such as sales and marketing, public relations managers, and manufacturing supervisors in the light-manufacturing sector. There are some firms who encouraged female participation because of their lower tendency to migrate abroad.<sup>67</sup>

#### 5.4 GESI in Tourism

Tourism industry has linkages to many other industries: hotels and homestays, airlines and transport, travel agencies, agriculture, creative industries and others. It is therefore important that the sector becomes inclusive.

According to the Tourism Employment Survey 2014; 138,148 persons were directly employed in the tourism sector of which 80% were men and 20% were women.<sup>68</sup> The proportion of female workers was the highest in accommodation industries, followed by other (paragliding, ultra-light, skydiving) industries, airlines, travel agencies, trekking agencies, and rafting agencies.

The Women's Economic Empowerment landscaping report states that women make up only 20% of the workforce directly involved in the tourism sector and 14.5% in the overall tourism industry.<sup>69</sup> Except for homestays, where women account for 57.5% of the workforce, men outnumber women across the tourism sector. While men are involved in larger and more prosperous tourism ventures (e.g. hotels, aviation, travel, and trekking), women tend to be involved in small, low income cottage-industry sectors such as handicrafts focused on the tourist market. When employed, there are higher number of women who are self-employed (26.5%) than those who are formally employed in the sector further reducing their visibility and voice.<sup>43</sup>

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<sup>66</sup> ODI, 2017 - SET: Pathways to Prosperity and Inclusive Job Creation in Nepal.

<sup>67</sup> ODI

<sup>68</sup> Tourism Employment Survey, 2014 – Ministry of Culture, Tourism and Civil aviation.

<sup>69</sup> WEE report

Hotels are the biggest employers in tourism but have two levels of employment - executive and staff, where women are mostly hired as staff.<sup>70</sup> However, this data is limited to urban tourism only. The accurate gender disaggregated data that includes rural and mountain tourism in Nepal is difficult to find as this information is not consistently gathered and tracked.

The सीप Firm Survey conducted with 55 companies working in the tourism sector showed similar results: that 28% of 2,815 employees were women. The Survey highlighted that more than 50% of the female employees were involved in elementary occupations such as cooks, waiters, and housekeeping. Thirty-four per cent of women were involved as professionals who had a job based on their degree or a certification like, bachelors in hotel management, courses in tour and travel management, master's degree in tourism and other tourism relates certification courses. However, these roles have been limited to sales and marketing, administration, public relations, travel attendants etc. In tour operations, women are mostly in roles of assistants, secretaries, or correspondence officers while men dominate the managerial and leadership roles, including guiding.

Out of the total current employment across these 55 firms, only 0.5% of the employees are People with Disabilities (Persons with disabilities). Close to 38% of the persons with disabilities which these firms have hired are motor-impaired, while 23% of the persons with disabilities in these firms are speech-impaired. The reason for small numbers is attributed to several reasons such as labour-intensive nature of the work, or lack of pool of such people. Nonetheless, the firms expect to quadruple the number of persons with disabilities in their workforce by the next four years. The biggest jump in absolute terms is expected to be for people who have impaired motor function, speech or hearing.

Out of the total current employment across these 55 firms, 38.2% of the employees are disadvantaged groups. Close to 47% of the disadvantaged hired are relatively disadvantaged Janajatis, while another 31% disadvantaged Janajatis. The firms also expect that over the next four years, 43% of the new employees will be from the disadvantaged groups, primarily relatively disadvantaged Janajatis. While most firms mentioned that they do not discriminate on the basis of caste or religion, they cited lack of such candidates with right skills as a reason for not hiring even more people from this group.

While authoritative research on inclusion in the sector does not exist, another survey carried out by ODI found out that the percent of Dalit and Madhesi employees was 5% and 3%.<sup>71</sup> The survey also reports that 80% of the employees were male, and 68% were aged 20-40 years.

According to the सीप Firm Survey findings, the attrition rate among women in the tourism sector is 6.5% which is similar to that of men at 6.2%. The study reported that the reason for attrition amongst women is mostly due to family obligations followed by better overseas employment. Stakeholder consultations have indicated that one of the reasons for attrition in the tourism sector is due to the lack of retention plans in tourism enterprises. Employee poaching among competitive restaurants, hotels and tour and travel agencies was also highlighted as one of the main reasons for attrition in the tourism sector. Low income for waiters, cooks, housekeeping has also encouraged women to move from one job to the other that might pay higher wages.

Key barriers for women in tourism include, norms around appropriateness and suitability of work for women.<sup>72</sup> Mobility and concerns for safety are another important barrier for women when commuting to work and trainings. It is also an issue for lower-caste communities who may not access trainings that are usually held in urban setting.<sup>73</sup> And, for Persons with disabilities as considerations on accessibility tends to be overlooked. At the same time, employers and training providers have failed to provide

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<sup>70</sup> ODI

<sup>71</sup> ODI report on tourism

<sup>72</sup> ODI

<sup>73</sup> ODI

transport and flexibility in terms of work hours. Moreover, there has not been a study on how many employers do provide such support.

## 5.5 GESI in ICT

“The average ICT employee profile was described as male and 26 years old and typically had already gained a tertiary-level ICT degree, usually a BSc in ICT Engineering.”<sup>74</sup>

In today’s digital world, the importance of digital asset ownership is expanding exponentially and with it gender digital divide is also surfacing. In Nepal, 89% men own mobiles phone compared to 75% for women.<sup>75</sup> Percentage of women who have used the Internet in provinces 2, 5 and 6 are 11, 30 and 8, respectively. This is less than half the percentage for men: 42, 47 and 31.<sup>76</sup> However, both women and men in the age group 20-24 are most likely to use mobiles.<sup>77</sup> Leading barriers to mobile ownership include cost, low literacy, low digital skills and safety and security concerns – all of which disproportionately affect women over men.<sup>78</sup> Persons with disabilities are less likely to have access to Internet and ICT.<sup>79</sup>

In this backdrop, GESI target groups will be less likely to benefit from the gradual increase in demand for ICT skills. It is estimated that women represent less than 10% of ICT labor force globally, and the सीप Firm Survey shows that 18% of 2,261 employees in 47 ICT firms were women.<sup>80</sup> Compare this to 80% men, of whom 78% are below the age of 30, which means they are most likely free of family obligations whereas a woman is most likely to be married by the same age affecting her career.<sup>81</sup> According to the survey findings, the attrition rate among women employees was found to be at 8.6% per annum, compared to men which stands at 5.9%. The study highlighted that women mostly leave jobs due to family obligations.

Skill requirements vary by firm, but the most common requirement is the achievement of a tertiary-level degree in ICT and knowledge of programming languages.<sup>82</sup> सीप Firm Survey shows that of the 18% women in ICT, less than 15% of people who work as systems analysts, software developers, web and multimedia developers, programmers, system administrators and computer network professionals are women. And, more than 50% work in the elementary occupation category. It is unclear whether the larger concentration of women in elementary occupations is because of new hires or limited scope for progress.

According to Firm Survey employers cited lack of skilled women as a cause of their low participation in ICT. Employers claim that this is because women lack ICT awareness and thereby enroll in other disciplines. *Other studies also indicate that fewer women ICT graduates results in lower representation in the sector.*<sup>83</sup>

Despite the volume of discussion around women in ICT, there is some evidence that the proportion of jobs held by women in this sector are similar to others.<sup>84</sup> Yet, careers in ICT are still perceived as being a man’s field which deters women from entering the field even though they may be interested, and

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74 Pathways to prosperity and inclusive job creation in Nepal. Alberto F. Lemma, ODI, 2017

75 World Bank 2018. Based on re-analysis of NDHS 2016

76 NDHS (2016) Globally Women in LMICs are, on average, 10% less likely to own mobile phones than men.

77 NDHS (2016)

78 World Bank 2018

79 World Bank 2018

80 <https://blog.apnic.net/2018/02/24/women-ict-future-looks-bright-nepalese-women-ict-field/> -- need to double check the data besides this site.

81 Pathways to prosperity and inclusive job creation in Nepal. Alberto F. Lemma, ODI, 2017

82 ODI

83 ODI

84 Pathways to prosperity and inclusive job creation in Nepal. Alberto F. Lemma, ODI, 2017 2013 World Bank Nepal Enterprise Survey

employers from hiring women. This trend is stronger in outsourcing companies because such firms usually have night shifts. Social norms on when women should work, and safety concerns also deter women to work night shifts. While addressing social norms may take longer, firms on their part have failed to provide adequate support such as transport and flexible work hours to encourage women. ICT firms involved in animation and design are more open to hiring women.

When looking at disadvantaged groups, out of the total current employment across these 47 firms, only 26.6% are from disadvantaged groups and 0.5% are persons with disabilities. Close to 52% of the disadvantaged group hired are relatively disadvantaged Janjatis, while another 34% disadvantaged Janajati. Close to 81% of the Persons with disabilities which these firms have hired are speech-impaired. The reason for small numbers is attributed to several reasons such as demand of the job to be physically and mentally active and lack of reference to skilled Persons with disabilities.

The firms expect that over the next four years, the number of employees belonging to disadvantaged group will contribute 2% to the share of new employees. While most firms mentioned that they do not discriminate on the basis of caste or religion, they cited lack of such candidates with right skills as a reason for not hiring even more people from disadvantaged groups. The firms also expect to increase the number of Persons with disabilities in their workforce by 160% over the next four years, but even then the share of Persons with disabilities is expected to be 0.7% of the total employment pool. The biggest jump in absolute terms is expected to be for people who have impaired hearing. However, there may be social desirability biases at play because there is not explanation on how they anticipate such increase. Beyond the fundamental barriers for disadvantaged groups of access to trainings, language, discrimination, there is limited evidence to explain their underrepresentation. For Persons with disabilities, workplace accessibility and services is a key barrier.

## 5.6 GESI in Hydropower construction

In the hydropower sector, there still exists a knowledge gap around the participation levels of women, disadvantaged and Persons with disabilities, and the barriers they face.<sup>85</sup> The सीप Firm Survey conducted with 41 firms working in the hydro-power sector reported that 21.7% of 8,812 employees were women. Women participation is highest in professional roles, 30.3%, followed by elementary occupations. According to the Alternative Energy Promotion Center (AEPCC), women's participation in mini-grid sectors as technicians and laborers, and in training programmes is minimal. For example, two out of five participants in the basic house wiring training were women. Likewise, seven (out of 27) women participated in the cooperative management training and five (out of 15) women participated in the house wiring and electrical safety training.<sup>86</sup>

Out of the total current employment across these 41 firms, only 14.1% of the employees were disadvantaged groups. Close to 36% of the disadvantaged hired are relatively disadvantaged Janjati, while another 27% disadvantaged Janjati. Out of the total current employment across these 41 firms, only 0.5% of the employees are persons with disabilities. Close to 38% of the persons with disabilities which these firms have hired are speech-impaired, while 27% of the Persons with disabilities are motor-impaired. The reason for small numbers is attributed to several reasons such as risk of injury to such workers, labour-intensive nature of the work, or lack of reference to skilled persons with disabilities.

The firms also expect that over the next four years, the number of employees belonging to disadvantaged groups will more than double. While most firms mentioned that they do not discriminate on the basis of caste or religion, they cited lack of such candidates with right skills as a reason for not hiring even more people from disadvantaged groups. The firms expect to increase the number of

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<sup>85</sup> Gender Equality and Social Inclusion Assessment of the Energy Sector. Enhancing Social Sustainability of Energy Development in Nepal. 2018. Asian Development Bank

<sup>86</sup> World Bank 2018

persons with disabilities in their workforce by 53% over the next four years, but even then the share of persons with disabilities is expected to be 1.5% of the total employment pool. The biggest jump in absolute terms is expected to be for people who have impaired speech or have loss of motor function.

