GENDER EQUALITY AND SOCIAL INCLUSION MAINSTREAMING GUIDELINE

MINISTRY OF PLANNING AND DEVELOPMENT
OF THE GOVERNMENT OF ETHIOPIA
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1. Section One: Introduction

As Ethiopia strives to realise its climate resilient development aspirations, as outlined in the Ten Years Development Plan (TYDP) (2021-2030) and other national and international development frameworks, addressing gender and social disparities and promoting women's rights are of utmost importance. Gender Equality and Social Inclusion (GESI) serve as foundational pillars for realising climate resilient sustainable development and inclusive growth. Recognising the critical significance of integrating GESI considerations into all aspects of development planning and implementation, the Ministry of Planning and Development of Ethiopia (MoPD) is committed to advancing GESI mainstreaming as a core strategy.

GESI mainstreaming entails ensuring that the perspectives, needs and priorities of women, men, and other vulnerable segments of the society such as children and People with Disabilities (PwDs), are systematically considered and integrated into the design and implementation of all policies, programmes, and projects. This GESI Mainstreaming Guideline sets out a comprehensive framework to integrate GESI considerations into the MoPD's planning, implementation, monitoring and evaluation processes. By doing so, the MoPD aims to enhance the effectiveness, equity and sustainability of its interventions while advancing GESI.

This Guideline underscores the importance of institutionalising GESI mainstreaming as a fundamental principle and practice within the MoPD. It outlines clear objectives, guiding principles and action areas to be pursued across various functions and departments. Moreover, it emphasises the need for capacity building, awareness raising and accountability mechanisms to support the successful implementation of GESI mainstreaming initiatives.

The Guideline also aims to integrate the concept of GESI-responsive planning into the preparation and implementation of Ethiopia’s annual Climate Resilient Sustainable Development Plan, as it represents a reference document that aims to enable and empower different departments of the MoPD as well as its affiliate institutions to understand and implement gender-responsive planning. This is done by identifying the needs and situations of different social groups, monitoring development gaps between these groups, and thus directing public spending to close these gaps. This will contribute to achieving Ethiopia’s sustainable development strategy, as well as the United Nations’ Sustainable Development Goals (SDGs) – especially Goal 5 (Gender Equality) and Goal 10 (Reduced Inequalities).

Moreover, the Guideline aims to build a set of indicators to assess the efficiency of programmes and projects in achieving desired goals and filling gaps, ensuring that the needs of each social group are considered when development initiatives are planned. Accordingly, it integrates relevant gender and social inclusion considerations into planning processes and sets development plans tailored to the needs of social groups, rather than solely channelling separate financial allocations to target groups.

Through this GESI Mainstreaming Guideline, the MoPD reaffirms its commitment to advancing gender equality and contributing to Ethiopia's overall climate resilient development goals. By integrating GESI considerations into its policies and programmes, the MoPD seeks to create an enabling environment where all individuals, regardless of gender, can fully participate, benefit and contribute to the country's socioeconomic progress.

1.1. Background

The MoPD plays a pivotal role in shaping Ethiopia's future by spearheading its national planning and development initiatives. Their objective is to make Ethiopia an African beacon of prosperity where the aspirations and desires of its people are realised, and every citizen enjoys a high standard of living. It envisions a future Ethiopia that exemplifies long-term economic progress, social harmony, climate resilience and environmental sustainability in which poverty and inequality have been greatly decreased and opportunities for education, employment and entrepreneurship are abundant.

In pursuit of this mission, the MoPD aims to create a vibrant and inclusive economy that capitalises on Ethiopia's abundant resources, innovation and human capital. The MoPD also seeks to establish an environment that fosters corporate growth, attracts domestic and foreign investments that create long-term jobs, and drives technological improvements across different economic sectors.

Collaboration and teamwork are essential to this mission. Consequently, the MoPD is forming alliances with international development agencies, corporate sector stakeholders, civil society organisations and the broader Ethiopian population. By working together, the MoPD aims to overcome challenges, share expertise and develop effective solutions to propel Ethiopia forward.

Through the analysis of global trends, national priorities and stakeholder inputs, the MoPD crafts a vision for the nation's future. This involves identifying opportunities for investment, innovation, and collaboration, overseeing resource allocation, monitoring progress and evaluating the impact of development projects to ensure alignment with national goals. Through its leadership, the MoPD helps create a stable and prosperous environment where citizens can thrive, businesses can flourish, and the nation can achieve its full potential.

As the chief architect of national planning and development, the MoPD is responsible for formulating and implementing comprehensive national development plans, policies and strategies that drive economic growth, social welfare and environmental sustainability, thereby guiding the country's long-term growth and socioeconomic transformation.

Over the past two decades, Ethiopia has made significant progress in combatting poverty and promoting economic development. In November 2010, the Federal Government of Ethiopia launched the first Growth and Transformation Plan (GTP I) for the period 2010/11 to 2014/15, followed by GTP II in May 2016, covering 2015/16 to 2019/20. During this time, Ethiopia achieved rapid and substantial economic growth, with the Gross Domestic Product (GDP) growing at an average rate of 9.2% per year. The volume of real GDP rose from Birr 828 billion in the 2009/10 fiscal year to Birr 1.99 trillion in the 2019/20 fiscal year.

This growth was underpinned by prudent fiscal policies and strategic priorities, including agricultural development. However, significant challenges such as inflation, poor domestic revenue performance and low export levels persisted. Public sector-led, large-scale infrastructure developments, funded by debt and development receipts, were central to this rapid growth.

The Growth and Transformational Plans ended in 2020 and are replaced by Ethiopia's Ten Years Development Plan (TYDP), which will serve as a pathway to prosperity for Ethiopia from 2021 to the 2029/30 fiscal year. The plan acknowledges several challenges inherent in the Ethiopian economy. There are some specific macroeconomic imbalances, particularly inflation and large-scale government indebtedness. In addition, the value of imports is consistently greater than the value of goods exported from Ethiopia, meaning that managing and maintaining foreign currency reserves to fund the TYDP is under continuous insurmountable pressure as the balance of payment has been in huge deficit over the past few decades. At the heart of the TYDP is Homegrown Economic Reform (HGER), focusing on sustaining rapid growth whilst maintaining macroeconomic stability, including reducing debt and creating employment. HGER is to be achieved through macroeconomic, sectoral and structural reforms. The TYDP commits to ensuring development through a climate resilient mechanism, which is strengthened through the Long-Term Low Emission Development Strategy (LT-LEDS) that was launched in 2021.

The LT-LEDS commits to an ambitious and comprehensive approach to mitigating climate change and fostering sustainable development. Central to this strategy is the goal of achieving net-zero greenhouse gas emissions by 2050. This target aligns with Ethiopia's broader Climate Resilient Green Economy (CRGE) strategy, which aims to reduce greenhouse gas emissions by 64% compared to the business-as-usual scenario by 2030. The LT-LEDS integrates both mitigation and adaptation measures, promoting a synergy between economic development and environmental sustainability. The strategy outlines sectoral interventions across seven priority sectors, aiming to decarbonise the economy while enhancing resilience to climate impacts. It emphasises the importance of stakeholder engagement, robust evidence-based planning, and alignment with national and international climate goals, including the Paris Agreement commitments.

It incorporates comprehensive strategies to promote GESI as an integral component of its climate action framework. Recognising the disproportionate impacts of climate change on women and vulnerable groups, the strategy emphasises the need for inclusive planning and implementation processes. While the strategy does not explicitly state this, global learning indicates that it would greatly benefit from upholding socially inclusive approaches. Such approaches can mobilise the full range of ideas, perspectives and skills that diverse groups bring to the table, and which are crucial for effectively addressing the climate crisis.

It underscores the need to carry out gender analyses and develop gender-responsive adaptation measures to ensure that women and marginalised communities are actively involved and benefit from climate resilience initiatives. The strategy proposes to mainstream GESI considerations across all sectors by promoting women's leadership in climate decision-making, enhancing their access to resources and technologies and addressing social barriers that limit their involvement. It also proposes economic transformation through the creation of green jobs, technologies and entrepreneurship opportunities, targeting an inclusive labour market. Specific measures include reskilling and upskilling women and youth in STEM fields, addressing the gender gap in renewable energy sectors, and supporting women's economic activities through education and access to finance. These measures are well aligned with the best global practices in action research and action learning, such as those from the Climate and Development Knowledge Network (CDKN) and Gender Equality in a Low Carbon

World (GLOW) programmes, highlight that green technologies can significantly reduce the labour-intensive aspects of work, enhancing productivity and improving social well-being and human development. This aligns with SDG 8, which focuses on promoting economic growth and decent work. For example, in Senegal, solar-powered irrigation reduced women's labour from eight to seven hours daily, and in Nepal, women-friendly agricultural tools have increased efficiency and improved working conditions in climate-smart agriculture.

The strategy emphasises the importance of aligning national priorities with overarching goals for GESI. The inclusion of the Ministry of Women and Social Affairs in the inter-ministerial Steering Committee underscores the commitment to these principles. This committee is tasked with setting policy directions and ensuring coherence across programmes, and the presence of the Ministry of Women and Social Affairs aims to ensure that a particular focus on women's empowerment and social inclusion is given. By embedding social inclusion into the climate resilience framework, Ethiopia aims to foster a more just and inclusive society where the benefits of sustainable development and climate actions are shared equitably across different segments of the population.

The MoPD plays a pivotal role in the implementation of the TYDP, a comprehensive roadmap that outlines the country's long-term development goals and objectives, HGER 2.0 and the LT-LEDS. As the chief architect of the plans and reforms, the MoPD is responsible for overseeing the entire planning process, from conceptualisation to execution, ensuring that all stakeholders are aligned and working towards a common vision. This entails coordinating various government agencies, private sector organisations and development partners to ensure a cohesive and concerted effort to achieve the TYDP's objectives.

Additionally, the MoPD is tasked with monitoring and evaluating the TYDP's progress, identifying areas of improvement and making necessary adjustments to keep the plan on track. Through its strategic planning, coordination and monitoring, the MoPD oversees the effective implementation of the TYDP, ultimately transforming the country's socioeconomic landscape. The MoPD plays a critical role in driving the country's economic growth, social progress and sustainable development, by providing a framework for strategic planning, coordination, and implementation.

GESI has been a national policy priority for a long period of time in Ethiopia and the government has made progress towards recognising the role of women and other vulnerability factors (such as disability) in attaining the country's development goals, and the need to give a particular focus to identifying and integrating their unique needs and situations into the different sectoral policies, strategies and programmes.

Furthermore, Ethiopia has signed global agreements and frameworks that promote GESI. In line with these constitutional and national frameworks, different policies and strategies in various sector ministries also promote GESI. GTP I and GTP II gave special attention to gender equality and the social inclusion of vulnerable groups. The SDGs were also integrated into GTP II.

