

GENDER EQUALITY PLAN



BNMT NEPAL
Serving the People of Nepal

2026 - 2030

GENDER EQUALITY PLAN 2026 - 2030



**THIS GENDER EQUALITY PLAN IS ENDORSED BY
13TH ANNUAL GENERAL MEETING HELD ON 20th SEPTEMBER 2025**

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1. OBJECTIVE OF THE GENDER EQUALITY PLAN

To implement, monitor and evaluate a set of actions which will promote and sustain gender equality throughout the organization, towards achieving and maintaining gender equality, inclusion and diversity in all we do.

2. DEFINITION

2.1. GENDER

“Gender refers to the roles, behaviors, activities, and attributes that a given society at a given time considers appropriate for men and women. In addition to the social attributes and opportunities associated with being male or female and the relationships between women and men and girls and boys, gender also refers to the relations among women and those among men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context/ time-specific and changeable. Gender determines what is expected, allowed and valued in a woman or a man in a given context. In most

societies there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision making opportunities. Gender is part of the broader sociocultural context, as are other important criteria for sociocultural analysis including class, race, poverty level, ethnic group, sexual orientation, age, etc.” (UN Women, 2020)

2.2. GENDER EQUALITY

“Gender equality means that women, men, and people of all genders have equal rights, responsibilities, and opportunities in all areas of life. It ensures that individual needs, aspirations, and contributions are valued equally, regardless of gender.” (Adapted from UN Women, 2020)

The Constitution of Nepal (2015), Article 18, guarantees the right to equality, prohibiting gender- based discrimination. The Gender Equality Act (2006) focuses on eliminating gender discrimination and ensuring equal opportunities and rights for women and men.



3. BACKGROUND

At Birat Nepal Medical Trust (BNMT), gender equality is integral to our mission of ensuring equitable access to quality health care and wellbeing for everyone. For us, it is not simply a policy but a lived practice reflected in how our staff work in communities, how our leadership makes decisions, and how our programs are delivered. Gender equality is a core principle that guides our governance, workforce, and service delivery. BNMT recognizes that gender inequality often overlaps with other disadvantages, such as age, disability, caste, or ethnicity. Addressing these barriers is essential for building an inclusive, fair, diverse and high-performing organization.

BNMT commits to:

- Complying with national laws on gender equality, labor rights, and non-discrimination.
- Achieving internationally leading standards on gender equality and women's rights.
- Maintaining zero tolerance for gender-based discrimination, harassment, or abuse.
- Considering gender at every stage of organizational governance, workforce management, research, and program delivery.



4. GUIDING PRINCIPLES

The approach of BNMT to gender equality is guided by the following principles:

- **Non-discrimination:** Equal treatment for all, with zero tolerance for gender-based discrimination.
- **Equal Opportunity:** Equality in opportunity for recruitment, promotion, pay, and professional development for everyone.
- **Participation & Representation:** Balanced gender representation at all decision-making levels.

- **Intersectionality:** Awareness that gender inequality intersects with other disadvantages.
- **Accountability:** Transparent reporting, monitoring, and measurable outcomes.

5. CORE ORGANIZATIONAL COMMITMENT

5.1. PUBLICATION & COMMITMENT

This policy is formally published on the BNMT Nepal website and endorsed by the Executive Board.

Progress on gender equality will be monitored and evaluated against agreed Key Performance Indicators (KPI) by the Gender Equality Working Group and reviewed bi-annually in consultation with the Senior Management Team (SMT) and BNMT Board.