According to employers, barriers for GESI target groups, particularly among women, includes limited skills in civil engineering, construction, and machine operations. Consequently, employers find it difficult to recruit skilled women civil engineers and metal & machinery related labourers for the hydro-power sector. However, it was noted that skills trainings in areas such as masonry do not include women. The average attrition rate for women employees were found to be 9.3% due to family obligations. Mobility and safety are key concerns for women as well, who tend to work in head offices in urban centers instead of working sites.<sup>87</sup>

## 6. Global Evidence: Lessons for सीप

### 6.1 Overview of global evidence

This section discusses what global evidence on programmes aimed at improving employment outcomes for women, disadvantaged and people with disabilities. The section first provides insights from literature review of global evidence on what works for Least Developed Countries such as Nepal. Second, it also identifies promising programmes that present lessons applicable to सीप. The programmes reviewed are diverse in nature ranging from long term projects to pilot initiatives. The lessons are drawn from evaluations (where available) and programme documents.

Overall, evidence shows that “impact of skills trainings on earnings is more favourable in low and middle-income countries,” and that skills have to be aligned to the needs of the private sector. Skills training programmes are effective when run by the private sector whereas those delivered by NGOs can be effective but may have limited scaling capacity.<sup>88</sup> सीप takes the above factors into account in its programme design. Literature review also showed that short-run employment effect is important for long-run economic well-being.<sup>89</sup> Voucher programmes are effective in increasing enrolment as well as retaining trainees.<sup>90</sup>

Trainings for youth are effective through bundled interventions, for instance, when classroom trainings and on-the-job trainings are combined, youth are provided cash transfers to ease access to finance, and employers provide internship component.<sup>91</sup> The review Technical and vocational training has a mixed effect on employment creation. Training is more effective if it is aligned to the needs of employers and has an internship component. TVET interventions for youth are effective when combined with life skills.<sup>92</sup> Entrepreneurship support programmes have worked for the youth where through funding, mentorship, providing microfinance and incorporating young entrepreneurs into value chains, gainful employment has been created.<sup>93</sup> Therefore, सीप’s strategy will emphasize bundles interventions in its approach. The spread of internet is changing how youth seek jobs and job matching programmes are adapting to populations without Internet but mobile phones. For example, Lynk in Kenya (World Bank,

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87 World Bank 2018 ;

[https://www.ifc.org/wps/wcm/connect/news\\_ext\\_content/ifc\\_external\\_corporate\\_site/news+and+events/news/gender-smart+workplaces+could+draw+more+women+to+hydropower+jobs](https://www.ifc.org/wps/wcm/connect/news_ext_content/ifc_external_corporate_site/news+and+events/news/gender-smart+workplaces+could+draw+more+women+to+hydropower+jobs)

88 Fox and Kaul, 2017; Glick et al., 2015

89 USAID 2017

90 <https://www.povertyactionlab.org/sites/default/files/documents/skills-for-youth-review-paper.pdf>

91 USAID 2017 ;

[https://assets.publishing.service.gov.uk/media/5af9721ded915d0ddf0964f/Lessons\\_Learned\\_from\\_Youth\\_Employment\\_Programmes.pdf](https://assets.publishing.service.gov.uk/media/5af9721ded915d0ddf0964f/Lessons_Learned_from_Youth_Employment_Programmes.pdf)

92 Fox and Kaul, 2015 P 27

93 Glick et al. (2015, p. 30)

2018). Online outsourcing and microwork affords more employment for women due to flexibility in work hours (World Bank, 2018). When working with ICT partners such as Cloud Factory, सीप will explore these opportunities in Nepal. Also employment services do not have an impact on employment or earnings.<sup>94</sup> सीप will consider this when working with employment services such as *Rojgari Pasa*.

It is also known that women generally derive less benefit from youth employment programmes than men.<sup>95</sup> For women, there is evidence that that supply-side driven training interventions helps to accelerate, but gains in employment disappear in follow-up research.<sup>96</sup> At the same time, there appears to be no evidence that supports the hypothesis that women respond more favorably to training and should be targeted for supply-side intervention.<sup>97</sup> Furthermore, a study from India showed that women who have greater risk preference, are more competitive, have prior experience, and some income are more likely to apply for training programmes.<sup>98</sup> Although women own large number of SME they are restricted to jobs that are considered “acceptable” for women. सीप will share these findings with CF applicants and encourage them to address underlying barriers and explore evidence-based targeting.

**Disadvantaged groups:** A study of NGO-led trainings for disadvantaged groups in eight Indian states shows that trainings have mixed effects. There is evidence that job placements have resulted in cases where disadvantaged groups are paid below minimum wage. Without support, youth of disadvantaged groups could not find jobs. There were high success rates, where NGOs supported the trainees. In case of self-employment, disadvantaged groups were successful if trainings were combined with other services such as access to finance and building customer relations.<sup>99</sup> सीप's Window 3 fosters private firm partnerships with NGOs, CSOs and government bodies to tap into resources and expertise that non-private sector actors have in addressing barriers based by disadvantaged groups.

**Persons with disabilities :** A review of training programmes aimed at improved employment and livelihood outcomes for people with disabilities indicates such programmes are usually part of a larger approach to reduce employment barriers. There are fewer programmes aimed at making mainstream trainings disability-inclusive. Other methods aimed at improving employment outcomes for people with disability include: occupational rehabilitation, community-based rehabilitation (CBR); treatment/therapy; assistive devices and accommodations; regulations, legislation and policy; financial assistance; and awareness raising campaign.<sup>100</sup> Among the various methods, the review shows that CBR intervention in India and Bangladesh demonstrated small but significant impacts on enabling people with disabilities find paid work. In Bangladesh, the Maddhab Memorial Vocational Training Institute's programme found that impacts on women were better than on men. Programmes that help to develop work-based social skills led to positive results. Participating in vocational trainings also had the effect of improving motivation to find work among people with disabilities. The Access to Livelihood Programmes based on a “Livelihoods Resource Centers” that provides multiple services including trainings, career guidance, and linkages with employees succeeded to increase income and secure wage employment. In South Asian pilot countries, although twice as many men participated, the results were comparable for men and women. The review identified the following key lessons:

1. Integrate activities to address discrimination for example sensitization among employers, additional specialized trainings for beneficiaries with disability. For example, Changing mindsets eg – Light a public utility in Brazil.<sup>101</sup>

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94 Betherman and Khan, 2015

95 Lessons learned from youth employment programmes in developing countries

96 USAID 2017

97 Fox and Kaul, 2015 P 27

98 <https://www.povertyactionlab.org/sites/default/files/documents/skills-for-youth-review-paper.pdf>

99 SkillsDevelopment:DoesitReallyExpandOpportunitiesforMarginalizedGroups?byAnitaSharma,GIZ,NewDelhi

100 Disability Inclusion Helpdesk Query 4 Training Programmes

101 World Health Organization, 2011)

2. Train staff to work with people with disabilities
3. Improve access to disability specific services
4. Preparing training providing institutions before enrolling people with disabilities
5. Draw from disability-specific expertise
6. Additional targeting of women

सीप has applied the lessons in its strategy design and will encourage approaches such as CBR in Window 3.

Literature review also provides evidence on what does not work to improve employment outcomes. One of the most important lesson is that trainings have no significant impact on labor market outcomes in the short run.<sup>102</sup> Furthermore, trainings alone have mixed effects on employment outcomes, particularly for women, disadvantaged groups and persons with disabilities. Evidence shows that more comprehensive training programmes work better, particularly for young women and disadvantaged groups who have multiple deficits in addition to vocational skills, and face other challenges around access.<sup>103</sup> These programmes “bundle” training together with other services, such as financial services, training on money management and investment, assets, mentorship, and internships. Therefore, this global lesson has shaped सीप approach of promoting Training and Employment Plus.

## 6.2 Key takeaways from global interventions

In addition to the lessons that a review of global evidence provide, सीप has also identified key takeaways from regional and global interventions on skills and employment. Below, are the key takeaways that सीप will consider along with intervention descriptions.

Bundled interventions – trainings combined with tailored approaches

1. In Bangladesh, the UKAid-Sudokkho programme in close collaboration with the Directorate of Technical Education (DTE) works with Private Training Providers to provide short skills training courses and supports private sector employers to develop training systems in the RMG and construction industries. In the garment sector, the programme is working with private sector training providers to balance the percentage of women in low skilled jobs. Tailor-made trainings on semi-skilled and skilled positions for women have been provided to upgrade current job positions available in the RMG sector. In the construction sector trainings and workshops are focused on entry and awareness of ‘non-traditional’ occupations for women as alternative employment streams. सीप will consider this approach when working in the hydropower construction sector. As part of the GESI strategy, Sudokkho has developed and piloted a Social Marketing Plan that uses targeted communications products for use at PTP-led community recruitment events aimed at attitude and behaviour change of potential trainees, local communities and industry.<sup>104</sup> Although the effects of the pilot Social Marketing Campaign is yet to be captured, the rationale of engaging PTPs to address normative issues as such how a job is viewed is applicable to सीप in Nepal. When partnering with private firms, Sudokkho assesses whether the company’s strategic arrangement aligns with DFID on GSI. Similar review of company’s strategy can be adopted to group firms that are forward in terms of GESI in Nepal. In the RMG sector, Sudokkho has also created career progression opportunities for senior Sewing Machine Operators (SMOS) by training them as trainers. The effect is that the women have earned respect in workplace and society.
2. The tourism industry is well known for being one of the leading sectors providing employment that especially benefit the poor in under-developed countries. In **Sri Lanka**, the Skill for

102 Combaz, 2015. Cho et el 2013 <http://ftp.iza.org/dp7408.pdf>

103 <https://www.cgdev.org/sites/default/files/CGD-Roadmap-Update-2016.pdf>

104 Annual review 2017

Inclusive Growth Programme has created targeted interventions to promote women and people with disabilities. The programme has worked in partnerships with women organisations, Government of Sri Lanka, and the private sector to remove barriers for women's participation in the tourism sector. The programme assists training providers to identify specific barriers to employment such as misconceptions about the abilities of persons with disabilities in acquiring skills, inaccessible work-spaces or equipment, and thereupon design trainings to assist persons with disabilities to counter those barriers. सीप has also identified misconceptions of ability of persons with disabilities as a barrier in Nepal and will draw lessons from the Sri Lanka programme.

3. The Information Technology Training Programme for people with Disabilities in Vietnam is cited as a successful example of a project. It tied up with local universities to impart relevant ICT skills and worked closely with employers to identify skills that would make the trainee employable. One of its key approaches is to work with the private sector to eliminate stigma attached with disability and spread awareness about how to accommodate people with disabilities in the workplace.<sup>105</sup>
4. Another good example of skills development has been initiated by Turquoise Mountain Trust, a non-governmental organization operating in **Afghanistan, Myanmar, and Saudi Arabia**. The organization is supporting skills development that contributes to regenerating historic urban areas and renewing and maintaining traditional Afghan arts and architecture such as wood carving, jewellery making, embroidery, etc. Since 2006, the organization has trained 6,000 artisans and linked their products to customers such as Kate Spade, 5th Avenue and London's 5-star Connaught Hotel. The organization, which has generated over \$6 million in international sales, is also working on improving women's cultural rights and inclusion in preserving cultural heritage through artists collectives and crafts workshops. There is potential in Nepal for a similar approach to upgrade the creative industries such as Mithila Art centres in Province 2.

#### Improving instructor qualification and setting certification standards

1. **Malawi** has taken a step towards spreading awareness on the importance of a good instructor qualification framework for the TVET sector. Awareness campaigns are aimed towards changing individual mind-sets, perceptions, and attitudes towards TVET. The Skills and Technical Education Programme (STEP) is in the process of establishing a nationwide Malawi Qualification Framework (MQF) for formal and informal skills development course, while also encouraging participation of youth and women to break gender stereotypes related to careers traditionally catering to men. To create an inclusive and supportive learning environment, Skills and Technical Education Programme requires training in gender-responsive teaching methodologies, and code of conduct for the trainers to prevent GBV. It has identified barriers for women and people with disability -- such as entry requirements, rigid cultural norms, and lack of role models -- which are also applicable for Nepal.<sup>106</sup>
2. Lemon Tree Hotels is well known for its responsible employment practices, the group has prioritised mainstreaming of Persons with disabilities through their "Employee with Disability" programme which has provided job opportunities for speech and hearing Impaired, orthopedically handicapped, visually impaired, Low Vision, Down's Syndrome and Autism. The Group has also produced a National Occupation Standards a certification system, an online qualification system that trains and certifies people from disadvantaged groups. This certification leads to employment at their hotel chains. The certification course is open to plumbers, electricians, tailors, barbers, chefs, and drivers. Limited recognition of certificates

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105 World Bank 2018

106 <https://www.stepmw.com/wp-content/uploads/2018/11/STEP-Policy-Brief-MAKING-TECHNICAL-AND-VOCATIONAL-TRAINING-WORK.pdf>



provided by training institutes has been identified as a barrier in Nepal. Lemon Tree Hotels provide an example how within a sector a recognized certificate can lead to gainful employment.