Like its predecessors, TYDP gives strategic direction to women's rights; equal representation of women on different economic, social and political platforms; creating conducive environments for women; increasing benefits for disabled and socially excluded groups by expanding developmental

safety net systems; increasing social welfare funding and facilitating employment opportunities; and the provision of legal protection and support for vulnerable groups[1] (FDRE, 2021).

Gender and social inclusion are integral components of the MoPD's ambitious TYDP for Ethiopia., forming one of the ten pillars. As such, the GESI agenda focuses on empowering various societal segments and enabling them to benefit from economic development through skills development, capacity building and equitable participation. Special attention is given to strengthening social welfare and protection systems for women, children, youth, the elderly, PWDs and other vulnerable citizens to safeguard their security and ensure their rights. This involves ensuring equitable participation in leadership and decision-making and enabling these groups to play a more significant role in economic and social affairs.

The TYDP sets specific targets to achieve the GESI pillar's main objectives for the period 2020/21 to 2029/30. These targets include:

- To safeguard women's rights, guarantee their security, promote their participation and ensure they benefit from economic development, the following steps are proposed:
    - Establishing conditions where women are completely free from physical and moral abuse, genital mutilation and early marriage by the target year 2029/30. The aim is to significantly reduce and eventually eliminate these practices from the levels recorded in 2015/2016, which stood at 24% for physical abuse, 65% for genital mutilation and 6% for early marriage.
    - Reducing the rate of sexual abuse among women by half from 10% to 5%.
- Positioning Ethiopia as a centre of African female leaders by producing 10,000 capable female leaders across all sectors.
- Increasing the share of female decision-makers in legislative and judicial branches to 50% and maintaining the executive organ's current 50% level.
- Eliminating pay differentials between men and women for similar jobs.
- Providing land ownership rights to the 59.7% of women who are deprived of land.
- Increasing the percentage of women engaged in and benefiting from microenterprises from 41% to 50%.
- Increasing the number of women using microfinance loans for income-generating activities from 33% to 55%.

While the MoPD may not be directly responsible for meeting all the gender indicators, it plays a crucial role in setting the overall development agenda and allocating resources to support gender equality initiatives. By integrating gender-sensitive planning, budgeting and monitoring and evaluation (M&E) into its core functions, it can influence other ministries and government agencies, ultimately impacting resource allocation and priorities. By proactively promoting gender equality, it can help to create a more equitable and just society, where women and girls as well as other vulnerable segments of Ethiopian society, have equal opportunities to participate and thrive.

[1] Federal Democratic Republic of Ethiopia. Planning and Development Commission. 2021. Ten Years Development Plan; A pathway to Prosperity 2021-2030

This can involve close collaboration with other ministries, including the Ministry of Women and Social Affairs, Ministry of Education, Ministry of Agriculture, Ministry of Finance and Ministry of Health among others. It's essential to ensure that data collection, analysis, and utilisation are disaggregated by gender and other social development factors. This data informs policy decisions, ensuring that programmes and projects are tailored to address the specific needs of vulnerable communities.

The MoPD operates within the framework outlined in Proclamation No.1263/2021, which delineates the powers and functions of the Federal Democratic Republic of Ethiopia's executive organs. The proclamation elaborates on the duties and responsibilities of each ministry.
According to the proclamation, the MoPD's functions and responsibilities are broadly categorised as follows:

- **Policy and strategy development**

Initiate and develop policies: Formulate policies, strategies and laws concerning development, national statistics, population, climate change and environment.

Programme preparation: Develop detailed programmes compatible with the TYPD as well as the overall national development plan and implement them upon approval.

- **Planning and implementation**

Development planning: Prepare long-term indicative development plans and formulate medium- and short-term development programmes based on these plans. Oversee the implementation of these programmes.

Macroeconomic framework: Collaborate with relevant institutions to prepare frameworks for the macroeconomic and economic growth forecasting. Formulate economic goals related to savings, investment, import and export in line with the macroeconomic framework.

- **Spatial and equitable development**

Spatial development framework: Prepare and implement a spatial development framework that ensures equitable development and effective land use in collaboration with concerned organs.

Equitable development opportunities: Establish systems that ensure equitable development opportunities for regions and citizens and monitor their implementation.

- **Economic and socioeconomic research**

Policy analysis and research: Conduct economic and development policy analysis and research. Identify strategic socioeconomic issues, propose policies based on research findings and ensure compatibility of policies across different organs.

Research coordination: Coordinate research and development initiatives related to policies and system reforms.

- **Project appraisal and management**

Project appraisal: Appraise, review, select and prioritise public development projects. Ensure that these projects align with national development goals and targets through comprehensive evaluation processes.

Project monitoring and evaluation (M&E): Monitor and evaluate public development projects to ensure successful implementation. Assess project performance, identify challenges, and recommend corrective measures to enhance project outcomes.

- **Capacity building and institutional support**

Institutional capacity building: Conduct research to strengthen government enforcement capacity and create sustainable institutional capacity. Propose recommendations regarding the scope of powers and duties and organisational structures of federal institutions.

Technical support: Provide technical support and capacity building for the formulation and implementation of development plans, programmes and projects.

- **Statistical systems and data management**

National economic accounts: Establish systems for national economic account statistics and estimate quarterly and annual GDP. Harmonise and standardise regional economic accounting systems.

Statistical standards: Establish national statistical systems, standards, and regulations in accordance with international standards. Oversee the implementation and quality of national statistical data.

Data collection regulation: Regulate data collection by other institutions, approve survey systems and methodologies, and authenticate the same.

- **Climate change and environmental coordination**

Climate change activities: Coordinate, support, and follow up on climate change and environmental activities to ensure they align with national development goals.

- **Gender Equality and Social Inclusion (GESI)**

GESI mainstreaming: Ethiopia's Executive Organs Proclamation (2010) mandates all sectors, ministries, government agencies and government development companies to integrate gender concerns into their powers and responsibilities. In line with this, MoPD is mandated to integrate gender and social inclusion considerations into all policies, programmes, and projects. It is tasked to ensure that the perspectives, needs and priorities of women, children, people with disabilities, and other vulnerable segments of society are systematically considered and addressed.

By fulfilling these functions and responsibilities, the MoPD aims to promote climate resilient sustainable development, equitable growth and social inclusion across Ethiopia. The MoPD is mandated to promote gender equality, empowerment and social and inclusion and so incorporates GESI mainstreaming into all its activities and responsibilities. This entails approaching each function and responsibility—from policy development to socioeconomic research, national economic account statistics and statistical data interpretation—with a GESI sensitive lens.

Mission

The MoPD's mission is to provide comprehensive policy analysis, guidance and support to drive Ethiopia's development. The organisation aims to shape the country's future by preparing medium and long-term national development plans through effective coordination with sectoral ministries and government agencies.

This mission is built on transparency, accountability and good governance. It aims to uphold high integrity standards and honour the trust of the Ethiopian people. The goal is to provide reliable policy analysis, planning and implementation support, prioritising the nation's best interests. The mission contributes to Ethiopia's sustainable and inclusive growth, enabling it to thrive globally.

Vision

The MoPD envisions Ethiopia as a prosperous African nation with sustainable economic growth, social harmony and environmental stewardship, where progress, innovation and the well-being of its people are prioritised. Key goals include:

- reducing poverty and inequality.
- providing abundant opportunities for education, employment and entrepreneurship.
- fostering a dynamic and inclusive economy that leverages Ethiopia's resources, innovation and human capital.
- creating an enabling environment for businesses to thrive, attracting domestic and foreign investments; and
- generating sustainable employment and driving technological advancements across sectors.

Ultimately, the MoPD strives to make Ethiopia a shining example of sustainable development, where the aspirations and dreams of its people are realised.

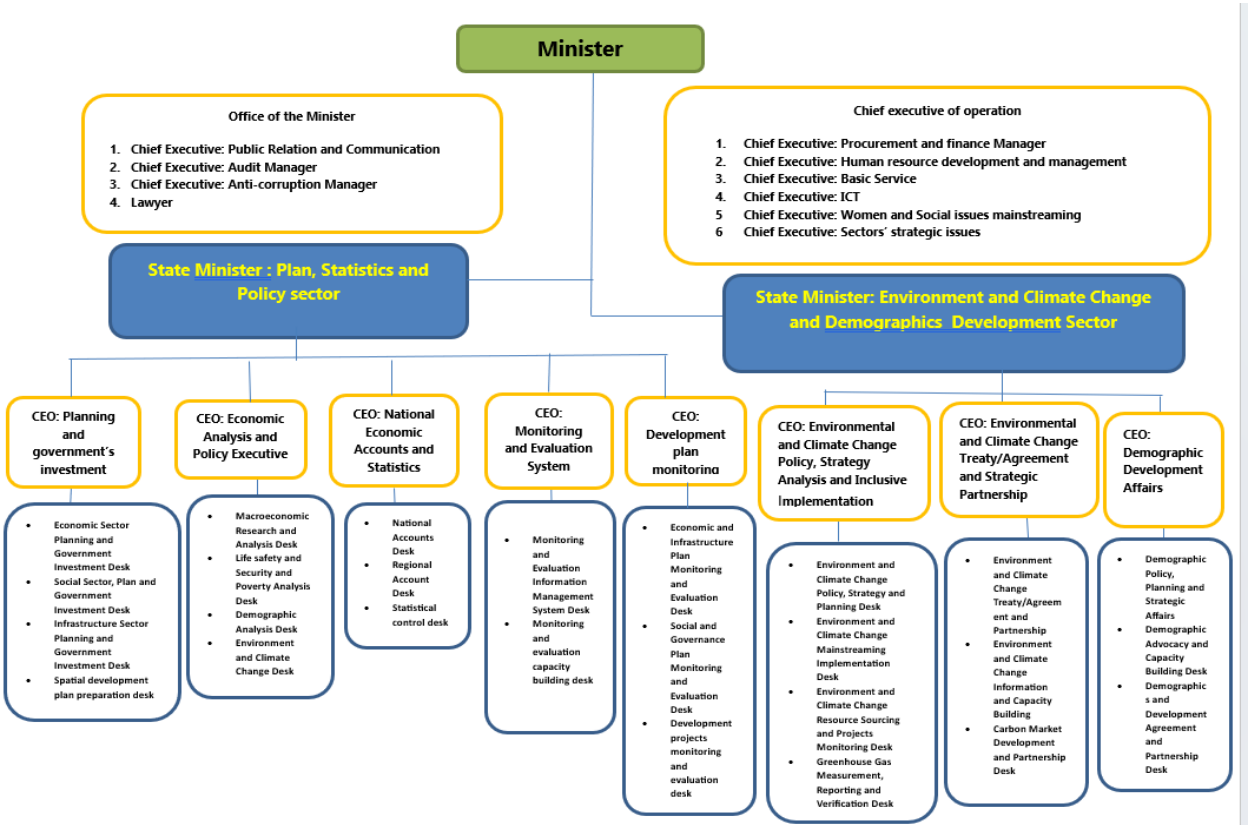
The realisation of this vision requires collaboration and partnership with various stakeholders, including international development agencies, private sector stakeholders, civil society organisations and the Ethiopian people. By working together, challenges can be overcome, knowledge shared, and impactful solutions created to propel Ethiopia forward.