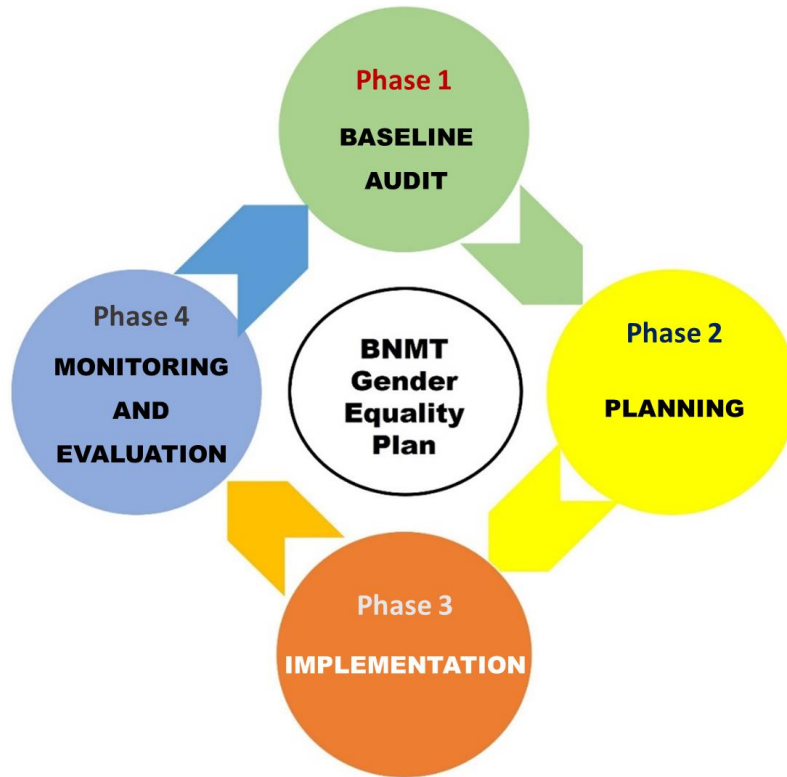
6. BNMT GENDER EQUALITY ACTION PLAN

The BNMT Gender Equality Action Plan will follow the GEAR framework cycle, with four key stages: Audit, Planning, Implementation and Monitoring & Evaluation. To implement this, we will establish a Gender Equality Working Group which will:

- (1)** Conduct a baseline audit of the status, facilitators and barriers to gender equality experienced by staff at all levels within BNMT.
- (2)** Develop, in consultation with the senior management team, an Action Plan with defined objectives and a set of Key Performance Indicators to track progress.
- (3)** Implement the Action Plan by defining tasks, assigning responsibility and collecting and analyzing data on key metrics in consultation with the Senior Management Team.



(4) Measure improvements in Gender Equality Key Performance metrics over time and review the action plan annually to ensure relevance, effectiveness, alignment with legal landscape and continuous progress towards objectives.



6.1. DEDICATED RESOURCES & EXPERTISE

The BNMT Gender Equality Working Group will be co-chaired by two people of different gender identities, elected by committee consensus for a team of three years. The GE Working Group will include a minimum of six members, with representatives from diverse gender identities across the organization, and include the Human Resources Manager (HR). The co-chairs will not be members of the Senior Management Team to ensure representation and diversity.

6.2. PHASE 1: GENDER EQUALITY AUDIT

The GE Working Group will conduct baseline assessment of:

- Organizational Pay and promotion stratified by grade and disaggregated by gender.

- Design and conduct an anonymous survey of gender based facilitators and barriers to equality of opportunity within BNMT.
- Analyze data and compile an anonymized report for discussion by Senior Management team and GE Working group.

6.3. PHASE 2: PLANNING

The GE Working group will review the baseline audit data, identify key barriers to gender equality within BNMT and define key SMART objectives which are Specific, Measurable, Achievable, Relevant and Time-bound for a three-year implementation cycle. To enable progress tracking, the Working Group will also develop a set of Key Performance Indicators (KPIs) and performance tracking tools for monitoring and evaluation. The GE Working group will define necessary tasks to achieve the Gender Equality Action Plan Objectives and assign responsibility in consultation with the Executive Director and Senior Management Team.

6.4. PHASE 3: IMPLEMENTATION

Implementation will be initiated and reviewed on a three-year cycle, with bi-annual data analysis and annual monitoring to ensure progress is on-track towards SMART objectives. Key components of the implementation plan will focus on strengthening gender equality aspects of:

- Leadership and Organizational culture
- Training
- Team Equality
- Work-life balance and wellbeing
- Gender Integration in programs and research and
- Gender based Violence prevention and safeguarding.



6.4.1. Leadership and Organizational Culture

BNMT promotes diversity, equity and inclusion in all aspects of organizational leadership, gender-balanced decision-making, and an organizational culture free from discrimination. Leadership at all levels is expected to model these values.

The Senior Management Team (SMT): SMT plays a central role in overseeing gender equality within BNMT. BNMT has a gender-balanced SMT, currently comprising eight members. Changes to the SMT should take account of gender diversity in representation.



BNMT Nepal senior management team



BNMT Nepal Executive Board Members with senior management team

Governance Board: The Executive Director and the Senior Management Team are supported by oversight from the Executive Board. The board members have diverse ethnic, gender and professional backgrounds and the Chair of the Board convenes regular board meetings that include a duty to monitor, review, and guide progress on gender equality, inclusion, and safeguarding across the organization.

Leadership accountability: All project and program managers are responsible for embedding gender equality principles in planning, decision-making, and organizational practices.

Staff awareness and training: BNMT provides orientation and trainings to leadership and staff on gender equality, safeguarding, inclusion, and related topics to ensure understanding of responsibilities and organizational standards.

The Audit phase of the Gender Equality plan will review current practice regarding how different genders are represented in decision making, identify any barriers to active participation in decision-making and leadership by all genders, including structural, institutional and individual barriers. During the planning phase the GE working group will develop appropriate targets with associated key performance indicators and designated responsible personal, in consultation with the Senior Management Team, and implement organizational actions to proactively address identified gaps.



6.4.2. Workforce Equality

BNMT policies embed principles to ensure fair recruitment, career progression, and pay equity across all staff levels.

Recruitment: Job vacancies are openly advertised, and selection committees develop clear criteria. Candidates are assessed through competitive, structured interviews to ensure a fair and transparent recruitment process.