#### Women-led training providers

1. In Pakistan, the Punjab Skills Development Fund (PSDF) solicits bids from private training institutes based on a sector specific (light manufacturing, agriculture) skills need requirement. This model has been successful in attracting private training providers that specialising in specific sectors that appeal to women and other disadvantaged groups. For example, a female-run training provider trains women on garment and textile production. Because the training provider is women-ran, it is perceived as a “safe space” for women to go and learn. This approach is a good lesson in certain parts of Nepal, for instance Province 2, where gender norms around mix-sex trainings are strong.

#### Harnessing ICT skills for women

1. Plan International Pakistan partnered with Telenor - a private telecommunication company - to improve digital skills for women and girls from marginalised communities by launching the Safe Internet and School Outreach Programme in 2016. The Programme has set up ICT Labs in 44 schools, trained over 200 teachers and reach 8300 girls.<sup>107</sup> Through ICT labs, women and girls are trained on MS word software, email, and job application skills such as designing their CVs. Telenor identified that embedding the Safe Internet and School Outreach theme within its corporate activities such as Telenor volunteer programme helped to reach 355,664 students.<sup>108</sup> सीप will explore this model with telecom providers in Nepal.
2. Coding bootcamps Al Makinah in Egypt was launched by two young women entrepreneurs. The twelve-week intensive programme aimed at beginners with little programming experience and university-graduates enabled women to become full web developers.<sup>109</sup> In Nepal, organizations have initiated bootcamps for women in ICT, and provide an opportunity to explore launching of coding bootcamps.

#### Local coordinators and mentors

1. With a view to supporting Persons with disabilities’, the Asian Workplace Approach that Respects Equality (AWARE) project in collaboration with Disability Rights Promotion International (DRPI) is working on addressing the barriers persons with disabilities experience when trying to participate in the labour force in Bangladesh, India, and Nepal. The model has been successful in establishing Work-Placement Coordinators (WPC) in the three countries. Through WPCs, the project has partnered with private employers to improve employment prospects for people with disabilities. WPCs support human resource departments in private companies and provide resources and collect requests from employers to enable hiring Persons with disabilities. This is a possible model for सीप.

## 7. GESI in Skills and Employment Programmes in Nepal

In Nepal, employment enhancement interventions besides those that aim at poverty reduction tend to focus on supply-driven skilling, or access to finance and markets that are in turn aimed at enterprise development. Poverty reduction interventions entail forming savings and credit groups to improve access to finance to carry out income generation activities. It can be said that interventions that aims at improving employment in Nepal so far overwhelmingly focus on providing skills and vocational

<sup>107</sup> <https://plan-international.org/case-studies/girls-pakistan-unlock-opportunities-through-ict-skills>

<sup>108</sup> <https://www.telenor.com.pk/about/sustainability/safe-internet-and-school-outreach-programme>

<sup>109</sup> World Bank 2018

trainings.<sup>110</sup> In this context, Table 2 below showcases training programmes to understand what different stakeholder have done and aspire to do. शीप will, however, look beyond trainings to include enablers such as Human Resource system, policy inputs, and dignity of work among others. Furthermore, the table is not an evaluation of evidence because it also includes trainings recently led by companies. Key highlights from the mapping: i) various modalities of training have been deployed, ii) GESI considerations are limited in such modalities, and ii) firms have interest and willingness to provide additional support such as accommodation or certificate recognition within industry. In sum, the mapping indicates that there is a strong need for GESI sensitization among firms. This will be considered in the GESI strategy.

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110 The GoN, with donor support, has made efforts to strengthen the Technical and Vocational Education and Trainings (TVET) as an important means to address poverty and maximise the social and economic benefits for disadvantaged groups. In addition, formal training programmes through Tribhuvan University, the Council for Technical Education and Vocational Training (CTEVT) and various other government entities that offer short-term training courses have been offered. These include Directorates of Agricultural Nepal Academy of Tourism and Hotel Management under the Ministry of Culture, Tourism, and Civil Aviation; Youth and Small Entrepreneur Self-Employment Fund under the Ministry of Finance; and Vocational Skills Development Training Centre under the Ministry of Labour among others.

**Table 2: Examples of different skills programme in Nepal**

S.no	Project Name	Modalities	Strengths	Weaknesses, including in incorporating GESI	Reference
1	Skills Enhancement for Employment Project, ILO 2008-2010	Institutions based trainings and I/NGO trainings  Community-based training using Training for Rural Economic Empowerment (TREE) methodology	Links training directly to community-determined economic opportunities through community appraisals  Provision for post-training support.  Linking training with programmes of other agencies that create jobs.	Lack of technical monitoring of quality of trainings provided.  Lack of emphasis on life skills and human value orientation  Weak GESI integration other than that the project took place in the remote Far West.	Good Practices and Lessons Learned' on  Experiences of Interventions of Skills Enhancement  For Employment Project (SEEP), Nepal  Published by ILO 28 December 2011
2	Global Institute of Hotel Management & Tourism, Technical Centre Pvt.ltd.	Class room & OJT trainings for persons with disabilities and vulnerable women  Affiliated to CTNET	Strong partnerships with Nepal National Federation of Deaf and Hard of Hearing (NFDH) and National Association of the Deaf and Hard of Hearing (NADH)  2553 vulnerable women and Persons with disabilities trained in hospitality skills with 1500 trainees passing the skills test.	Lack in-house capacity for creating linkages and encouraging demand in jobs for Persons with disabilities  Lack of resources to acquire international expertise  Strong GESI element to include Persons with disabilities.	One -on-One meeting with Mrs. Nirmala Kakshapati. Managing Director, Global Institute of Hotel Management & Tourism, Technical Centre Pvt.ltd
3	Golyan Group Reliance spinning mills	Classroom and OJT  Accommodation for women	2000 new manufacturing technicians are trained every year with direct job placement.  Because attrition among men is high, Golyan Group has provided accommodation for women and provided employment opportunity.	Training is a continuous process because there is high-attrition rate and no retention plan.	Skills team consultation with Mahesh Pokharel Sr. Manager Reliance Spinning Mills

S.no	Project Name	Modalities	Strengths	Weaknesses, including in incorporating GESI	Reference
4	Footwear Manufacturers' Association of Nepal in collaboration with CTEVT	Apprenticeship Programme Accommodation	Implemented in partnership with private sector (Gold Star & Shikhar Shoes).  Project trained 400 people with support from CTEVT, the project developed Apprenticeship Guideline  Willing to provide accommodation to encourage women to work.	Was not able to scale up the training to include more women as most women preferred to get employment and training close to their house. Possible solutions could be for the employer to provide women either transport or housing close to employment. The company has not introduced this yet because of high costs.	Implementation agreement technical progress report prepared by Footwear Manufacturers Association of Nepal. May 2018
5	Chaudhary Group Vishal Group	Sponsorship or In-house Training Provider  Scholarships for non-employees  In-house training certificate	Highly qualified and experienced instructors are responsible for offering training.  Demand based trainings	Limited number of job placements because there are not many job positions available in the company, but they will expand to other firms within the industry.  Trainees not linked to external job placement organisations  No skilled person to manage lead the training facility	Skills team consultation with Nirvana Chaudhary MD of Choudhary Group
6	WWF Nepal	Community lead facilitated training in collaboration with training experts.	Capacitated poor vulnerable women from disadvantaged groups to own and operate homestays that contributed to income generation	Lack of access to finance for acquiring amenities suited for tourists. Therefore need to bundle with access to finance and markets activities	One-on-One meeting with Tourism Officer – Ms Krinisha Shrestha. WWF Nepal

S.no	Project Name	Modalities	Strengths	Weaknesses, including in incorporating GESI	Reference
				Lack of emphasis on hygiene and personal development skills No first-aid skills amongst lodge owners training provided.	
7	Project for Agriculture Commercialization and Trade (PACT) in partnership with Nepal Agri Business Innovation Centre (NABIC)	GoN led sponsor a training provider in combination with mentorship programmes.	Partnership with Nepal Bangladesh Bank to access small loans for poor farmers Successfully implemented the Matching Grant Scheme (MGS) Co-financed over 1,000 sub-projects Provided skills development and technical knowledge for poor farmers.	PACT has not delivered on the planned market infrastructure: works on the five agricultural commodity markets were still on-going at the end of the implementing support review (ISR) and none of the markets under construction was foreseen to be operational by project closing date.	Nepal: Project for Agriculture Commercialization and Trade 18th and final Implementation Support Review, 2018 Aide Memoire World Bank
8	Sukarmi Project initiated by Rooster Logic.	Online-Training and OJT	Online system created to train enumerators to collect data Project trained 672 enumerators online in 53 districts Possible new avenue for digital work.	Jobs provided based on assignment only. No permanent jobs. Strong targets on including women.	Skills team consultation with Rooster logic team, Suman Shakya, Pravin Raj Joshi and Brijendra R. Joshi

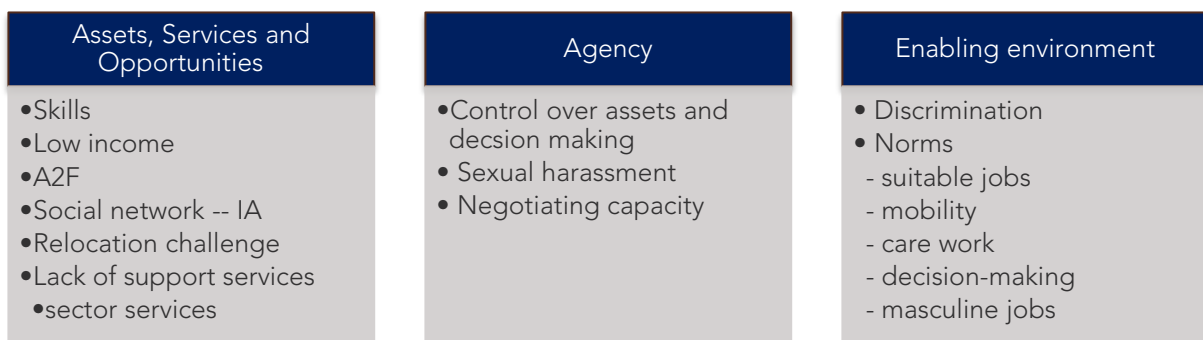
## 8. GESI Strategy for Skills Component

GESI analysis, mapping of national practices and review of global evidence indicates that employment programmes tend to i) focus on trainings, and ii) not adequately integrate GESI approaches to address barriers that women, disadvantaged and people with disabilities experience.

### Overarching strategy

सीप's GESI strategy (Figure 8), grounded on the conceptual framework, will have a focus on three domains of change: Assets, services and opportunities; Personal and collective agency; and Enabling environment. CF activities aimed at improving skills and employment-through working with CF partners-will be required to address barriers in at least one of these domains. The implementation of the सीप GESI strategy will be led by a GESI Advisor. The GESI Advisor will help rollout the GESI strategy. H/she will prepare guidance notes for the applicants to orient them on the three domains, engage with CF partners through focused workshops and interactive sessions to develop and rollout partner-specific GESI strategies, and provide advice to potential partners. Additionally, the specialist will also provide technical assistance to the सीप team on research and MEL as relates the rollout and assessment of the domains, including input on province level skills gap surveys and impact evaluations.