The vision is guided by principles of good governance, transparency and accountability, with a commitment to upholding high ethical standards and utilising public resources effectively.

Structure of the MoPD

The MoPD is structured with a central leadership headed by the Minister, supported by the Office of the Minister, which includes roles such as Public Relations and Communication, Audit Manager, Anti-Corruption Manager and a lawyer. Additionally, the Chief Executive of Operation oversees procurement, finance, human resources, basic services, ICT, and women and social issues mainstreaming. It is divided into two main sectors: the Plan, Statistics and Policy Sector, and the

Environment and Climate Change, and Demographic Development Sector, each led by a state minister. Under the Plan, Statistics, and Policy Sector, Chief Executives for Planning and Government's Investment, Economic Analysis and Policy, and National Economic Accounts and Statistics, Monitoring and Evaluation System, and Development Plan Monitoring and Evaluation manage various specialised desks. Similarly, the Environment and Climate Change, and Demographic Development Sector includes Chief Executives for Environmental and Climate Change Policy, Strategy Analysis and Inclusive Implementation, Environmental and Climate Change Treaty/Agreement and Strategic Partnership and Demographic Development Affairs, who oversee desks focused on different aspects of Environmental and Climate Change and Demographic Development aspects of the country's development.



1.2. Rationale and objectives of the GESI Mainstreaming Guideline

1.2.1. Rationale

As the MoPD embarks on a transformative journey to integrate gender and social inclusion into its planning, implementation and budgeting processes, it becomes imperative to integrate GESI considerations throughout all its operations. This is vital for fulfilling its role in GESI-responsive planning. Ensuring internal GESI integration within the MoPD is fundamental to effectively carry out its mandates. It necessitates the integration of GESI considerations into every facet of the MoPD's functions, spanning from policy development to project execution across all directorates.

In achieving this, MoPD can ensure responsiveness to the needs of both genders and other vulnerable groups in society, promoting GESI throughout the organisation. This involves deliberately identifying and rectifying biases, stereotypes and discriminatory practices entrenched within the organisational culture and operations.

Furthermore, it enhances staff capacity to comprehend and analyse gender and social development dynamics, and craft GESI-responsive policies and programmes. This entails surpassing mere compliance with gender-based targets, instead making concerted efforts to comprehend the distinct needs and challenges of both genders and other vulnerable groups in planning, decision-making and implementation.

This comprehensive approach involves integrating GESI analysis into the planning process, establishing GESI-specific targets and indicators, and allocating resources to support GESI-responsive initiatives. By doing so, the MoPD can transcend becoming merely GESI-sensitive and responsive to becoming GESI transformative, ensuring that its national plans and programmes address the diverse needs and priorities of all society members, fostering more equitable and sustainable outcomes.

Additionally, the MoPD must champion GESI within its internal operations, including recruitment, hiring and promotion practices, to foster a more inclusive and diverse work environment. It should also enhance the capacity of its staff and stakeholders to comprehend and address GESI issues through training on GESI mainstreaming exercises, encompassing GESI analysis, GESI-responsive budgeting, and planning, while establishing mechanisms for monitoring and evaluating the effectiveness of its GESI mainstreaming efforts.

By undertaking these measures, MoPD can facilitate a more inclusive and gender-equitable development process, benefitting all members of society. Effective GESI mainstreaming ultimately enables MoPD to serve its stakeholders better, including women, children and PwDs, and to contribute to the achievement of national development policies, strategies and programmes such as the TYDP, HGER, and LT-LEDS alongside meeting international gender commitments (e.g. the International

Conference on Population and Development (ICPD 1993), Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), Beijing Platform for Action, and United Nations' SDGs.

This GESI Mainstreaming Guideline has been designed to guide staff within the MoPD in formulating and implementing GESI-responsive policies, high-quality strategic plans, and annual work plans that are sensitive to gender considerations.

1.2.2. Objectives:

The overarching aim of the GESI Mainstreaming Guideline is to function as a practical instrument for integrating GESI issues and priorities into the MoPD's broader initiatives, thus fostering climate resilient, sustainable and inclusive national development. The Guideline's specific objectives include:

- Providing clear direction and procedural guidance for implementing GESI mainstreaming, alongside offering practical insights into key entry points.
- Serving as a comprehensive framework for advancing GESI across all facets of the MoPD's activities.
- Establishing robust mechanisms for accountability, ensuring that staff members and stakeholders are answerable for integrating GESI considerations into their respective roles.
- Serving as an invaluable reference tool for decision-makers within the MoPD, facilitating well-informed choices that account for diverse groups' distinct GESI-specific needs, priorities, and interests.
- Standardising the approach to GESI mainstreaming across the MoPD and its affiliated institutions, thereby fostering consistency and cohesion in endeavours to promote gender equality.

2. Section Two: Conceptual framework for GESI mainstreaming

GESI mainstreaming is a strategic approach aimed at integrating gender and social inclusion perspectives into all aspects of policies, programmes and projects. The objective is to ensure that diverse groups, particularly women and marginalised communities, are equitably included in development processes and benefit from outcomes. This conceptual framework outlines key components, guiding principles and practical steps for effective GESI mainstreaming.

2.1. Key components

Policies and/or guidelines: Establishing policies and strategies/guidelines that mandate and facilitate GESI mainstreaming. This includes gender-responsive policies, anti-discrimination laws and institutional structures such as GESI units or focal points within organisations.

Capacity building: Enhancing the capacity of stakeholders, including policymakers, programme implementers and community members, to understand and apply GESI principles. Training programmes, workshops and continuous education are critical for building this capacity.

Data and evidence: Collecting, analysing and utilising sex-disaggregated data and information on marginalised groups. This data is essential for identifying gaps, informing decision-making and monitoring progress in GESI mainstreaming efforts.

Participation and representation: Ensuring that women and marginalised groups are meaningfully represented and actively participate in decision-making. This involves creating inclusive spaces and mechanisms for participation at all levels.

Resource allocation: Allocating adequate resources, both financial and human, to support GESI initiatives. This includes gender budgeting and ensuring that funding mechanisms are accessible to marginalised groups.

Accountability and monitoring: Establishing systems to monitor and evaluate the implementation and impact of GESI mainstreaming. This includes setting up indicators, conducting regular assessments and ensuring accountability through transparent reporting mechanisms.

2.2. Guiding principles

Equity and non-discrimination: GESI mainstreaming is grounded in the principle of equity, ensuring fair treatment and opportunities for all individuals, regardless of gender, ethnicity, disability, or socio-economic status. Non-discrimination is a core value, preventing any form of bias or exclusion.

Participation and empowerment: Promoting the active participation and empowerment of women and marginalised groups in all processes. This principle emphasises the importance of voice, agency and leadership in achieving GESI objectives.

Intersectionality: Recognising that individuals have multiple, intersecting identities that shape their experiences and opportunities. GESI mainstreaming adopts an intersectional approach to address the compounded effects of different forms of discrimination and inequality.

Sustainability: Ensuring that GESI initiatives are sustainable and create long-term positive impacts. This involves integrating GESI considerations into the core functions of organisations and development programmes.

2.3. Practical steps for GESI mainstreaming

1. **Context analysis:** To understand the specific GESI issues and needs, conduct a thorough analysis of the sociocultural, economic and political contexts. This involves engaging with communities and stakeholders to gather insights and perspectives.
2. **Strategic planning:** Develop a GESI strategy that outlines clear objectives, targets, and actions. The strategy should align with broader organisational goals and be supported by a comprehensive action plan.
3. **Implementation:** Integrate GESI considerations into programme and project design, implementation, and management. This includes developing gender-sensitive indicators, ensuring inclusive participation and adopting gender-responsive practices.
4. **Capacity development:** Provide continuous training and support to staff and stakeholders to enhance their understanding and skills in GESI mainstreaming. This helps in building a culture of inclusion and responsiveness.
5. **Monitoring and evaluation (M&E):** Establish a robust M&E framework to track progress, measure impacts and identify areas for improvement. Regular reviews and feedback loops are essential for adapting and strengthening GESI initiatives.
6. **Advocacy and communication:** Promote awareness and advocacy for GESI mainstreaming through communication campaigns, partnerships and alliances. This helps build broad support and advance the GESI agenda.

GESI mainstreaming is a transformative approach that seeks to create inclusive, equitable and sustainable development outcomes. By embedding GESI principles into all aspects of policies, programmes and projects, organisations can ensure that women and marginalised groups are not only beneficiaries but also active agents of change. This conceptual framework provides a structured pathway for achieving GESI mainstreaming, emphasising the importance of policy, capacity, data, participation, resources and accountability.

3. Section Three: GESI issues and GESI mainstreaming guidelines for the MoPD

The table below presents a structured approach for integrating GESI into the responsibilities of various Offices and Chief Executive Offices (CEOs) within the MoPD. It is designed to guide the CEOs to effectively mainstream relevant GESI issues in their respective responsibilities by clearly outlining key issues, recommended actions and evaluation tools.

The table outlines key GESI issues, the actions required to address these issues, a checklist to ensure that all necessary steps are taken and indicators to measure progress and effectiveness.

Key GESI issues: This column identifies the primary GESI-related challenges and concerns that each CEO should address within their respective areas of responsibility. These issues are critical for ensuring that the MoPD's policies and practices are inclusive and equitable.

Actions to make the MoPD GESI-responsive: In this section, specific actions are proposed for addressing the identified GESI issues. These actions are tailored to the unique roles and functions of each CEO and aim to promote GESI throughout the MoPD's operations.

Checklist: The checklist provides a set of criteria and tasks that CEOs can use to ensure they are effectively implementing the proposed actions. It serves as a practical tool for monitoring progress and maintaining accountability.

Indicators: This column outlines measurable indicators that will help assess the effectiveness of the GESI initiatives. These indicators track progress and outcomes, providing a basis for evaluation and continuous improvement.

This structured approach is intended to facilitate a coordinated effort across the MoPD, ensuring that GESI principles are effectively incorporated into all areas of operation and policymaking.