Career progression: Performance appraisals and promotion processes are conducted transparently, with monitoring to ensure gender parity and equal opportunity for all staff.

Pay equity: Salary structures are reviewed periodically to ensure equal pay for equivalent roles and responsibilities, ensuring fair remuneration for all employees.

6.4.3. Work–Life Balance and Wellbeing

BNMT supports staff with policies that promote wellbeing and respond to individual circumstances wherever possible. Consideration will be given to flexible working arrangements, including part-time or shared role contracts where feasible for effective delivery of the role. BNMT works to promote mental health and wellness for all throughout our activities.

The baseline audit will review policy and practice surrounding: parental leave policy, working time arrangements, support for caring responsibilities, workload management and return to work after career breaks, support for achieving and maintaining a healthy work-life balance.

Wherever possible within the context of the Nepal health system, we support for staff to maintain mental health and wellbeing through counselling referrals, awareness sessions, personal growth coaching and partnerships with mental health organizations.

6.4.4. Gender Integration in Programs and Research

BNMT considers gender at every stage of program and research development, implementation, evaluation and dissemination. This includes:

Needs assessment & project design: We ensure that the perspectives of women, men, gender minorities, and marginalized groups inform program and project design.

Data collection & analysis: Programs and research collect sex- and gender- disaggregated data to ensure interventions are equitable, inclusive, and responsive to community needs.

Monitoring & evaluation: Outcomes are assessed through a gender lens, with findings used to improve programs.



6.4.5. Gender Based Violence (GBV) Prevention and Safeguarding

BNMT is committed to a safe environment for staff and beneficiaries. BNMT has a comprehensive safeguarding policy, reporting mechanism and process to address issues arising.

Key elements of the BNMT safeguarding structure include:

- **Designated safeguarding officer network:** Safeguarding lead and deputy roles are assigned to people of different gender identities. A safeguarding focal person is appointed and trained in each provincial office.
- **Safeguarding committee:** The BNMT safeguarding committee includes six members, with a balanced gender representation and is responsible for implementing due process to address any issues arising in relation to safeguarding, including gender based violence.
- **Staff training:** All staff receive mandatory safeguarding training during

induction, commit to honor the BNMT safeguarding code of practice and are aware of reporting mechanisms and safeguarding focal personnel.

- **Safe recruitment and partner due diligence:** Recruitment and partner selection processes include safeguarding checks to reduce risks and ensure alignment with BNMT commitments.

Code of conduct: All employees and associates are required to uphold the BNMT safeguarding standards in all program and operational contexts.

6.4.6. Training

BNMT conducts a broad ongoing program of staff training to promote personal development and wellbeing for all staff. The baseline audit phase of the Gender



Equality Plan will review the current training program with a focus on identifying gaps and strengthening staff training related to unconscious bias, gender equality, harassment and gender based violence (GBV) prevention during staff induction and during staff review meetings. During the planning stage, the GE working group will make recommendations to the Senior Management Team on training needs and relevant training materials or providers.

BNMT encourages all staff to participate in webinars, free online trainings developed nationally and internationally. The GE working group will proactively develop a resource library of relevant courses and periodically circulate updated information to all staff.

6.5. PHASE 4: MONITORING AND EVALUATION

The Gender Quality Working Group will be responsible for tracking data related to Key Performance Indicators, presenting a bi-annual report to the Senior Management Team, including any recommended actions to keep progress for specific indicators on

track. The Human Resources Manager is responsible for ensuring that BNMT policy aligns with any changes to relevant Government of Nepal legislation, in consultation with the GE working Group and the Senior Management Team.

A major review of the Gender Equality Plan will take place every three years, with a renewed complete cycle of audit, planning, implementation and monitoring & evaluation.



7. EXPECTED RESULTS

BNMT is committed to embedding gender equality across all aspects of the organization. This policy provides a framework for action and accountability, ensuring progress towards achieving and sustaining the highest standards of gender equality, diversity and inclusion for all staff and beneficiaries of BNMT.

EXPECTED RESULTS BY 2030

- **Sustained gender balance in leadership and decision-making:** BNMT senior management team and program team reflects gender diversity with all genders actively participating in decision making.



- **Inclusive and respectful workplace culture:** BNMT maintains a workplace where all staff feel valued, safe and aware of gender equality and safeguarding standards.

- **Gender integrated programs and research:** From planning to implementation and evaluation, all new projects will be informed by the perspectives of all genders ensuring equitable participation and meaningful community impact.

Transparent Accountability: Progress on gender equality is tracked, reported and reviewed, using key performance indicators and qualitative lived experience evaluation to continuously improve our policy and practice. Decision makers at all levels of the organization are committed to protecting gender equality in all we do.

8. CONCLUSION

BNMT will continuously monitor and review the implementation of this policy, using feedback from staff, program reports, and evaluation findings to adapt and improve practices. This policy will be formally reviewed annually and renewed every three years to ensure it remains relevant, achievable, and maintains the BNMT commitment to achieving gender equality internally and driving gender equality for all the people of Nepal.



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