Figure 8: Three-domain GESI Strategy



### Sector-specific strategy

Barriers discussed under the three domains manifest in different degrees in सीप's priority sectors. Therefore, the sector-specific strategy identifies major barriers in the sectors for the GESI targeted group and aims to steer CF partners to address those barriers. Based on sectoral analysis of GESI and barriers, provided below is a summary of major barriers (also Table 3 below) in the sectors for the women, disadvantaged groups and people with disabilities that सीप will endeavor to address working collectively with CF partners.

**Agriculture:** Due to the labor-intensive nature, limited access to technology is a major barrier for women and people with disabilities. For women, limited or inappropriate technology adds to their time poverty. Technological skill gap for efficient crop yield means that agricultural output remains within the domain of subsistence production and hardly makes its out as commercial output. Skills gaps is stronger for disadvantaged groups. Control over assets is another key barrier, particularly for women. Information asymmetry on a range of areas including where to acquire skills, how to access finance, what services are available, and on markets is also a major barrier. For women, unequal pay in agriculture is another barrier.

**Light Manufacturing:** Relocation challenges, absence of supportive services, sexual harassment and limited negotiating capacity are key barriers in this sector for GESI target groups. For women cultural assumption of manufacturing as a man's occupation is the biggest hurdle to entry and growth in this sector. For disadvantaged groups, lack of skills including language act as a major barrier. As jobs in

this field are rare and competitive, disadvantaged groups, because they lack networks, find it difficult to put their foot in the door. Absence of supportive services including assistive technology in workplace design and infrastructure are a key barrier for people with disabilities.

**Tourism:** Similar to light manufacturing, relocation challenges are strong in tourism. Absence of supportive services is a constraint for GESI target groups, and for women, adverse gender norms is relatively stronger in this sector than others, particularly those around the norm of suitable jobs for women. Apart from cottage industry this sector is service orientated where face-to-face contact with clients is required, so as a protectionary move by the households, concerns of safety is invoked to deter women from entering into this field. With regards to people with disabilities, discomfort and unfamiliarity are major barriers to entry. So, even when people with disability are trained and possess necessary skills employers aren't willing to hire them. Simultaneously, it is noted that many trainings and workshops rarely take special needs of people with disability into their concern, which acts as a barrier. Low returns whether through salaries or profits also act a barrier.

**ICT:** In this sector, gap in education level and skills, concentration of employers in urban centers is a key barrier. For women, skills gap is partly driven by adverse gender norms, which widens gendered digital divide. Ownership of digital assets correlates with enrollment in the ICT disciplines and women have lower enrollment in this field, which acts as a major barrier to entry. Lack of trainers who can properly train people on with disability and absence of assistive technology is a major challenge. Also, lack of accessibility embedded in ICT products (audio vs video for visual and hearing-impaired people) is a major barrier to entry.

**Hydropower Construction:** Skills gap and relocation challenges are key barriers for GESI target groups. For women, adverse gender norms that perpetuate the image of hydropower as a man's sector as well as sexual harassment are key barriers. Absence of assistive services also affects people with disabilities.

**Table 3: Summary of barriers in different sectors**

Barriers	Agriculture	Light manufacturing	Tourism	ICT	Hydropower Construction
<b>1. Assets</b>					
Education				***	
Skills level				***	***
Poverty and low income				***	
Access to finance	***				
Digital assets				***	
Social capital		***		***	***
Information asymmetry	***	***	***	***	***
Relocation challenges		***	***		***
Absence of supportive facilities		***	***	***	

Barriers	Agriculture	Light manufacturing	Tourism	ICT	Hydropower Construction
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Sector services

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## 2. Agency

Control over assets

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Sexual harassment

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Negotiating capacity

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## 3. Enabling environment

Discrimination and dignified employment

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Adverse gender norms

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\*\*\*

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\*\*\*

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Unequal pay

\*\*\*

Lack of policy implementation

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Note: Based on sectoral GESI analysis and insights from private sector engagement expert

Therefore, the sectoral strategic priorities for श्रीप are as follows in Table 4. The identified priorities will be revised after CF partner selection to further tailor the priorities and strategy to partner needs and objectives.

**Table 4: Sector-specific strategic priorities**

Sector	Strategic priorities
Agriculture	<ul style="list-style-type: none"> <li>• Increase use of appropriate technology</li> <li>• Address information asymmetry</li> <li>• Improve access to and control of assets</li> </ul>
Light manufacturing	<ul style="list-style-type: none"> <li>• Support relocation challenges with accommodation arrangements</li> <li>• Address sexual harassment in factories</li> <li>• Improve assistive services for people with disabilities</li> </ul>
Tourism	<ul style="list-style-type: none"> <li>• Challenge adverse gender norms by painting positive pictures of women in tourism. Likewise, create ways to increase comfort when working with people with disabilities</li> <li>• Improve assistive services for people with disabilities</li> <li>• Support disadvantaged groups to upgrade their skills and trade to high value areas. Such as modernizing handicrafts to cater to high value markets.</li> </ul>
ICT	<ul style="list-style-type: none"> <li>• Increase enrolment of women in ICT disciplines and trainings and challenge adverse gender norms</li> <li>• Improve provision of assistive services to people with disabilities to harness their skills and talents.</li> </ul>
Hydropower construction	<ul style="list-style-type: none"> <li>• Improve skilling for GESI target groups</li> <li>• Support relocation challenges with accommodation arrangements</li> </ul>
Across sectors beyond skills gap	<ul style="list-style-type: none"> <li>• Transport schemes that address both affordability and adverse gender norms</li> <li>• Affordable housing for relocation</li> </ul>



## GESI strategy implementation

The GESI strategy will be executed by adopting the following approaches:

### 1. श्रीप Product: Training and employment plus

Bundled interventions have proven to yield impacts particularly for the GESI target groups. Therefore, श्रीप will encourage CF applicants to think beyond skilling and integrating skills trainings with other components to address barriers in at least either one of the three domains (see Table 4 for possible ideas on addressing barriers). In addition to skilling, interventions can include mentorship, interpersonal skills and accommodation among others. For instance, Footwear is open to the idea of providing accommodation to hire and retain women employees.

**Table 5: Possible ideas to address various barriers for GESI target groups**

Barriers	Possible ideas	Groups to whom the ideas are more important
<b>1. Assets, services and opportunities</b>		
Education	Trainings with strong certificate recognition in private sector	All
Skills level	Practical OTJ, certificate recognition	All
Poverty and low income	Free trainings	All
Access to finance	Work with banks to provide guarantor loans	Stronger for women and Dalits
Digital assets	Provide digital assets	Women, people with disabilities
Social capital	Incentivize targeted outreach, networking events	Stronger for Dalits
Information asymmetry	Incentivize targeted outreach, networking events, WPCs for persons with disabilities	All
Relocation challenges	Provide accommodation	All but stronger for women
Absence of supportive facilities	Make a business case for private sectors	People with disabilities
Sector services	One-stop shop	All
<b>2. Agency</b>		
Control over assets	Additional trainings along with skills trainings	Women
Sexual harassment	HR Policy	Women
Negotiating capacity	Additional sessions along with skills trainings	All
<b>3. Enabling environment</b>		
Discrimination and dignified employment	Quota, networking, sensitization with employers	All, stronger for Dalits.
Adverse gender norms	Sensitization with employers, explore provisions for care facilities	Women
Unequal pay	HR policy	Women
Lack of policy implementation	Governance policies	All

## 2. GESI beneficiaries

The सीप Skills Component will reach a total of **45,000** Nepalis; with final outcomes being gainful employment, and/or annual income, and/or personal productivity increases by 20% on average, attributable to the project. As per the ideation lab stakeholder consultations and the सीप firm level survey (labour market information survey) of these 45,000 people

- at least 70% will be in key sectors for structural transformation (e.g. light manufacturing including if relevant in Special Economic Zones (SEZ), tourism, ICT, commercial agriculture, hydropower);
- at least 50% will be women; and at least 40% will be from disadvantaged groups (including a 2.8% of total component target for PWDs to access employment).

Table 6: GESI beneficiaries

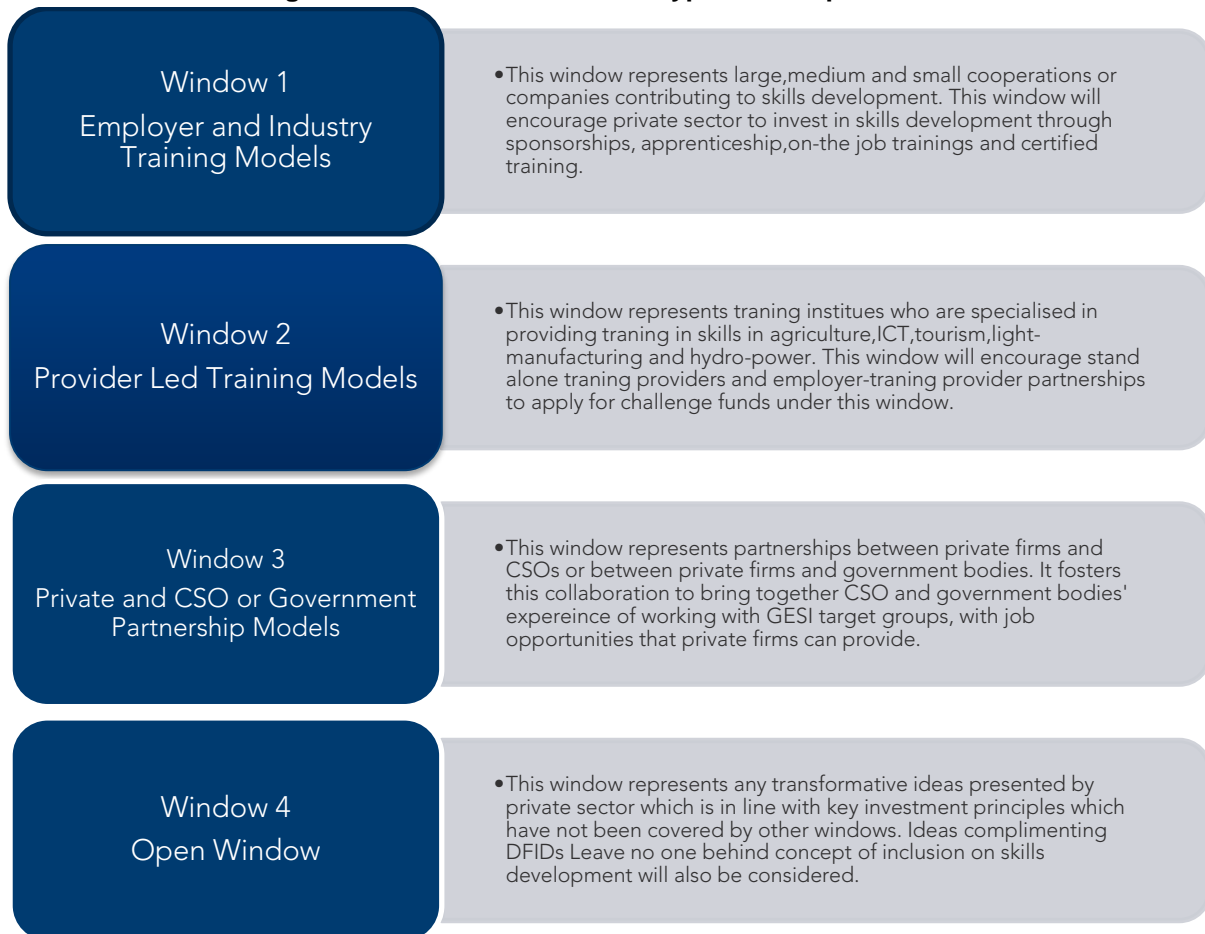
Skills Component Beneficiary		
Total Beneficiaries	Men	Women
45,000	22,500 (50%) people	22,500 (50%) people
Of which 40% DAGs	18,000 people	
2.8% of 18,000 are PwDs	500 people	

## 3. Providers: Four windows

सीप providers will fall into the four windows described in Figure 9 below. Windows 1 and 2 are private sector driven. Providers in this window will also have to follow the three-domain strategy and therefore identify how they will address barriers for GESI target groups. Window 3 has a strong focus on GESI target groups and is also demand driven. It allows for collaboration between CSOs or government bodies who have worked with GESI target groups and private firms. Window 4 creates space for organizations with innovative ideas to pilot. (See Annex 3 for examples of providers for Windows 1, 3 and 4.) Window 4 will also draw from the SPRING Accelerator model to further address some challenging barriers.<sup>111</sup> Potential partners who are more responsive to GESI needs and willing to break the stronger barriers as GESI champions will be encouraged to work through Window 4 (GESI Champions will be discussed in section below). For instance, some ideas could be transportation to work, assisted technologies or use of ICT to reduce information asymmetries.