Table 1: Duties and responsibilities of Chief Executive Offices in the MoPD and making them gender responsive

1. **Minister's Office**

Key roles and responsibilities	The Minister's office is tasked with spearheading five key units that includes Audit, Anti-Corruption, Legal, Public Relations and Communication, and Reform Team
Key GESI issues	• Women and other marginalised groups (e.g. people with disabilities, ethnic minorities and son on) may be under-represented in leadership roles and decision-making positions within the key units. • Some of the existing policies and strategies do not adequately consider the different needs and challenges faced by men, women, and marginalised groups.
Actions for enhancing GESI integration	• Form a dedicated GESI Committee within the Minister's office led by the Minister to oversee the implementation of GESI initiatives and monitor progress in the MoPD. • Assign male and female GESI champions from high-level leadership. • Include head of the Women and Social Affairs Inclusive Implementation Executive Office in management committee (the highest decision-making body of the Ministry). • Make GESI a standing agenda item of leadership meetings. • Review and revise all policies, strategies, guidelines, programmes and their implementation progress through a GESI lens. Ensure that GESI measures are adequately budgeted for and fully integrated in both policy and programme implementation plans, including action plans. • Provide continuous training and capacity-building programmes on GESI issues for those in leadership and decision-making roles. • Introduce mandatory GESI training for all staff, especially those involved in policymaking. • Ensure that gender and social impact assessments are part of the policy development process. • Ensure that budget and resource allocations within the MoPD are GESI responsive.
Checklist	**Form a dedicated GESI Committee within the Minister's Office:** • Have terms of reference been established for the GESI committee?

	• Have strategies or innovations been developed and implemented to ensure diversity in the committee, including specific measures to include young people or women when committee members are predominantly middle-aged or older or men? • Have committee members, including the chairperson (the minister), been appointed? • Are regular meetings scheduled (e.g. monthly or quarterly)? • Have roles and responsibilities for committee members been defined? • Has a GESI action plan and timeline been developed? • Have potential GESI champions from senior leadership been identified? • Has the appointment of GESI champions been formalised? • Have the roles and responsibilities of GESI champions been defined? • Are training and resources provided to support GESI champions? **Include Head of the Women and Social Affairs Inclusive Implementation Executive Office in management committee (the highest decision-making body of the ministry):** • Has the management committee membership list been updated to include the Head of the Women's Inclusion and Social Affairs Implementation Executive Office? • Has the role and the expected contributions of the new member been communicated effectively? • Is the new member ensured participation in all relevant management meetings? • Is there a platform provided for the new members to present GESI issues and updates? **Make GESI a standing agenda item of leadership meetings:** • Is GESI included as a standing agenda item for each meeting? • Are GESI reports and updates prepared and presented regularly? • Is there participation and input from all members on GESI issues?

	Review and revise all policies, strategies, guidelines, programmes and their implementation progress through a GESI lens: • Has the identification of policies and practices in need of revision been completed? • Has a comprehensive review of existing policies, strategies, guidelines, programmes, and their implementation been conducted? • Have stakeholders been engaged in the review process? • Have revised policies and practices been developed and implemented? • Are GESI measures fully integrated and adequately budgeted in both policy and programme implementation plans, including action plans? • Is there monitoring in place to track the impact of revised policies and practices? **Provide continuous training and capacity building programmes on GESI issues for leadership and decision-making roles:** • Has a training curriculum tailored for leadership and decision-makers been developed? • How often are regular training sessions scheduled (e.g. semi-annually)? • Are participation and completion rates being tracked? • Has a training effectiveness evaluation tool been developed and utilised to assess the effectiveness of the trainings? **Introduce mandatory GESI training for all staff, especially for policymakers:** • Has a GESI training programme been developed and rolled out for all staff? • Does the training include gender and social impact assessment modules? • Is a training participation and completion rate tracking tool developed and utilised? • Is GESI training included as part of the onboarding process for new hires?

	Ensure that gender and social impact assessments are part of the policy development process: • Has a gender and social impact assessment been conducted during the policy development process? • Is the gender and social impact assessment integrated into the early stages of policy planning and decision-making? • Are the findings from the gender and social impact assessment used to inform policy decisions and revisions? **Ensure that budget and resource allocations within the MoPD are GESI responsive:** • Are budget and resource allocations within the MoPD reviewed to ensure they are GESI-responsive? • Do budget proposals include specific allocations for GESI-related programmes and activities? • Are GESI considerations integrated into the MoPD's financial planning and decision-making processes? • Is there a monitoring and evaluation system to track the effectiveness of GESI-responsive budgeting and resource allocation?
Indicators	**Form a dedicated GESI committee within the Minister's Office:** • Number of GESI committee meetings held annually. • Percentage of committee members attending each meeting. • Progress against the GESI action plan milestones. • Diversity of committee membership (gender, age, ethnicity). **Assign women and men GESI champions from high-level leadership:** • Number of GESI champions appointed.

	• Number of new strategies or innovations introduced to enhance diversity in the committee, specifically targeting underrepresented groups (e.g. percentage of committee members who are younger than the median age of the existing members). • Participation of GESI champions in leadership meetings and activities. • Initiatives led or supported by GESI champions. • Employee feedback on the effectiveness of GESI champions. **Include Head of the Women and Social Affairs Inclusive Implementation Executive Office in management committee (the highest decision-making body of the ministry):** • Attendance of the head of the Women's Inclusion and Social Affairs Implementation Executive Office at management meetings. • Number of GESI-related agenda items discussed at management meetings. • Actions taken by the management committee in response to GESI issues presented. **Make GESI a standing agenda item of leadership meetings:** • Frequency of GESI discussions in leadership meetings. • Number of GESI-related decisions made in leadership meetings. • Implementation rate of GESI-related decisions. • Feedback from meeting participants on the GESI discussions. **Review and revise all policies, strategies, guidelines, programmes and their implementation progress through a GESI lens Number of policies and practices reviewed and revised.** • Percentage of policies and programme implementation plans that include GESI measures and have allocated budgetary provisions for these measures. • Stakeholder satisfaction with revised policies and practices. • Improvements in equality and inclusion metrics post-revision.

	• Incidences of policy and practice non-compliance. **Provide continuous training and capacity building programmes on GESI issues for leadership and decision-making roles:** • Number of training sessions conducted. • Percentage of leaders and decision-makers who have completed training. • Pre- and post-training assessments to measure knowledge and attitude changes. • Application of training knowledge in decision-making processes. **Introduce mandatory GESI training for all staff, especially for policymakers:** • Number of staff who have completed mandatory GESI training. • Percentage of policy-making staff trained. • Assessment scores before and after training. • Integration of gender and social impact assessments in policy development. **Ensure that gender and social impact assessments are part of the policy development process:** • Percentage of policies developed with a completed gender and social impact assessment. • Number of policies revised or adjusted based on the findings of gender and social impact assessments. **Ensure that budget and resource allocations within the MoPD are GESI responsive:** • Percentage of the MoPD's budget allocated to GESI-related programmes and activities. • Existence of a monitoring system to track GESI-responsive resource allocation and its impact. • Number of reviews conducted to assess the GESI responsiveness of budget and resource allocations.

2. Public Relations and Communication Chief Executive Office

Key roles and responsibilities	Responsible for shaping the MoPD's public image, crafting key messages, and engaging with stakeholders, media, and the public to promote the MoPD's goals and achievements.
Key GESI issues	• **Representation:** Lack of gender diversity in spokesperson roles which lead to biased communication strategies. • **Content/messaging:** Public relations materials including the MoPD's website are not adequately addressed or do not promote gender equality.

Actions for enhancing GESI integration	• Ensure equal representation of both genders and other under-represented groups in public-facing roles.
	• Integrate GESI-sensitive language and perspectives into all communication materials (in all forms of media).
	• Provide training on gender and other inclusion biases (e.g. ethnicity, PWDs) in communication to the public relations team.
	• Ensure the MoPD's website includes a page on the MoPD's GESI-related efforts and is regularly updated.
	• Analyse the language used in official statements, press releases, social media posts and other communication materials such as audio and visual materials ensure that they are GESI-responsive and free from stereotypes and depict women and men and other disadvantaged groups in equal and diverse roles.
	• Prioritise GESI-sensitive storytelling, highlighting the achievements and contributions of women and other disadvantaged segments of the community to the country's development.
	  ○ **Expand Role Models and Testimonials:** Increase the use of role models and testimonials from women and other disadvantaged groups. Pay special attention to including voices from women living with disabilities, showcasing their experiences to challenge and break multiple stereotypes.
	  ○ **Highlight Diverse Leadership:** Emphasise the stories of women in various roles across government (within the MoPD and beyond), community, and the private sector. This approach not only underscores the impact of GESI-responsive strategies at the household level but also highlights how these approaches lead to broader improvements in sustainable development through leadership at larger scales.

Checklist	**Ensure equal representation of gender and other underrepresented groups in public-facing roles:** • Have gender and other under-represented groups' representation targets been established for public-facing roles? • Are there regular monitoring and reporting mechanisms in place to track the representation of gender and other under-represented groups in public-facing roles? • Is there a specific provision in the recruitment and selection processes that promotes gender and other forms of diversity, and is it strictly followed up on? • Have mentorship and leadership development programmes been created and rolled out targeting under-represented gender as well as other social groups? **Integrate GESI sensitive language and perspectives into all communication materials:** • Have guidelines for GESI-sensitive language use been developed? • Have staff been trained on the application of GESI-sensitive language (e.g. have images or graphics that reinforce gender-discriminatory biases or stereotypes been omitted)? • Have existing communication materials been reviewed and revised to ensure GESI sensitivity? • Are GESI perspectives included in the development of new communication materials? **Provide training on gender and other diversity related biases in communication to the public relations team:** • Have training needs been identified and has a training programme been developed on gender and other diversity related biases in communication? • Have regular training sessions been scheduled and conducted for the public relations team?

	• Has the effectiveness of the training programme been evaluated, and have necessary adjustments been made? • Are continuous learning and discussions on gender and other diversity related biases in communication being encouraged? **Ensure the MoPD's website includes a page on the MoPD's GESI efforts and is regularly updated** • Have content highlighting the MoPD's gender equality efforts been developed? • Is there a dedicated page on the MoPD's website for GESI initiatives? • Has responsibility been assigned for regular updates and maintenance of the GESI page? • Are various channels being utilised to promote the GESI page to increase visibility? **Analyse the language used in official statements, press releases, social media posts and other communication materials to ensure they are GESI-responsive and free from stereotypes:** • Has a framework been developed and strictly used for analysing GESI sensitivity in communication materials? • Are regular reviews conducted of official statements, press releases, social media posts and other materials? • Is there a functional feedback tool or mechanism established and promoted both within the MoPD and externally to gather complaints and recommendations for improving communication materials, and is it actively being used? • Are diverse and equal depictions of men and women and other disadvantaged group ensured in all communications? **Prioritise GESI sensitive storytelling, highlighting the achievements and contributions of women to the country's development:**

	• Have guidelines been developed for GESI-sensitive storytelling to highlight the achievements and contributions of women and other disadvantaged groups to the country's development? • Have the role models and testimonials from women and other disadvantaged groups been increased, with particular attention to including voices from women living with disabilities? • Are stories of women in various roles across government (including the MoPD and beyond), community, and the private sector being highlighted to demonstrate the broader impact of GESI-responsive strategies? • Have stories highlighting women's and other disadvantaged groups' achievements and contributions been identified and documented? • Have these stories been integrated into various communication channels, including social media, reports and events? • Are women's and other disadvantaged groups' contributions recognised and celebrated in public forums and through awards or acknowledgments?
Indicators	**Ensure equal representation of gender and other underrepresented groups in public-facing roles:** • Percentage of public-facing roles occupied by women and other underrepresented groups. • Number of recruitment and selection processes revised to promote gender and other forms of diversity. • Number of mentorship and leadership programmes implemented, and number of participants disaggregated by gender and other diversity indicators (e.g. age, PwDs). • Regular reports on gender and other under-represented groups' representation in public-facing roles. **Integrate GESI sensitive language and perspectives into all communication materials:** • Existence of GESI-sensitive language guidelines. • Number of staff trained on GESI-sensitive language use. • Percentage of communication materials reviewed and revised for GESI sensitivity. • Feedback from stakeholders on the GESI sensitivity of communication materials.

	Provide training on gender and other inclusion biases (e.g. ethnicity, PWD) in communication to the public relations team: • Number of training sessions conducted, and participants disaggregated by gender and other diversity indicators (e.g. age, PwDs). • Percentage of public relations team members who have completed the training. • Pre- and post-training assessment scores on understanding gender other social biases in communication. • Participant feedback on the training programme. **Ensure the MoPD's website includes a page on the MoPD's GESI efforts and is regularly updated:** • Existence of a dedicated page on the MoPD's website for GESI efforts. • Frequency of updates to the GESI page. • Number of visits to the GESI page. • Stakeholder feedback on the usefulness and relevance of the information provided. **Analyse the language used in official statements, press releases, social media posts and other communication materials to ensure they are GESI responsive and free from stereotypes:** • Number of communication materials reviewed for GESI sensitivity. • Percentage of communication materials revised based on review feedback. • Instances of GESI-responsive and stereotype-free language used in communication materials. • Existence and functionality (e.g. accessibility) of a feedback or complaint lodging tool/mechanism. • Percentage of stakeholders (internal and external) aware of the availability of the feedback or complaint lodging tool/mechanism.

	• Qualitative feedback from stakeholders on the depiction of men and women and other under-represented groups in communication materials. **Prioritise GESI-sensitive storytelling, highlighting the achievements and contributions of women and other disadvantaged groups to the country's development** • Number of stories highlighting women's and other disadvantaged group's achievements and contributions documented and shared. • Percentage increase in role models and testimonials from women and disadvantaged groups, including those with disabilities, featured in communications. Number of stories featuring women leaders from different sectors (government, community, private sector). • Public recognition and awards given to women and members of other disadvantaged segments for their contributions. • Audience engagement and feedback on gender-sensitive storytelling initiatives.

3. Audit Chief Executive Office

Key roles and responsibilities	Conducting rigorous audits of the MoPD, and examine its financial transactions, accounts, and records, thereby providing an independent and objective assessment of financial management practices. By scrutinising the MoPD's financial statements, transactions, and procurement processes, the audit unit helps to prevent corruption, promote efficient use of resources, and ensure that public funds are allocated towards achieving the nation's development goals.
Key GESI issues	• Professional Development: Women and other vulnerable groups face barriers in career advancement within the audit department.
Actions for enhancing GESI integration	• Ensure gender balance within audit teams and create a supportive environment for both genders and vulnerable groups (e.g. PwDs, age). • Implement mentorship programmes to support the professional growth of women and other vulnerable group in audit team.

Checklist	**Ensure gender and other forms of diversity balance within audit teams and create a supportive environment for both genders and vulnerable groups:** • Are recruitment processes designed to attract diverse candidates, including women and vulnerable groups? • Is there a gender and other forms of diversity-balanced representation in the audit team? **Implement mentorship programmes to support the professional growth of women and other vulnerable groups in audit team:** • Is a functional mentorship programme designed to address the specific needs and challenges faced by women and other underrepresented groups in the audit team? • Are all women and other underrepresented groups in the audit team provided with equal access to the mentorship programme?
Indicators	**Ensure gender and other forms of diversity balance within audit teams and create a supportive environment for both genders and vulnerable groups:** • Percentage of women and vulnerable groups in the audit team compared to the overall workforce. • Improved staff satisfaction, particularly regarding perceptions of inclusivity and supportiveness in the directorate. **Implement mentorship programmes to support the professional growth of women and other vulnerable groups in audit team:** • Number of women and other vulnerable groups participating in the mentorship programme. • Evidence of mentee professional development and advancement, such as promotions or increased responsibilities.

4. Ethics & Anti-Corruption Chief Executive Office

Key roles and responsibilities	Prevent and detect any instances of wrongdoing or misconduct in the MoPD, promoting a culture of accountability and ethical conduct.
Key GESI issues	• Women and other vulnerable groups may be less likely to report ethical violations due to fear of retaliation or lack of support. • Lack of gender and other forms of diversity disaggregated reporting on complaints and resolution made • Lack of sexual harassment policy and code of conduct. • Lack of diversity [2]in leadership roles can affect the prioritisation and handling of vulnerable-groups-related ethical issues.
Actions for enhancing GESI integration	• Develop and promote functional,[3] GESI-sensitive reporting mechanisms to encourage men and women and other vulnerable groups to report violations. • Establish clear anti-harassment and anti-discrimination policies. Create safe reporting mechanisms and provide support systems, including counselling and mentorship programmes. • Ensure the development of the MoPD's anti-corruption policy explicitly addresses GESI-specific issues. • Foster diversity in leadership roles within the ethics and anti-corruption unit.
Checklist	**Develop and promote GESI-sensitive reporting mechanisms to encourage both genders and other vulnerable groups to report violations:**

[2] Although there are no immediate challenges related to gender representation in leadership, it is a dynamic issue that could evolve over time. Therefore, it is recommended to include this matter in the mainstreaming tool, enabling the office to regularly track the status and proactively address any emerging concerns. This approach will help ensure continued inclusivity and responsiveness in leadership roles in the future.

[3] Functionality includes the complaint mechanism should be staffed by a dedicated and adequately resourced team to ensure that there is always someone available to handle complaints. The team is not only ample in number but also diverse, encompassing a range of backgrounds and experiences. This diversity helps ensure that individuals from various demographic groups, including those experiencing violations, can find a team member they feel comfortable speaking with. Additionally, all staff members are well-trained in handling sensitive issues, providing a professional and empathetic response to every complaint.

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	• Have GESI-sensitive reporting mechanisms for all types of harassments, including digital harassment, been integrated into existing policies or developed as standalone policies? • Are the reporting teams (handling complaints) diverse, well-resourced and trained (including in how to gather evidence in digital harassment related complaints)? • Are reporting mechanisms easily accessible and understandable for both genders and other vulnerable groups? • Have promotional materials been developed and disseminated to encourage reporting among both genders and other vulnerable groups? • Is confidentiality assured throughout the reporting process? • Is there a system in place to provide feedback to individuals who report violations? • Are follow-up actions taken to address reported violations, and is this communicated back to the reporting individual? **Establish clear anti-harassment and anti-discrimination policies. Create safe reporting mechanisms and provide support systems, including counselling and mentorship programmes:** • Has a comprehensive sexual harassment policy, including harassment that occurs on digital communications platforms, been developed in consultation with relevant stakeholders? • Have all staff received training on the sexual harassment policy? • Are there awareness-raising campaigns to promote understanding of the policy among both genders? • Are clear reporting procedures outlined in the policy, including multiple reporting channels? • Is there a designated team responsible for handling sexual harassment complaints? • Is support provided to victims of sexual harassment, including counselling and legal assistance? **Ensure anti-corruption policy development process explicitly addresses GESI-specific issues:**

	• Has a GESI analysis been conducted to understand how corruption affects both genders and other vulnerable groups differently? • Has regular analysis of complaints been conducted based on gender and other vulnerability indicators, such as disability? • Have the findings of the analysis considered as input to inform the policy development? **Foster diversity in leadership roles within the ethics and anti-corruption unit:** • Are leadership development programmes designed to promote diversity within the unit?
Indicators	**Develop and promote GESI-sensitive reporting mechanisms to encourage both genders and other vulnerable groups to report violations:** • Percentage increase in the number of reported violations from underrepresented genders and other vulnerable groups. • Feedback satisfaction rate among individuals who reported violations. • Accessibility rating of reporting mechanisms based on user feedback. **Develop, promote and implement sexual harassment policy:** • Percentage of staff trained on the sexual harassment policy. • Number of reported sexual harassment cases and their resolution status. • Staff perception of the effectiveness of the sexual harassment policy in creating a safe workplace. **Ensure anti-corruption policies explicitly address GESI-specific issues:** • Integration of GESI-specific language and provisions in anti-corruption policies. • Percentage of complaints analyzed and disaggregated by gender and other vulnerability indicators (e.g., disability).

	Foster diversity in leadership roles within the ethics and anti-corruption unit: • Percentage of women and other underrepresented groups in leadership positions within the ethics and anti-corruption unit.

5. Procurement and Finance Chief Executive Office

Key roles and responsibilities	Ensuring that all goods and services are sourced in transparent, efficient, and cost-effective manner.
Key GESI issues	• Procurement practices lack criteria that promote businesses owned by women and other vulnerable segment of the population. • Finance processes do not adequately take the issue of women and other vulnerable people into consideration.

Actions for enhancing GESI integration	• Integrate criteria that prioritise businesses owned by women and other vulnerable segment of the population in the procurement guideline.
	• Implement gender-responsive budgeting practices to ensure equitable resource allocation.
	  o Build the capacity of the finance team on how to do gender budgeting
	  o Adapt the Ministry of Finance's gender responsive budgeting guideline
	• Establish close working relationships with Ministry of Finance's gender directorate

Checklist	**Integrate criteria that prioritise businesses owned by women and other vulnerable segment of the population in the procurement guideline:** • Are the current procurement guidelines gender-sensitive and inclusive of vulnerable segments of the population? • Have criteria been established to prioritise businesses owned by women and vulnerable segments in procurement processes? • Have staff been trained on the importance of gender and social inclusion in procurement, and are they aware of the criteria for prioritisation?