<sup>111</sup> <http://www.springaccelerator.org/>

**Figure 9: Windows for different types of श्रीप providers**



#### 4. Process: GESI Mainstreaming

GESI mainstreaming will occur throughout the CF process. Each step in the CF project development and implementation will integrate GESI principle.

- EOI stage: When soliciting CF applications, a Guidance Note will be provided to the potential partners that explains the three-domain GESI strategy and approaches. श्रीप will require potential partners to address barriers in at least one of the domains, and meet the minimum quota requirements on number of women, disadvantaged groups and persons with disabilities employed. By informing CF potential partners from the beginning of the partnership about GESI priorities, श्रीप aims to start shifting the attitudes, practices and norms around inclusive skills development and employment opportunities. CF applicants who address more than one barrier in their model will be scored higher.
- Screening and review of EOI: In the EOI assessment, two criteria capture GESI issues:
  - Alignment with problem analysis, ToC and M4P approach of Programme (20% weightage): Does the applicant address at least one of the market failures, including GESI barriers, defined by श्रीप? Does applicant improve poor's participation and increase market systems performance?
  - Inclusion (20% weightage): Applicant demonstrates that there is active participation of women.
  - CF investment partner projects will be planned to address barriers in at least either one of the three domains. To support evidence based and adaptive decision making the श्रीप MEL

system will establish strong indicators and robust measurement tools to evaluate the interventions at different stages to identify the extent to which GESI barrier impacts are realised/achieved.

- Due diligence assessment: includes GESI-relevant areas such as safeguarding and protection.
- Diversity focal point: CF partners will be required to include a Diversity Focal Point in their teams, who will be responsible in GESI-sensitive design and implementation, and work closely with the GESI specialist.
- Accelerator activities and technical support from श्रीप: The idea is that after the programme ends, partner organisations will continue to implement these activities throughout their organisations to continue to promote sustainable and inclusive employment opportunities. The Diversity Focal Point's role includes ensuring continuity of the GESI strategy. Capacity development of CF partners in GESI will be prioritised in the programme through continuous dialogue with (orientation and workshops) and technical support to the CF partners.
- ISC reviews applications: Application encouraged after the EOI stage will also be reviewed. At this stage, contributions to GESI outcomes is given 10% weightage, and inclusion is given 15% weightage.
- Partner briefing: Partners will be briefed on GESI priorities and how the GESI targets should be assessed, monitored and reported.
- Induction workshop: The induction workshop will be a two-day workshop, where the second day will focus on GESI strategy. It will be an interactive workshop where CF partners and श्रीप team will develop a joint vision on GESI and examine methods to integrate GESI strategy and priorities into their business model. Some questions that the collaborative work aims to answer is how GESI integration will help to increase their bottom line as studies indicate direct effect on productivity and revenue?<sup>112</sup> How to develop business cases for inclusion in response to challenges? For instance: if they are facing issues around retention due to turnover among male workers, could hiring women and adopting flexible working hours help? If they are not finding locally trained people, can we work with them to offer them trained workers from disadvantaged groups? Do they have a 'social' or CSR vision and how could their employment policies be more inclusive? Can cost-benefit analysis on inclusion and diversity be carried out at a company level? In addition to discussions on such questions, the workshop will also orient partners on the GESI criteria that partners need to fulfil in श्रीप. A workshop guide will be developed covering the following main topics:
  - Introduce श्रीप's GESI Strategy and requirements
  - Understand the CF proposal
    - What are the proposed projects? What barriers do they address? Which groups are they working with?
  - Examine CF partners' understanding of GESI by sector
  - Group CFs by sectors and whether they are early adopters or champions. In group work work, jointly develop draft strategies for the sectors.
  - Ongoing support to partner during project implementation: Beyond the induction workshop, the GESI Advisor and श्रीप team will provide continuous support to address GESI challenges that may emerge for CF partners. Such sustained and tailored support will contribute to build partner-specific strategies.
  - Internal audits and monitoring of implementation: Partners have to demonstrate with disaggregated data how they have met their GESI targets and their committed spending to

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<sup>112</sup><https://www.forbes.com/sites/annapowers/2018/06/27/a-study-finds-that-diverse-companies-produce-19-more-revenue/#2ef540ca506f>

achieve them. The internal audit plan is created at the beginning of every month with the शीप team and with MEL team in particular. The MEL team will participate in the audit process to ensure शीप targets are being met.

- Performance assessment against CF standards: GESI indicators will be embedded into performance indicators. CF applicant and शीप team will agree on the indicators and audited. The performance assessment rubric includes the following GESI criteria:
  - Contribution to targets and GESI outcomes: Is the project likely to contribute to overall शीप targets (45,000) of which 22,500 are women, 18,000 are DAGs and 500 PWDs: 10% weightage
  - Inclusion: The degree to which gender, disadvantaged groups and or people with disabilities are included: 15% weightage
- Sustainability of GESI integration: शीप has a strong emphasis on sustainability. As part of the MEL system the criteria considered guiding the Key Evaluation Questions (KEQs) are based on an extension of the OECD DAC Criteria. One of these criteria is sustainability which assess the permanence of the effects or impacts of CF project activities. Along with such assessment, CF partners will receive sustainability handover trainings after their projects have been completed to support them to find alternative financing sources. Part of the handover training will also include how the GESI approach and activities can be continued.
- Diversity and Inclusion Award: CF partners who demonstrate significant achievements on diversity and inclusion will be presented with the Diversity and Inclusion Award, the first of its kind in Nepal. The Award will recognize CF partners' efforts and achievement, create champions important for norms change, and improve opportunities for the diverse communities that शीप services. The Diversity and Inclusion Award recipient demonstrates an exceptional understanding of diversity and inclusion beyond the call of duty. Possible criteria are listed below and will be finalized in consultations with CF partners and area experts in the early implementation stage.

**Table 7: Diversity and Inclusion Award Criteria**

Criteria	Description
Recruitment, Development of Human Resources	Special, targeted and innovative approach to target underserved and disadvantaged groups. Also, there exists a focused initiative to create more effective internal pathways to enable a diverse workforce.
Organizational Strategy	Organisation demonstrates the strategic value of diversity and inclusion as evidenced by the numbers across its business (employees, customers and other stakeholders).
Diversity and Inclusion Targets	Organisation has specific focus and goals which is evidenced by senior level inclusive representation, among others, to broader diversity issues.
Leadership and Accountability	Senior Management view diversity and inclusion goals as within their responsibilities, can articulate the strategy with confidence and reinforce with their teams & externally, and model and teach inclusive leadership practices; including at the time of employee performance appraisals. This is further reinforced through pay and remuneration criteria.
Infrastructure and Implementation	Adequate care and investment is committed to ensure inclusion is enabled at the workplace (for e.g. disable friendly ramps at the workplace, facilities, etc.)

## 5. Targeted approach based on GESI receptivity among CF partners

From consultations and interviews with CF applicants, it is evident that some firms are innovative and open to addressing GESI barriers whereas others are in the early stages of understanding GESI issues. Recognizing varied levels of willingness to adopt GESI, the applicants will be divided into two groups:

i) early adopters and ii) GESI champions. The early adopters will have to adhere to basic GESI requirements (those with minimal cost implications); for example, introducing a sexual harassment policy. These targets will be defined and further developed with partners after selection to better reflect partners' business needs and GESI understanding. Similarly, a tailored approach with GESI champions will be undertaken to push boundaries and address some of the more sticky and challenging barriers. GESI champions will go beyond the basic GESI requirements and pilot ideas to address major barriers in their sectors.

The targeted approach also applies to the sector specific priorities. GESI specialist and श्रीप team will work with CF partners to overcome the prioritized strategic sector-specific barriers.

## 9. Conclusion

The report analyzed the barriers that GESI target groups face to enter labor market and improve employment outcomes. Women, disadvantaged groups and persons with disabilities have low participation in श्रीप's priority sectors. Where they are large in numbers, they tend to be concentrated within the lower paying job categories or one that are stereotypical. The barriers were grouped in three domains of Assets, services and opportunities; Agency; and Enabling environment (legal system and social norms). For women, social norms around education, skills and employment play key role to shape their choices and opportunities. For persons with disabilities, minimal attention to assistive services is a tangible constraint along with intangible ones such how employers perceive their capacity. For disadvantaged groups, constraints to gainful employed are entrenched in historically practiced social discrimination based on caste, ethnicity, religion and language. Therefore, there are many layers of barriers for GESI target groups beyond the conventional ideas of market failures such as skills mismatch, access to trainings and information asymmetry. It is clear from the Firm Survey that the employers (with exceptions) are unaware and unwilling to consider the barriers and address them because it has cost implications. Many have not understood the benefits of a diverse workforce.

On the employers side, the Firm survey indicates that although firms are open to integrating GESI, it is not a priority because of cost implications, limited understanding of the benefits of a diverse workforce, and no clear incentives. For instance, making disability-friendly bathrooms in a factory has significant costs. Therefore, it is equally important to work with employers to promote GESI integration in the private sector. For this, श्रीप will work closely with private firms, CSOs and government bodies through the CF to identify solutions that addresses GESI barriers and makes business sense.

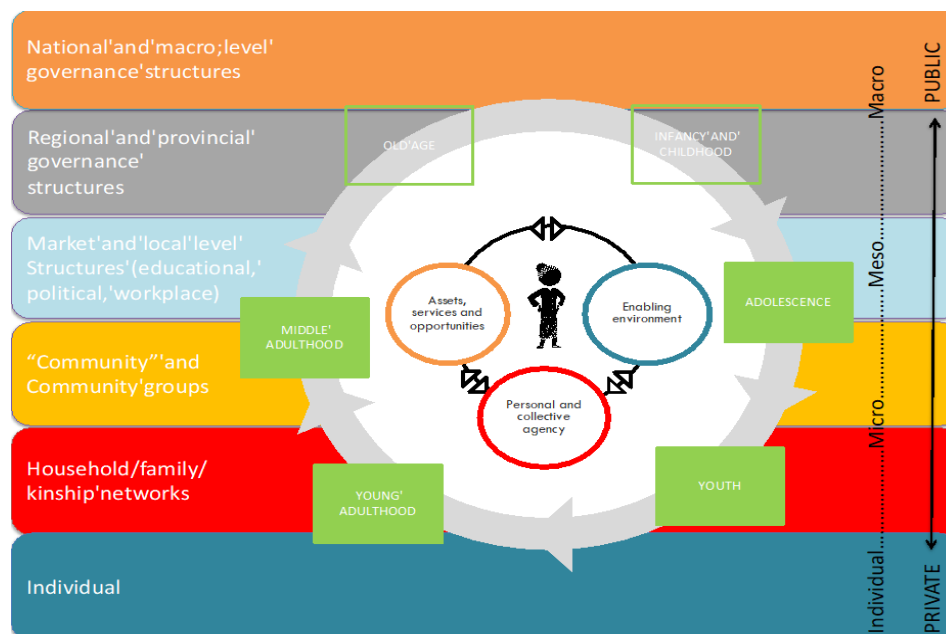
The context analysis was supplemented with a review of global evidence on what works and does not work on skills development and gainful employment. Key lessons include bundling interventions, linking trainings with demand, need for mentorships, and sensitizing employers on the underlying barriers that women, disadvantaged and persons with disabilities face among others. Through this process a GESI strategy has been developed. It requires CF potential partners to address barriers in the three domains, design a bundled approach that looks beyond skills trainings, and mainstream GESI beyond quotas. Lastly, the GESI strategy also differentiates the CF partners into those who are less and more willing to address GESI target groups' barriers. In this way, the GESI strategy makes it possible to promote champions among employers to bring the cultural shift that is needed.