	Implement gender-responsive budgeting practices to ensure equitable resource allocation: • Have current budgeting practices been assessed for their gender responsiveness and inclusivity? • Has the finance team been trained on gender-responsive budgeting techniques and methodologies? • Has the Ministry of Finance's gender-responsive budgeting guidelines been adapted to suit the specific context and needs of the MoPD? • Has a close working relationship been established with the Ministry of Finance's gender directorate to exchange knowledge and best practices?
Indicators	**Integrate criteria that prioritise businesses owned by women and other vulnerable segment of the population in the procurement guideline:** • Procurement guidelines reviewed for gender-sensitivity and inclusion of vulnerable segments. • Criteria established for prioritising businesses owned by women and vulnerable segments. • Number of staff trained on gender-sensitive procurement practices. • Percentage of procurement contracts awarded to businesses owned by women and vulnerable segments. **Implement gender-responsive budgeting practices to ensure equitable resource allocation:** • Budgeting practices assessed for gender responsiveness. • Number of finance team members trained on gender-responsive budgeting. • Existence of adapted gender-responsive budgeting guidelines. • Frequency of engagement and collaboration with Ministry of Finance gender directorate

6. Chief Executive Office of Human Resources Development and Management

Key roles and responsibilities	Responsible for leading the development and implementation of human resource strategies that nurture a talented and diverse workforce, attract, retain, and develop top talent, while also fostering

	a culture of innovation, collaboration, and continuous learning. Tasked with developing and implementing policies that promote employee engagement, retention, and development
Key GESI issues	• Disparities on gender and other forms of inclusion in recruitment and promotion particularly in technical staff. • Lack of policies supporting work-life balance, such as functional day care centre and breastfeeding break. • The work environment may not be conducive to the needs of women and marginalised groups, potentially leading to issues like harassment or discrimination.
Actions for enhancing GESI integration	• Establish gender equitable and socially inclusive balanced recruitment panels and ensure transparent promotion criteria. • Represent the Women and Social Affairs Inclusive Implementation Executive Office in recruitment panel as observers. • Ensure breastfeeding breaks every two hours, lasting for 15 minutes each in addition to their lunch break, at on-site day care/ childcare centres where mothers can breast feed in their workplace. • Conduct an annual gender (and other relevant diversity-based) pay gap analysis to monitor and address pay disparities for the same roles and years of experience and implement measures to address any identified gaps. Set targets for inclusion of women and marginalised groups in mid-level management and leadership position along with the required position specific capacity development support. • Include affirmative actions in the recruitment, promotion and training policy/guidelines to ensure a diverse and inclusive workforce, with particular focus on recruiting and promoting women, PwDs and individuals from marginalised communities. • Develop targeted programmes to support the career advancement of women, PwDs and marginalised groups.
Checklist	**Establish gender equitable and socially inclusive balanced recruitment panels and ensure transparent promotion criteria:** • Are recruitment panels composed of diverse members, including representation from women, PwDs and other vulnerable groups?

	• Is there a clear process for selecting panel members to ensure diversity? • Do the criteria prioritise merit while also considering the diverse backgrounds and experiences of candidates? **Represent the Women and Social Affairs Inclusive Implementation Executive Office in recruitment panel as observers:** • Is there always a representative from the Women and Social Affairs Inclusive Implementation Executive Office present during recruitment panels? **Ensure breastfeeding breaks every two hours, lasting for 15 minutes each in addition to their lunch break, at on-site day care/ childcare centres where mothers can breast feed in their workplace:** • Is the breastfeeding-break policy clearly communicated to all employees including supervisors? **Conduct an annual gender (and other relevant diversity based such as disability status and ethnicity) pay gap analysis to monitor and address pay disparities for the same roles and years of experience and implement measures to address any identified gaps:** • Is an annual gender (and other relevant diversity-based) pay gap analysis conducted? • Are there measures implemented to address any identified pay gaps, if any are found? **Set targets for inclusion of women, PwDs and other marginalised groups in mid-level management and leadership position along with the required position specific capacity development support:** • Have affirmative action policies been integrated into recruitment, promotion, and training guidelines? • Is there a system in place to track the representation of women, PwDs and other marginalised groups across different levels of the organisation? • Is there a plan in place to provide necessary training and support for individuals from these groups to excel in leadership roles?

	Include affirmative actions in the recruitment, promotion and training policy/guidelines to ensure a diverse and inclusive workforce, with a particular focus on recruiting and promoting women, PwDs and individuals from other marginalised communities: • Have affirmative action policies been integrated into recruitment, promotion and training guidelines? • Is there a system in place to track the representation of women, PwDs and other marginalised groups across different levels of the organisation? **Develop targeted programmes to support the career advancement of women, PwDs and other marginalised groups:** • Are there specific programmes such as mentorship, networking, and leadership training aimed at developing the skills and capabilities of women, PwDs and other marginalised groups? • Are performance evaluations conducted fairly and transparently, considering the unique challenges faced by women, PwDs and other marginalised individuals?
Indicators	**Establish gender, PwDs and other vulnerable groups balanced recruitment panels and ensure transparent promotion criteria:** • Recruitment panels comprise members representing both genders, PwDs and other vulnerable groups. • Recruitment panels selection criteria are clearly defined, transparent and applied consistently. **Represent the Women and Social Affairs Inclusive Implementation Executive Office in recruitment panel as observer:** • Frequency of Women and Social Mainstreaming Department representation in recruitment panels. **Ensure breastfeeding breaks every two hours, lasting for 15 minutes each in addition to their lunch break, at on-site day care/ childcare centres where mothers can breast feed in their workplace:**

	• Existence, awareness and compliance with breastfeeding break guideline. **Conduct an annual gender (and other relevant diversity based such as disability status and ethnicity) pay gap analysis to monitor and address pay disparities for the same roles and years of experience and implement measures to address any identified gaps:** • Number of annual gender and diversity-based pay gap analyses completed on time. • Percentage of implemented measures that effectively reduce pay disparities (measured over subsequent analyses). **Set targets for inclusion of women, PwDs and other marginalised groups in mid-level management and leadership position along with the required position specific capacity development support:** • Established targets for gender, PwDs and other marginalised group representation in management positions. • Participation rates in tailored capacity development programmes. **Include affirmative actions in the recruitment, promotion and training policy/guidelines to ensure a diverse and inclusive workforce, with particular focus on recruiting and promoting women, PwDs and individuals from other marginalised communities:** • Presence of affirmative action policies in HR guidelines. • Improved diversity metrics in recruitment and promotion outcomes. **Develop targeted programmes to support the career advancement of women, PwDs and other marginalised groups:** • Participation rates in career advancement programmes among women, PwDs and other marginalised groups. • Career progression outcomes for programme participants compared to non-participants.

7. ICT Chief Executive Office

Key roles and responsibilities	Provides the necessary technological infrastructure, developing and implementing technology strategies, and allocating resources to drive innovation and improvement. It is also responsible for technology adoption, cyber security, and data governance.
Key GESI issues	• Women staff have less access to technology and digital literacy training compared to men.
Actions for enhancing GESI Integration	• Provide targeted training to enhance their digital literacy.
Checklist	• Is a comprehensive needs assessment to identify the digital literacy gaps among different demographic groups, including women, persons with disabilities, and marginalised communities conducted? • Is training material which is flexible and adaptable to the diverse learning needs and preferences of participants, considering factors such as language, accessibility, and prior knowledge developed and rolled out?
Indicators	• Needs assessment conducted. • Training material which is adaptable to the diverse learning needs adapted and rolled out.

8. Women and Social Affairs Inclusive Implementation Executive Office

Key roles and responsibilities	Support the different directorates to establish system and tools to identify and integrate GESI considerations into all stages of the planning, implementation, monitoring, and evaluation of development programmes and projects. This includes collecting, analysing, and disseminating gender-disaggregated data to inform evidence-based decision-making and ensure that policies and programmes address the specific needs and priorities of women, men, PwDs and other marginalised groups, and monitor and report on Ethiopia's progress in meeting international commitments related to GESI, including those outlined in international conventions and agreements. It is also responsible for assessing capacity needs of all departments, and design and roll out capacity development initiatives. It provides technical expertise and policy advice to all departments on integrating gender

	equality and social inclusion considerations into their respective mandates and activities and coordinate with departments to ensure a holistic and coordinated approach to gender mainstreaming and social inclusion efforts.
Key GESI issues	• Limited influence of the office, its role is marginalised or lacks the authority to influence broader organisational policies. • Insufficient resources to effectively identify and address women's and vulnerable people's issues and implement GESI mainstreaming issues. • Limited capacity to provide support to all executive offices in the MoPD. • Role mixed up with social sector planning and governance desk under plan, statistics and policy sector. • Weak system for reporting, coordination and networking.
Actions for enhancing GESI integration	• **Carry out evidence-based lobbying for the restructuring of the executive office based on assessment to:** o Elevate the role to ensure it has the authority and influence to impact organisational policies. o Include structure responsible to advance the issue of vulnerable people (e.g. PwDs). o Balance the number of staff with the executive office's organisation-wide role. o Improve the educational and experience requirement of positions. o Clarify roles and responsibilities. • Secure dedicated funding and resources for GESI equality initiatives and programmes. • Build the capacity of the staff through regular training, embedding staff with high calibre for short period of time. • Facilitate capacity development for women, PwDs, and other staff from other vulnerable segments of society. • Identify key areas of focus, such as gender equality, diversity and social justice in the MoPD. • Conducting a thorough GESI audit in the MoPD. • Establish a system of accountability, where progress towards GESI is regularly monitored and reported, and corrective actions are taken to address any gaps. • Establish childcare facilities which meets national standard set by the Ministry of Women and Social Affairs.

Checklist	**Carry out restructuring of the executive office:** • Has the executive office's role been reviewed and redefined to enhance its authority, improve its role to mainstream issues of people with disability and influence over organisational policies, and clarify its roles vis-à-vis that of the social sector planning and governance department? • Has the staffing level of the executive office been assessed and adjusted to align with its organisation-wide responsibilities? • Have the educational and experience requirements for executive office positions been reviewed and updated? **Secure dedicated funding and resources for GESI initiatives of the CEO:** • Has dedicated funding been secured for GESI initiatives and plan of the CEO? • Are resources (financial, human, and technical) allocated proportionately to support GESI initiatives? **Build the capacity of the staff through regular training, embedding staff with high calibre for short period of time:** • Are there regular training programmes in place to build staff capacity on gender equality and social inclusion? • Has a programme been established to embed high-calibre staff for short-term capacity-building stints? **Facilitate capacity development for women, PwDs and staff from other vulnerable segments of society:** • Are tailored training programmes available that address the unique needs of women, PwDs and other vulnerable staff members? • Is there equal access to capacity development opportunities for women, PwDs, and other vulnerable groups within the organisation? • Are the outcomes of capacity development initiatives monitored and evaluated for these target groups?

	Identify key areas of focus, such as gender equality, diversity and social justice in the MoPD: • Have key areas of focus such as gender equality, diversity, and social justice been identified and prioritised in the MoPD's strategic plans? **Conduct a thorough GESI audit in the MoPD:** • Has a thorough gender audit been conducted in the MoPD? **Establish a system of accountability, where progress towards GESI is regularly monitored and reported, and corrective actions are taken to address any gaps:** • Has there a system in place to regularly monitor and report progress towards GESI, and to take corrective actions when gaps are identified? **Establish childcare facilities and ensure breastfeeding breaks every two hours, lasting for 15 minutes each in addition to their lunch break, at on-site day care/childcare centres where mothers can breast feed in their workplace:** • Are childcare facilities with designated breastfeeding area available on-site or nearby for employees? • Has the childcare facility met the national childcare facility standard?
Indicators	**Carry out restructuring of the executive office based on assessment:** • Existence of a revised mandate or charter for the executive office that clearly outlines its enhanced role and authority. • Existence of structure responsible to advance the issue of people with disability within the MoPD. • Ratio of the department's staff to documented assessment of staffing needs. • Updated job descriptions and percentage of staff meeting the new requirement. **Secure dedicated funding and resources for GESI initiatives and programmes:**

	• Amount of budget allocated specifically for GESI initiatives implemented by the department. **Build the capacity of the staff through regular training, embedding staff with high calibre for short period of time:** • Number of training sessions conducted annually. • Percentage of staff who have completed GESI training. **Facilitate capacity development for women, PwDs and staff from other vulnerable segments of the society:** • Percentage of women, PwDs and other vulnerable staff participating in capacity development programmes. • Satisfaction rate of participants from vulnerable groups regarding the relevance and effectiveness of the training programmes. • Percentage of programme participants who report an improvement in skills and knowledge after the training. **Identify key areas of focus, such as gender equality, diversity, and social justice in the MoPD:** • Strategic plan or policy document outlining the key areas of focus. • Specific objectives and targets related to GESI. **Conducting a thorough GESI audit in the MoPD:** • Completion of a gender audit report. • Action plan developed based on audit findings. • Percentage of audit recommendations implemented. **Establish a system of accountability, where progress towards GESI is regularly monitored and reported, and corrective actions are taken to address any gaps:**

	• Regular GESI progress reports. • Existence of a monitoring and evaluation framework for GESI initiatives. • Documented corrective actions taken in response to identified gaps. **Establish childcare facilities and ensure breastfeeding breaks every two hours, lasting for 15 minutes each in addition to their lunch break, at on-site day care/childcare centres where mothers can breast feed in their workplace:** • Existence of on-site childcare centres with designated breastfeeding area, which met the national childcare facility standard.

9. Basic Services Executive Chief Executive Office

Key roles and responsibilities	Managing, directing, coordinating, monitoring and ensuring that the property of the MoPD is properly used. Ensure that telephone, electricity, water and sanitation services are being provided properly and make necessary repairs in the event of breakdowns. Conduct a preliminary survey of the institution's fixed assets in need of maintenance.
Key GESI issues	• Restrooms need to be regularly inspected to continue meeting quality standards, essential amenities and accessibility features. • Building and restrooms' accessibility challenges for people with disabilities. • The transportation services provided by the MoPD did not consider the specific needs and situation of mothers.
Actions for enhancing GESI integration	• Conduct regular inspections and upgrades to ensure that restrooms meet quality standards. Equip restrooms with essential amenities such as running water, sanitary products, proper lighting, and ventilation. • Ensure buildings and restrooms are accessible to people with disabilities. • Coordinate with the Women and Social Affairs Inclusive Implementation Executive Office to raise resources to arrange transportation for mothers (depending on resource availability priority could be given to lactating mother) from home to office and vice versa.

Checklist	**Conduct regular inspections and upgrades to ensure that restrooms meet quality standards. Equip restrooms with essential amenities such as running water, sanitary products, proper lighting, and ventilation:** • Are female restrooms regularly inspected to ensure they meet quality standards? • Do the restrooms have essential amenities like running water, sanitary products, proper lighting, ventilation? **Ensure buildings and restrooms are accessible to people with disabilities:** • Are the buildings and restrooms accessible to people with different disabilities? **Coordinate with the Women and Social Affairs Inclusive Implementation Executive Office to raise resources to arrange transportation for mothers (depending on resource availability priority could be given to lactating mother) from home to office and vice versa:** • Are the transportation services designed to meet the specific time needs of mothers (lactating mothers in particular)?
Indicators	**Conduct regular inspections and upgrades to ensure that restrooms meet quality standards. Equip restrooms with essential amenities such as running water, sanitary products, proper lighting, and ventilation:** • Number of female restrooms that meet quality standards, including essential amenities. **Ensure buildings and restrooms are accessible to people with disabilities:** • Availability of buildings and restrooms that meet essential amenities and accessibility features.

	Coordinate with the Women and Social Affairs Inclusive Implementation Executive Office to raise resources to arrange transportation for mothers (depending on resource availability priority could be given to lactating mother) from home to office and vice versa: • Percentage of women with kids reporting satisfaction with the safety and reliability of transportation services.

10. Sectors' Strategic Affairs Chief Executive Office

Key roles and responsibilities	Prepare the country's development plan, monitor and evaluate its implementation progress, and report on performance monthly, semi-annually, and annually. Additionally, develop the MoPD's plan and budget.
Key GESI issues	• Budgeting process do not adequately take the issue of women and other vulnerable people into account. • Limited capacity to identify and integrate relevant GESI issues into MoPD's planning processes.
Actions for enhancing GESI integration	• Implement gender responsive budgeting. • Provide training for CEO's staff on how to identify and integrate GESI issues into planning processes. • Develop clear guidelines and checklists for MoPD staff to follow when incorporating GESI considerations into planning.
Checklist	**Implement gender responsive budgeting:** • Is there a dedicated portion of the budget allocated to programmes and initiatives that specifically address GESI issues? • Was a training program designed and regularly rolled out for budget officers and planners on GESI-responsive budgeting principles and practices? **Provide training for CEO's staff on how to identify and integrate GESI issues into planning processes:**

	• Are there ongoing capacity-building programmes to keep staff updated on how to integrate GESI issues into planning processes? **Develop clear guidelines and checklists for MoPD staff to follow when incorporating GESI considerations into planning:** • Are there clear guidelines and tools available to assist MoPD staff in integrating GESI considerations into planning processes? • How often are these guidelines reviewed and updated to reflect current GESI priorities?
Indicators	**Implement gender responsive budgeting:** • Percentage of the budget allocated to GESI initiatives. • Number of budget officers and planners who attended training sessions on GESI-responsive budgeting principles and practices. **Provide training for CEO's staff on how to identify and integrate GESI issues into planning processes:** • Number of staff trained on GESI integration. **Develop clear guidelines and checklists for MoPD staff to follow when incorporating GESI considerations into planning:** • Quality and usage of GESI integration guidelines.

11. Planning and Government's Investment Chief Executive Office

Key roles and responsibilities	Lead the preparation of national development policies, macroeconomics, economic sectors, and spatial development plans, land use and management systems, government investment programmes and projects, and conduct research to improve the formulation of the spatial plan monitoring and

	assessment system. Conduct the evaluation and supervision of the feasibility and importance of the development programmes and projects of the federal government. Generate a stable macroeconomic policy proposal and strategy reforms to ensuring broad-based, rapid and sustainable economic growth, balanced and equitable development throughout the country, and effective land use and management.
Key GESI issues	• Limited GESI integration in national development policies, leading to programmes that do not address the specific needs of women and marginalised groups. • Insufficient GESI-sensitive data, resulting policies and plans developed without comprehensive data disaggregated by gender, age, ethnicity, disability, etc., resulting in a lack of understanding of how different groups are affected by development initiatives. • Inconsistent implementation of joint land titling. • Lack of GESI focus on investment prioritisation as investment programmes and projects prioritisation processes do not include GESI as primary selection criteria. • Insufficient mechanisms to monitor and evaluate the GESI impacts of government investment projects, leading to gaps in understanding their effectiveness in promoting inclusion. • The frameworks used for evaluating the feasibility and importance of development programmes do not adequately incorporate GESI indicators, resulting in incomplete assessments of their social impact. • Lack of GESI specific policies and guidelines that guide the integration of GESI into national development policies, macroeconomic planning, and sector-specific strategies. • Inadequate involvement of women and marginalised groups in the policymaking and planning processes contributes to the design of policies that do not fully address their needs and concerns.
Actions for enhancing GESI integration	Improved GESI integration in national development policies: • Conduct GESI assessments of existing national development policies to identify gaps. • Develop guidelines for mainstreaming GESI considerations into policy formulation processes. • Establish a GESI task force to review and revise policies to ensure inclusivity.

	Improved availability of GESI-sensitive data: • Provide training for data collectors on GESI-sensitive data collection methodologies. • Establish partnerships with research institutions and civil society organisations to support data collection efforts. Universal implementation of joint land titling: • Monitor and enforce compliance with joint land titling regulations at the local level. • Conduct a gender analysis of land use fee and agricultural tax policies to identify discriminatory practices. • Advocate for policy reforms to eliminate gender-based disparities in land taxation (if the analysis's findings indicate any disparities). Improved GESI focus on investment prioritisation: • Integrate GESI criteria into the investment prioritisation process. • Provide training for decision-makers on the importance of GESI considerations in investment planning. Improved M&E of government investment on women and other vulnerable groups: • Develop GESI-specific M&E frameworks for government investment projects. • Allocate resources for conducting regular GESI impact assessments of investment projects. Integrate GESI indicators in government investments' feasibility assessment framework: • Review existing evaluation frameworks to identify gaps in GESI integration. • Develop guidelines for incorporating GESI indicators into feasibility and importance assessments. • Provide training for evaluators on the use of GESI-sensitive evaluation criteria. Improved involvement of women and marginalised groups in policy development: • Ensure representation of women and marginalised groups in decision-making bodies and planning processes.

	• Conduct outreach and consultation activities to gather input from diverse stakeholders. • Provide training and support for women and marginalised groups to participate effectively in policy-making processes.
Checklist	**Improved GESI integration in national development policies:** • Has a GESI assessment been conducted for all existing national development policies? • Are guidelines for GESI mainstreaming integrated into policy formulation processes? • Is there a dedicated task force overseeing the integration of GESI into policies? **Improved availability of GESI-sensitive data:** • Are data collection systems capable of disaggregating data by relevant GESI factors? • Have data collectors received training on GESI-sensitive data collection methodologies? • Are partnerships established with research institutions and civil society organisations for data collection? **Universal implementation of joint land titling:** • Have land titling policies been reviewed to ensure gender equality and social inclusion? • Are communities aware of the benefits and procedures for joint land titling? • Is there a mechanism in place to monitor and enforce compliance with joint land titling regulations? • Has a gender analysis of land use fee and agricultural tax policies been conducted? • Are advocacy efforts underway to reform discriminatory provision in the land policy, including land taxation policies (if any)? **Improved GESI focus on investment prioritisation:** • Are GESI criteria integrated into investment prioritisation processes? • Have decision-makers received training on GESI considerations in investment planning? • Are mechanisms in place for monitoring and evaluating the GESI impact of investment projects?