## Annex 1: GESI Conceptual Framework

सीप adopts a M4P (Market for Development) approach to address market failures and create gainful employment with improved wages and working conditions, particularly among women, DAGs and PWDs. Markets are influenced by the historical, social, and cultural environment. Therefore, it is important to have a GESI strategy grounded in the Nepali context that has gender inequalities and social exclusion are deeply rooted in formal and informal practices. Moreover, inclusion is one of सीप's principles and GESI targets for सीप cuts across the entirety of the programme, highlighting the importance of gender, disadvantaged groups and persons with disabilities. This forms the foundations of the programme, including the GESI analysis that will inform the multi-prong approach of GESI integration, and targeted interventions.

The GESI strategy will be grounded in the conceptual framework adapted from Sabalaa Women's Economic Empowerment (WEE) programme design (Figure 1), which is based on extensive research on empowerment frameworks.<sup>113</sup> It also draws from International Development Partners Groups (IDPG)'s Common GESI Framework (Figure 2) that emphasizes the informal enabling environment such as norms and attitudes. It is also draws from DFID's Disability and Inclusion Strategy 2018-2023.

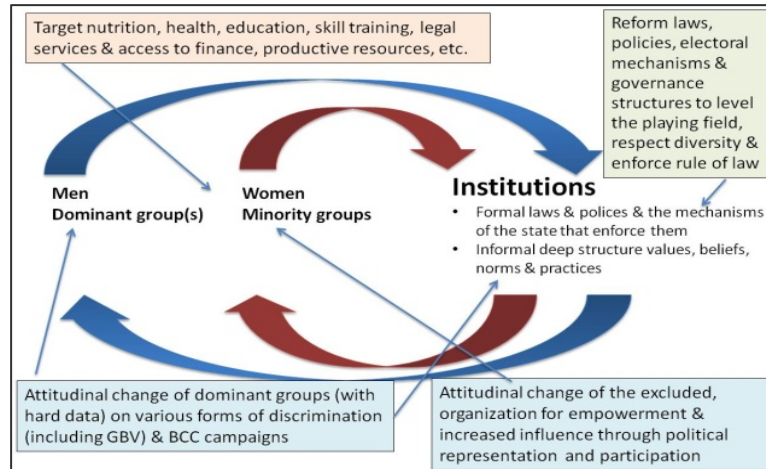
**Figure 1: Sabalaa WEE Conceptual Framework**



Source: Calder, R. (2018) DFID Nepal WEE Programme Design Documentation

<sup>113</sup> Calder, R. (2018) DFID Nepal WEE Programme Design Documentation.

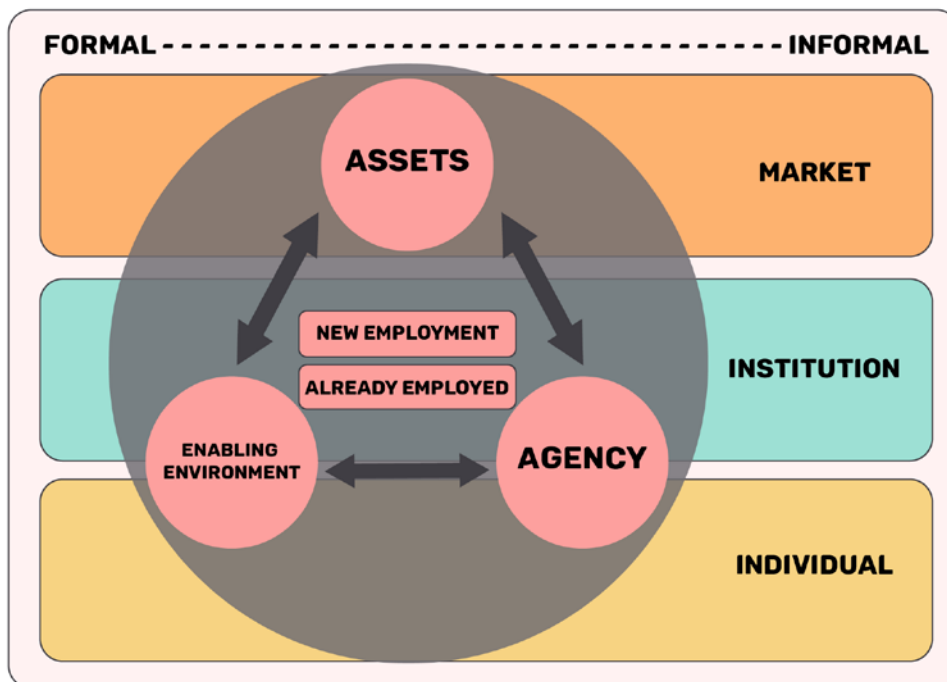
**Figure 2: IDPG GESI Framework**



Source: Common GESI Framework, IDPG, World Bank's GESI Assessment

Sabalaa framework has the three domains of change: assets, agency and enabling environment. They are called 'domains of change' because they help to understand the barriers that need to be overcome for change. For सीप's purpose, the Sabalaa framework has been expanded to include the experiences of DAGs and PWDs, since the three domains of change are applicable to these groups as well.

**Figure 3: सीप GESI Conceptual Framework**



सीप's conceptual framework (Figure 1) categorizes the barriers that women, disadvantaged groups and persons with disabilities face to obtain or improve gainful employment into three domains:

1. Assets, services and opportunities: Assets can be economic (property, digital), social (network and community), and human (education and health). Services include access to financial services, sector-specific services such as extension services in agriculture, government services such as registering small businesses. Opportunities to develop human capital such as scholarships or access to training programmes.



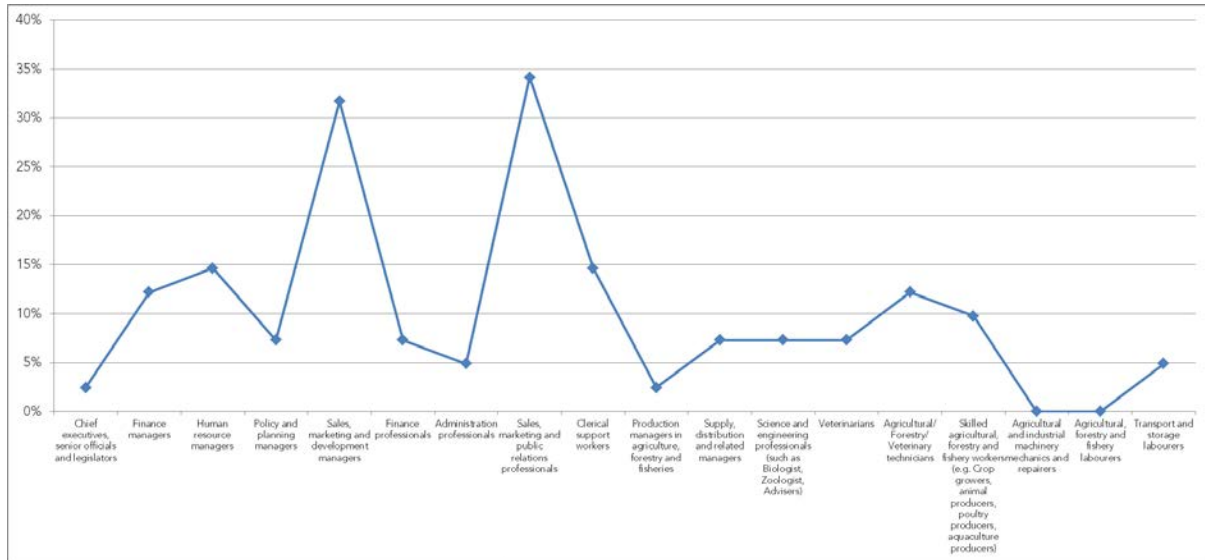
2. **Personal and collective agency:** is the ability to control and make decisions whether as an individual or a group.
3. **Enabling environment:** includes both the formal (legal systems) and informal (social norms, values, culture). All three domains influence each other.

At the center of the domain, are the two types of beneficiaries (seeking new employment and already employed) identified in the MELF. The two types of beneficiaries may have different experiences in the domains of change. The domains and the beneficiaries are situated in the labor market which is either formal or informal. The conceptual framework also includes the different levels, where the श्रीप activities through CF will have an impact in addressing barriers. These include: individuals (end beneficiaries); the institutions (employers such as firms, CSOs, NGOs, government as well as trainings institutes), who are the CF applicants; and the labor market. Outside the GESI conceptual framework, it is important to note intersectionality. The layering of caste and gender, ethnicity and gender, or ethnicity and disability exacerbates an individual's experience of barriers faced while seeking employment or improving work experience.

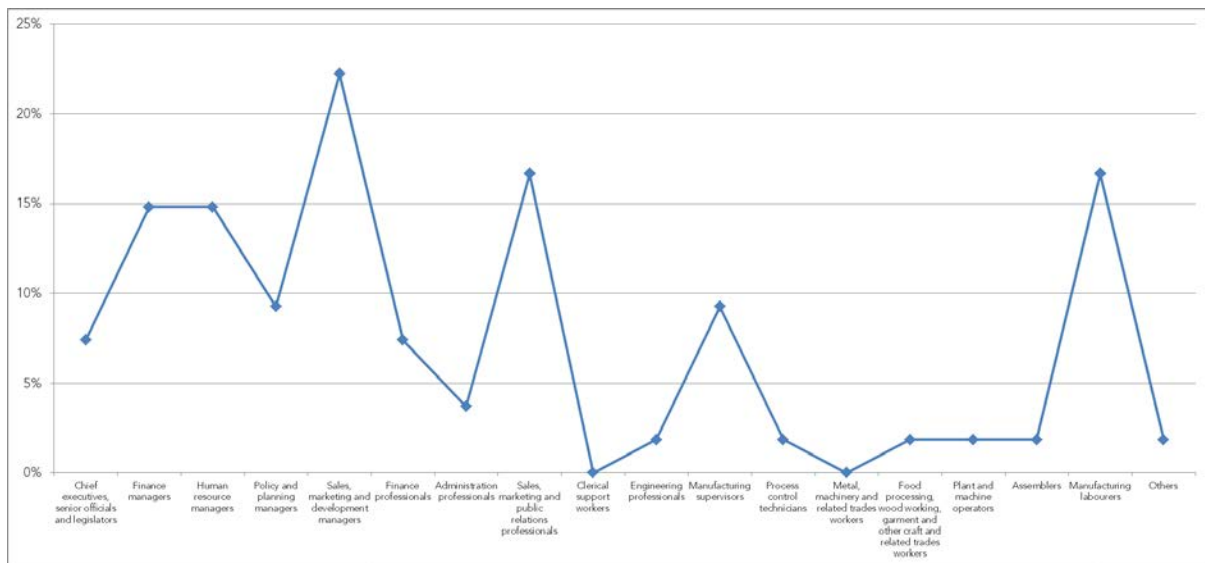
## Annex 2: Stereotyping potential for women

Share of respondents who agree there is a potential for women employment in the job role

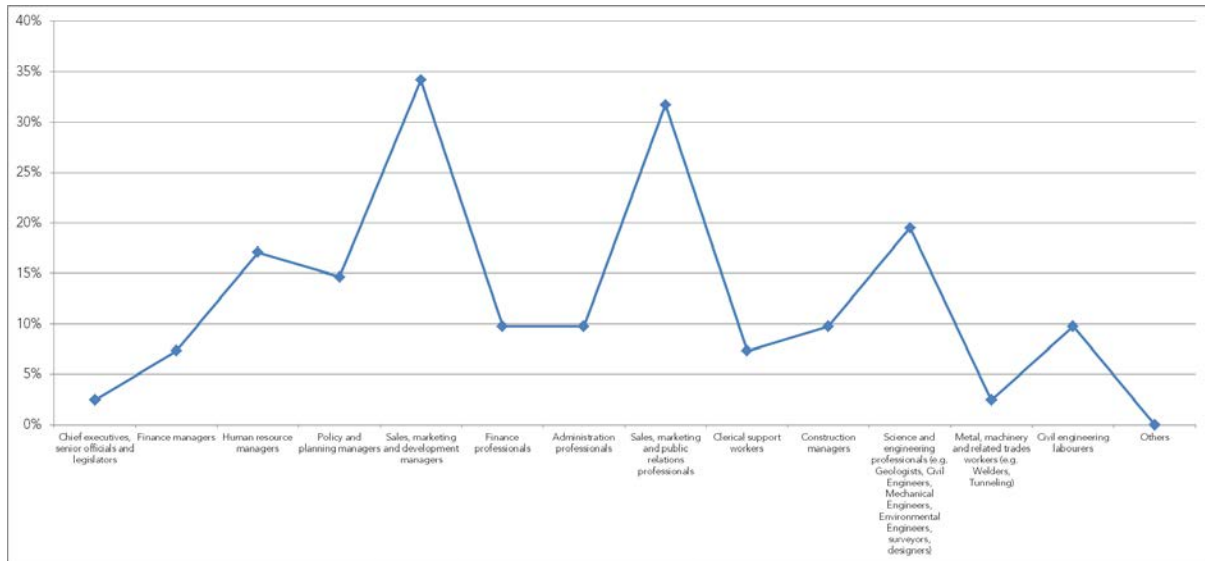
Agriculture N= 41



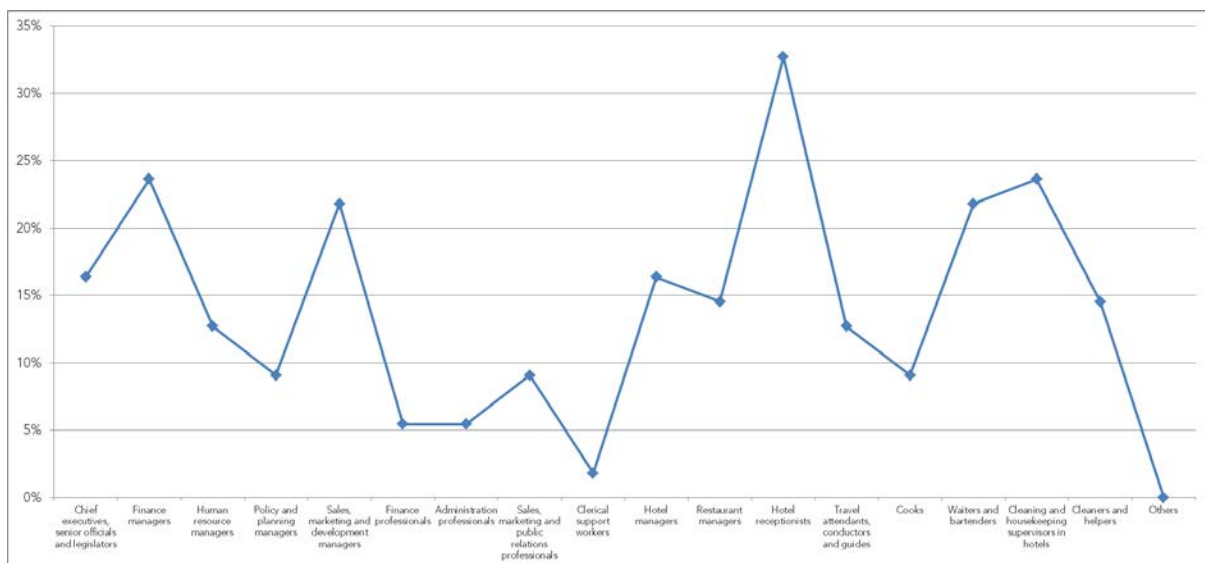
Light Manufacturing N=54



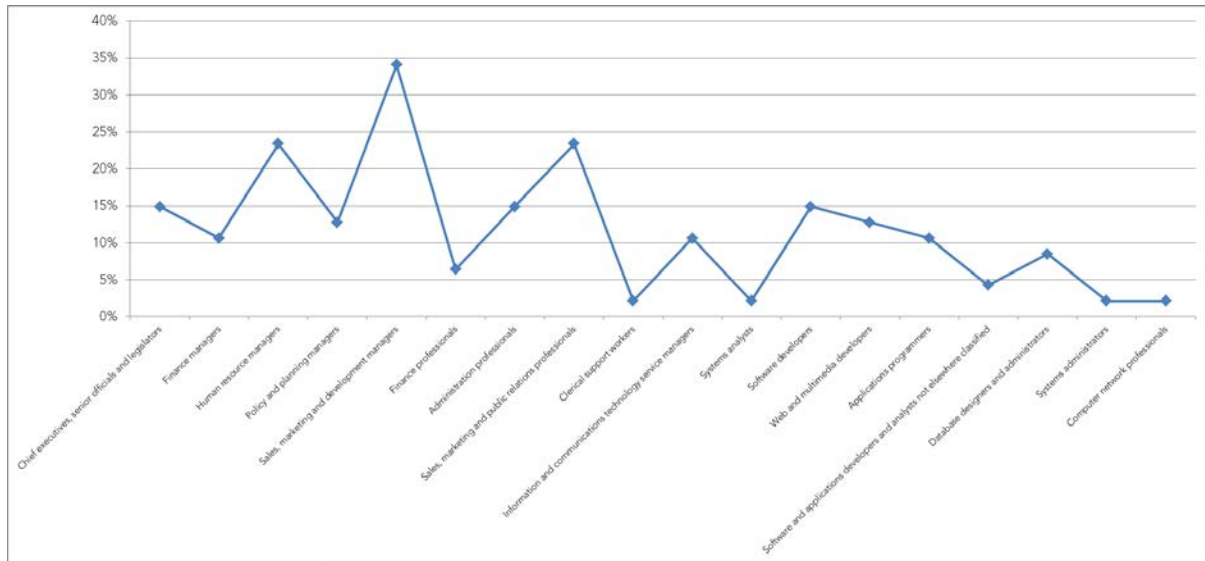
### Hydropower construction N=41



### Tourism N=55



ICT=47



## Annex 3: Examples of providers for Windows 1, 3 and 4

### Box 1: Examples for Windows

#### Window 1

Reliance Spinning Mills Ltd. is a public limited company and is the largest spinning mill in Nepal located in Biratnagar. The company manufactures Polyester, Viscose, Acrylic yarn including sewing threads. At present the mill has 3900 employees of which 1550 are women.

The mill has an in-house training centre which provides three months trainings to zero skilled workers who wish to be employed at the spinning mill. These workers are identified mostly by referral of the existing work force and are provided accommodation and food. In turn, they contribute to the 'bench strength' which enables the company to replace the workers that migrate or switch jobs. The reliance in-house training centre provides training to 500 workers in a three-month cycle and trains up to 2,000 workers every year. With the right incentives, the mill could scale-up their



training to benefit at least 500 people/month, especially women and persons from disadvantaged groups who will in turn be employed by the existing industries in the corridor. If the trained workers still choose to migrate, the training would enable them to earn higher wages.

The mill is in the process of initiating a new training and microfinance programme for disadvantaged groups to ensure optimum output for the mill and to dissuade high employee turnover. For this, the mill is looking for funds to support a class room training for batches of 90 women to manufacture handmade goods. This training is targeted towards the families of current employees in their mills. It is estimated that women working from home under this project, can earn up to NPR 12,000/- per month.



सीप's role in this partnership would be to co-invest in a skills training model that would enable income generating activities for the families of the employees. In the scale up, this could be extended to beyond the families of the employees to enable other disadvantaged groups, women and PwDs to participate. As the raw materials and buy-back guarantee is provided by the company, there is little or no risk of the lack of demand for the produce.

**Label STEP Fair Trade Carpets:** Since the establishment of the organization in 2000, STEP Nepal has been engaged in monitoring and verifying production of the STEP Fair Trade Partners (licensees/importers) who commit to fair trade standards throughout their entire line of handmade carpets. This includes good working and living conditions, fair wages, eco-friendly production, and the prohibition of child labour. In addition to assuring fair trade standards are met, STEP delivers educational programmes to increase "weaver capacity."

These programmes, known as Weaver Community Empowerment Programme offer weavers and workers educational opportunities to gain relevant knowledge and improve their wellbeing. Since launching its Weaver Community Empowerment Programmes in Kathmandu in 2016, a total of 224 awareness-raising sessions have been held benefitting more than 6,000 people (60% female; 31% male; 9% children aged 12-15). Financial literacy is one of the key

modules of the weaver empowerment programme that has reached more than 350 weavers working in STEP partners (importers/ exporters) workshops on their way to greater financial security by helping them to open bank accounts or organize saving groups, develop saving plans among others.

In collaboration with Nepali carpet exporters and importers, STEP is in the process of establishing a comprehensive skills training and certification programme for weavers that would support in deployment of trained weavers in fair trade factories as well as ensure fair wages for the workers who are often exploited by the intermediaries/ contractor during their recruitment as well as deployment phase

### Window 3

#### National Federation of Disabled Nepal (NFDN)

NFDN in collaboration with Disability Rights Promotion International (DRPI) has established the Asian Work Place Approach that Respects Equality (AWARE Project). AWARE has identified and addressed the barriers people with disabilities experience when trying to participate in the labour force in Nepal. NFDN intends to work with employers to improve employment prospects for people with disabilities and will promote disability from a human rights perspective.

A potential role for शीप would be to facilitate working partnerships between NFDN and the employers wherein the programme provides, linkages to suitable employment opportunities, and skills training to enable the aspiring job seekers to qualify for the available jobs

## Annex 4 – Ideation Lab Stakeholders

Organization	Email	Name	Phone	Type of Organisation	Description
National Federation of the Disabled Nepal	info@nfdn.org.np sagar.prasain@gmail.com	Sagar Prasai Shudarson Subedi	9852061892	Government	NFDN is an organisation supporting advocacy and skills development amongst PwDs
The Women's Foundation Nepal	womens_foundation@hotmail.com office@womenepal.org	Sheila	5155080 /5155160	NGO	WFN is an NGO supporting women and children on access to educational opportunities, skills training and job placements.
Global Institute of Hotel Management & Tourism, Technical Centre Pvt.ltd	globalmanag@gmail.com jlshrestha1@gmail.com	Nirmala Kakshapati	9841588259	Private Training Institute	Training institute provides training to persons with disabilities and vulnerable women
CBM International	krishna.sunar@cbm.org	Krishna Gahatraj	9801166320	NGO	Works with civil society organizations to mainstream disability and formulate government policy.
Spinal injury rehabilitation center	spinalinju@wlink.com.np	Esha Thapa	9851070320// 011-660847	NGO	SIRC has developed a range of facilities to support the spinally injured of Nepal.
Naxal school of Deaf	918457731@gmail.com	Binod Kapali Nepali	9861665862	Sign Language Expert	Sign Language Expert
Association for Craft Producers (Dhukuti)	programme@craftacp.org.np	Revita Shrestha		NGO	A certified Fair-Trade Organization since 2003 and trains artisans to supply hand made goods to markets.
Nepal fair Trade Group	sguthi@mos.com.np	Sunil Chitrakar	9851053075		

Organization	Email	Name	Phone	Type of Organisation	Description
Sabah Nepal	robin.sabahnepal@gmail.com	Robin Man Amatya	9849063684	NGO	A social business organisation strengthening the livelihoods of home-based workers.
Women for Human Rights	lily@whr.org.np	Lily Thapa	9851035972	NGO	Works for empowerment of single women, groups and networks for their active engagement and participation in income generation and livelihoods
Womens Skills Development Organisation	wsdonepal@gmail.com	Ram Kali Khadka	61-534025, 531937/98560 21686	NGO	non-profit Fair-Trade organization that has been working since 1975 to empower women who face difficult and significant social and economic hardships being differently abled, abused, widowed, divorced, single, orphaned or of marginalized castes.
Maker KT	makerkt@gmail.com	Priya Joshi		Training Facilitator	MakerKT is an initiative that provides training and employment to women in traditionally masculine jobs
Rooster Logic	pravenj@gmail.com	Praven		Research Firm	Research Firm recently training 150 girls as enumerators
Pasa Trade	jonathan@vayu.com.au	Jonathan Clarke		NGO	Supports a community of crafters, hand-made goods producers.
Four Seasons Travel	ppradhananga@gmail.com	Pankaj Pradhananga	9851033864	Travel Company	Travel Company working on accessible tourism
Khems Cleaning Services Pvt.Ltd	coo@khemscleaning.com	Biraj Adhikari	9801227454	Service provider	Provides cleaning technicians skills



Organization	Email	Name	Phone	Type of Organisation	Description
Avalon Employment Inc	swiltshire@avalonemploy.com	Sean Wiltshire		Placement office	Trains job placement officers supporting skilled persons with disabilities
Humanity & Inclusion	s.karki@hi.org s.nepali@hi.org	Subekshya Karki Ms. Sanju Nepali Indra Bista	9841437154 9847853216	INGO	Works for inclusive livelihoods and also supports employers so they can better understand disability and provide employees with disabilities the tools they need to succeed
Shtrii Shakti	shtriishakti@s2.wlink.com.np	Indira Shrestha	977-1-4433698/1-4446053	NGO	Capacity Development Training for Women
Blind Youth Association Nepal	<a href="mailto:byanepal@gmail.com">byanepal@gmail.com</a> , <a href="mailto:info@byanepal.org">info@byanepal.org</a>	Vishwa Shrestha	9841319348	Association	Association working for blind people
Consultant	bisal.dahal@gmail.com	Bishal Dahal	9841463736	Consultant	
Daayitwa	pukar.malla@daayitwa.org	Pukar Malla		NGO	

## Annex 5: Market Player Consultations

Sector	Sub-Sector	Organization	Name	Geography
Agro-Processing	Commercial Agriculture	Agro Enterprise Center (AEC) - Federation of Chambers of Commerce and Industry	Pradip Maharjan, Director	Kathmandu, Province 1
	Poultry and Feed		Anand Bagaria, Managing Director	Kathmandu, Province 1; Birgunj, Province 2
	Poultry and Feed	Shreenagar Agro Farm	Moushami Shrestha, Satish Shrestha	Kathmandu, Province 1; Birgunj, Province 2
	Training, Retail	R & D Innovative Solutions	Dambar Shrestha, Sunita Nemaph	Bhaktapur & Kathmandu, Province 3; Jumla, Province 6; Jhapa, Province 1
	Commercial Agriculture (Cereals and Mechnization)	Nepal Krishi Company	Kabindra Shrestha	Biratnager, Province 1
	Poultry	Vaidya Organization of Industries & Trading Houses	Suresh Vaidya	Chitwan, Province 5
	Beekeeping	Beekeeping shop	Mahalaxmi Shrestha	
	Dairy	Rasruit Dairy Industries	Dambar Prasad Regmi	
	Floriculture	Rudyn Agriflora Nepal	Basanti Pradhan	Jhapa, Province 1
	Association	Diary Association Nepal	Arniko Rajbhandari	
	Poultry, Feed, Cereals	Roongta Group	Rajesh Roongta	Birgunj, Province 2
	Feed	Pancharatna Feed		Province 2
	FMCG	Samriddhi Food		Province 2
	Information and Communications Technology (ICT)	Data Processing	Cloud Factory	Karmath Dangol
Software design, Data Processing		Deer walk	Pramod Kumar Rai, Vice President - Asian Operations	Kathmandu, Province 3
Technology Provider		Tootle	Sixit Bhattarai, Founder	Kathmandu, Province 3
Software design, Data Processing		Pathway Technology	Rajan Man Bajracharya	Kathmandu, Province 3
AI, Machine Learning		Fuse Machine	Preeti Adhikari, VP - Marketing and Operations	Kathmandu, Province 3
ICT		Ekta Golcha	Delta Tech Pvt.Ltd.	Biratnagar, Province 1
ICT		Smart Krishi	Anil Regmi	Kathmandu, Province 3

Sector	Sub-Sector	Organization	Name	Geography	
Manufacturing	ICT	ICT4Agri	Sibjan Chaulagain	Kathmandu, Province 3	
	Jute	Reliance Mill	Mahesh Pokharel Kr.	Biratnagar, Province 1	
	Jute	Biratnager Jute Mill		Bhairawa, Province 2	
	Jute	Jagadamba Synthetic, Jagadamba Spinning Mills		Province 2	
	FMCG, Garment	Surya Nepal	Debashish Hait, Human Resource Manager		
	Handicraft Association	Anu Handicraft Federation of Nepal Cottage and Small Industries (FNCSI)	Shiba Upadhya Chudamani Bhattari, Jagannath Poudel, Umesh Prasad Singh		
	Bamboo	Himalayan Bamboo Innotech Sakwo	Sahara Joshi Suresh Pradhan		
	Metal Association	Rajesh Metal Crafts Garment Association Nepal	Rajesh Agrawal		
	Garment	Himalayan Accessories			
	Garment	Sherpa Gears			
	Garment	Republic of Fashion			
	Textile crafts	Sabah Nepal	Robin Amatya	Kathmandu, Province 3	
	Tourism	Tour and Trekking	A.N.T. Holidays	Shradha Joshi	
		Tour and Trekking	Act360	Cheteze Tamang	
		Tour and Trekking	Earthbound Expeditions	Rajan Simkhada	
Hotel		Mount Princess Hotel	Jyotsna Sainju	Dhulikhel, Province 3	
Tour, Trekking, and Hotel		Asian Trekking	Dawa Steven Sherpa	Province 3, 4, 6	
Tour, Trekking, and Hotel		Thamserku Trekking	Namgyal Shrepa	Province 3, 4, 6	
Association		Hotel Association Nepal	Amar Man Shakya, President		
Cross-Sectoral	Hotel	Hotel Welcome	Abhishek	Janakpur, Province 2	
	Business Conglomerate	Chaudhary Group	Nirvana Chaudhary	Across Nepal	
	Business Conglomerate	Vishal Group	Anuj Agarwal	Kathmandu, Province 3; Biratnager, Province 1	

Sector	Sub-Sector	Organization	Name	Geography
	Business Conglomerate	Laxmi Group	Nirajan Shrestha	Province 3, 4
	Association	Confederation of Industries (CNI)	Megh Nath Agrawal, Shanker Man Singh	Across Nepal
	Association	Young Entrepreneurs Forum (NYEF), Nepal	Ajaya Shrestha, President	Across Nepal
	Association	NYEF Janakpur	Dharmendra Shah, President	Janakpur, Province 2
	Association	FWEAN	Basanti Pradhan	Across Nepal
	Association	Janakpur Chamber of Commerce	Saroj Mishra, Vice President	Janakpur, Province 2
	Business Conglomerate	Golcha Group	Hitesh Golcha	Province 3, 2, 1
	Media	Nepal Republic Media	Shova Gyawali	Kathmandu, Province 3
	Media	New Business Age Publication	Sabita Subedi	Kathmandu, Province 3
Hydropower	Hydro Construction	Hydro Solutions	Gyanendra Lal Maskey	
	Association	Youth Community of Nepali Contractors	Birendra Raj Pandey	Kathmandu, Province 3; and across Nepal
	Electricity	Cosmic Electrical	Mahesh Mahato	
	Hydro Construction	Rairang Hydropower	Guru Prasad Neupane	
	Construction	Roshan Construction	Hira Bhagat	Janakpur, Province 2
	Cement	Jagdamba Cement		Province 2
Equity/Finance	Incubation, mentoring	Biruwa Ventures	Vidhan Rana	
	Incubation	Nepal Communitere	Bahar Kumar	Kathmandu, Province 3
	Incubation	Idea Studio, Kathmandu University School of Management	Rupesh K Shrestha	Kathmandu, Province 3
	Acceleration, Equity Investment	True North Associates/One to Watch	Amod Rajbhandari	Kathmandu, Province 3
	Equity Investment	I Capital	Ajay Shrestha	Kathmandu, Province 3
	Angel Investment	Safal Nepal	Ashutosh Tiwari	Kathmandu, Province 3
	Remittance, finance	IME Group	Hemraj Dhakal, Suman Pokharel	
Training/Education	Skills training	MakerKT	Priya Joshi	Kathmandu, Province 3

Sector	Sub-Sector	Organization	Name	Geography
	Academia	Kathmandu University School of Management	Sabina Baniya	Kathmandu, Province 3
	Skills training	Sukalpa	Arun Basnet, CEO	Kathmandu, Province 3; Janakpur, Province 2; Biratnager, Province 1
	Skills training	Global Institute of Hotel Management & Tourism, Technical Center Pvt.Ltd.	Nirmala Kakshapati, Managing Director	Kathmandu, Province 3
Other Stakeholders		Investment Board Nepal	Prem Khanal, Maha Prasad Adhikari	
		Mayor, Dhanusha, Janakpur		
		Chief Minister	Lalbabu Raut	
		State Attorney	Dipendra Jha	
		Planning Commission	Dr. Hari Jha	
		Minister and Secretary of Industry	Megh Nath Kafle	
		National Federation of Disabled Nepal (NFDN)	Sagar Prasain	
	Scott Wilson Nepal	Shuva Sharma	Kathmandu, Province 3	

## Annex 6 – GESI Specialist TOR

GESI specialists TOR is envisaged as follows:

- (i) The GESI specialist will contribute to the overall शीप inclusion strategy across
  - a. sectors (what are we specifically pushing in the sector regardless of what will come from the CF proposals- this will be an interactive process throughout the programme and we will need to continue the dialogue between our own vision and goals per sector alongside what the market is coming up with- we cant solely rely on the market itself)
  - b. for each disadvantaged group (and what the goal should be for that group in terms of greater representation, equal pay, retention, promotion, ensuring rights are respected at work),
  - c. for working up further tailored approaches to early adopters (who's focus may be making the environment more inclusive, add on training, introducing new HR practices such as flexible working, transport, etc) and gesi champions (who do all of the same work as the early adopters but may have some more bold and ambitious goals to have gesi groups enter new occupations such as women in STEM, pilot a new ambitious model e.g with PWDs,etc).
- (ii) to review the future skills gap questionnaires to ask the right questions (so we can understand the specific issues for the province as well, and to review the data and of course feed this into i) above
- (iii) practical technical advice for CF partners through the EOIs, supporting the applications on developing their own gesi strategies including goals across the 3 domains of change, the individual projects induction workshop (this should include a one day tailored workshop to develop a joint vision on gender and social inclusion and how this fits with their business model, how it may potentially increase their bottom line, understand the firm's corporate vision and the business case for inclusion which depending on the challenges they face can help address challenges, for example if they are facing issues around retention (as often male workers leave), could hiring women and adopting flexible working hours help? If they are not finding locally trained people, can we work with them to offer them trained workers from disadvantaged groups? Do they have a 'social' or CSR vision and how could their employment policies? and finally to support each project to dig into cost-benefit on inclusion. If there are additional costs, will the gesi champions absorb them (could MNCs or global hotel chains be a good option here), what is शीप's role (financing additional top up training?). Can benefits actually outweigh costs? Can we make a business case to them about the investment in disadvantaged groups for their bottom line? Do they sell products to women but if they have no women in design, production, sales and marketing are they missing opportunities to really enhance their design and reach to ensure the customers experience and increase sales.
- (iv) Design of gesi specific interventions for each CF project implementation (including bundled approaches, removing of barriers) drawing from the list on p37-8 and ongoing technical assistance to the projects to support their easing of barriers/challenges on inclusion
- (v) the issues to be evaluated within the impact assessment and quasi experimental methods about what works in terms of removing barriers across the 3 domains

## Annex 7 – References

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