	Improved M&E of government investment on women and other vulnerable groups: • Are GESI-specific M&E frameworks developed for government investment projects? • Are resources allocated for conducting regular GESI impact assessments? • Does the M&E unit within relevant government agencies understand its role and possess the required skills to monitor the impact of government investment on GESI? **Integrate GESI indicators in government investments' feasibility assessment framework:** • Have existing evaluation frameworks been reviewed for GESI integration? • Are guidelines developed for incorporating GESI indicators into assessments? • Have evaluators received training on GESI-sensitive evaluation criteria? **Improved involvement of women and marginalised groups in policy-development:** • Is there adequate representation of women and marginalised groups in decision-making bodies? • Have outreach and consultation activities been conducted to gather input from diverse stakeholders? • Have training and support programmes been provided for women and marginalised groups?
Indicators	**Improved GESI Integration in national development policies:** • Percentage of national development policies with GESI considerations integrated. • Number of policy revisions conducted based on GESI assessments. • Level of awareness among policymakers regarding GESI mainstreaming guidelines. **Improved availability of GESI sensitive data:** • Percentage increase in availability of GESI-sensitive data in policy documents. • Number of data collection initiatives with disaggregated data by GESI factors. • Level of data quality as assessed by external evaluations. **Universal implementation of joint land titling:**

	• Percentage of land titles issued under joint ownership arrangements. • Number of awareness campaigns conducted on joint land titling. • Level of compliance with joint land titling regulations as reported by monitoring agencies. • Completion of gender analysis report on land use fees and agricultural tax policies. • Number of advocacy initiatives focused on reforming discriminatory provisions in land policies, including land taxation policies (if any). **Improved GESI focus on investment prioritisation:** • Percentage of investment projects prioritised based on GESI criteria. • Level of understanding among decision-makers regarding GESI considerations in investment planning. • Number of investment projects with GESI impact assessments conducted. **Improved M&E of government investment in women and other vulnerable groups:** • Percentage of government investment projects with GESI-specific monitoring and evaluation frameworks. • Frequency of GESI impact assessments conducted for investment projects. Percentage of M&E unit staff within relevant government agencies who demonstrate an understanding of their role and possess the required skills to monitor the impact of government investment on GESI. **Integrate GESI indicators in government investments' feasibility assessment framework:** • Number of evaluation frameworks updated to include GESI indicators. • Percentage of evaluations conducted using GESI-sensitive criteria. • Level of satisfaction among stakeholders with the inclusion of GESI considerations in evaluations. **Improved involvement of women and marginalised groups in policy-development:** • Percentage of women and marginalised groups represented in decision-making bodies. • Number of outreach and consultation activities conducted with diverse stakeholders.

	• Level of participation and engagement of women and marginalised groups in policy-making processes.

12. National Economic Accounts and Statistics Chief Executive Office

Key roles and responsibilities	Ensure the quality of methodological works. Evaluate the sector's information system by developing information quality control systems. Prepare new operational framework and indicators. Provide national economic account information for policy and development planning based on up to date and real-time statistical data/indicators comparable to other countries, international organisations and the United Nations.
Key GESI issues	• National economic accounts may not adequately capture the full scope of women's economic activities, particularly unpaid care work and informal employment, leading to an undervaluation of their contributions to the economy. • Economic data often lacks disaggregation by gender, age, disability, ethnicity and other social categories, limiting the ability to analyse and address disparities. • There might be inadequate systems to ensure the reliability and validity of GESI-related data, leading to inconsistencies and gaps in the information.
Actions for enhancing GESI integration	• Systematically disaggregate, analyse and disseminate all relevant data by gender, age, ethnicity, disability and other relevant characteristics to better understand, inform policy and planning and address the needs of all population segments. • Develop quality control systems for GESI-sensitive information and indicators. • Providing training and support to staff on GESI concepts and methodologies to ensure that gender and social inclusion considerations are integrated into data collection, analysis, and reporting processes. • Ensure that statistical methodologies consider GESI perspectives to enhance the quality and reliability of economic data including implementing measures to ensure that data collection processes are inclusive and accessible to all segments of society, including marginalised and excluded groups.

	• Actively involve diverse stakeholders, including civil society organisations, women's groups, and marginalised communities, in the design, implementation, and evaluation of statistical methodologies and information systems.
Checklist	**Systematically disaggregate, analyse and disseminate all relevant data by gender, age, ethnicity, disability, and other relevant characteristics to better understand, to inform policy and planning and address the needs of all population segments:** • Is data systematically disaggregated by gender, age, ethnicity, disability, and other relevant characteristics? • Are there mechanisms in place to analyse disaggregated data to identify disparities and needs? • How is disaggregated data disseminated to ensure it informs policy and planning effectively? • Is there a feedback loop to ensure that the findings from data analysis inform future data collection efforts? **Develop quality control systems for GESI-sensitive information and indicators:** • Are there mechanisms in place to validate data sources and ensure GESI related data consistency? • Have responsible staff and data collectors received training on GESI principles and ethical standards? **Providing training and support to staff on GESI concepts and methodologies to ensure that gender and social inclusion considerations are integrated into data collection, analysis and reporting processes:** • What training programmes are available for staff on GESI concepts and methodologies? • How frequently are these training programmes conducted? • Are there support mechanisms in place (e.g., mentoring, resources) to assist staff in applying GESI principles? • How is the effectiveness of the training and support programmes evaluated? **Ensure that statistical methodologies consider GESI perspectives to enhance the quality and reliability of economic data, including implementing measures, to ensure that data collection**

	processes are inclusive and accessible to all segments of society, including marginalised and excluded groups: • Does the statistical methodology development process include guidelines for incorporating GESI perspectives in data collection and analysis? • Are institutions representing marginalized and excluded groups consulted during the design of data collection tools and methods? **Actively involve diverse stakeholders, including civil society organisations, women's groups and marginalised communities, in the design, implementation and evaluation of statistical methodologies and information systems:** • Is there a clear list of diverse stakeholders to be consulted? • Are there structured opportunities for stakeholders to provide feedback? • Are stakeholders informed about how their feedback is used in the design process?
Indicators	**Systematically disaggregate, analyse and disseminate all relevant data by gender, age, ethnicity, disability and other relevant characteristics to better understand, inform policy and planning, and address the needs of all population segments:** • Percentage of datasets that are fully disaggregated by gender, age, ethnicity, disability, and other relevant characteristics. • Existence of formal guidelines or tools for analyzing disaggregated data (Yes/No). • Number of policy or planning documents that reference findings from disaggregated data analyses. • Number of feedback sessions conducted with stakeholders to improve data collection methodologies. **Develop quality control systems for GESI-sensitive information and indicators:** • Percentage of data collection tools explicitly integrating GESI-sensitive questions. • Number of disaggregated data points collected and reported annually. • Percentage of data collectors trained in GESI-sensitive methods.

	Providing training and support to staff on GESI concepts and methodologies to ensure that gender and social inclusion considerations are integrated into data collection, analysis and reporting processes: • Percentage of staff reporting improved ability to apply GESI principles in their work after participating in training and support programs. • Number of support mechanisms (e.g., mentoring programs, resource materials) available to assist staff in applying GESI principles. **Ensure that statistical methodologies consider GESI perspectives to enhance the quality and reliability of economic data including implementing measures to ensure that data collection processes are inclusive and accessible to all segments of society, including marginalised and excluded groups:** • Percentage of statistical methodologies and tools developed or revised to incorporate GESI perspectives. • Percentage of data collection processes assessed and modified to ensure inclusivity and accessibility for marginalized and excluded groups. **Actively involve diverse stakeholders, including civil society organisations, women's groups, and marginalised communities, in the design, implementation and evaluation of statistical methodologies and information systems:** • Number of stakeholders (e.g., CSOs, women's groups, representative of marginalized communities) engaged in the design and evaluation of statistical methodologies. • Percentage of stakeholder feedback incorporated into statistical methodologies. • Number of consultation sessions held with diverse stakeholders.

13. Economic Analysis and Policy Chief Executive Office

Key roles and responsibilities	Provide directions for the design of different economic models. Design strategies which assist carrying out research and analysis on national macroeconomic, demographic, environmental and climate change policies. Coordinate the supervision of macroeconomic, demographic and

	environmental and climate change research activities carried out by various bodies. Ensure the development policies issued by various institutions are aligned. Set a direction in initiatives aiming to analyse the practical benefits brought about by national development policies, strategies, plans and programmes in terms of improving the living standards of citizens and benefitting from development. Ensure that the policies, strategies and plans regarding demographic, environmental and climate change as well as international and regional agreements are included and linked in the national and sectoral development plans. Establish a system in which demographic, environmental and climate change policies are implemented by the lower government structure.
Actions for enhancing GESI integration	• Weak and inconsistent integration of gender-disaggregated data analysis in economic modelling and policy formulation/design. • Limited consideration of the perspectives and experiences of marginalised groups in economic research and analysis. • Limited attention and capacity to address the intersecting forms of discrimination and disadvantage faced by individuals due to the interaction of gender with other identity factors (e.g. ethnicity, disability, class), resulting in policies that may inadvertently perpetuate inequalities. • Insufficient capacity among staff to integrate GESI considerations into economic analysis and policy development. • Limited mechanisms for monitoring the implementation of GESI-responsive policies by the lower government structure. • Inadequate consideration of the differential impacts of environmental degradation and climate change on both genders and marginalised groups in economic analysis and policy planning. • Insufficient representation of diverse stakeholders, including women, marginalised groups, and civil society organisations, in economic policy formulation processes, leading to policies that may not reflect the needs and priorities of all segments of society. • Limited integration of social inclusion considerations into strategies for addressing environmental and climate challenges, potentially exacerbating existing inequalities.

	• Absence of indicators to systematically track the impact of economic policies on gender equality and social inclusion outcomes, hindering the ability to assess progress and make informed policy adjustments.
Actions for enhancing GESI integration	• Incorporate GESI perspectives into economic models and strategies. • Conduct research and analysis on gender dimensions of national macroeconomic policies. • Ensure alignment of gender policies across different institutions and sectors. • Ensure that GESI issues are mainstreamed into national and sectoral development plans and programmes. • Monitor the impact of development policies on gender equality and women's empowerment and vulnerable segment of the population.
Checklist	**Incorporate GESI perspectives into economic models and strategies:** • Are economic models and strategies designed with inputs from diverse groups, including women, ethnic minorities and other marginalised populations? • Do these models consider the differential impacts on men, women, and other marginalised groups? • Are the economic contributions of unpaid work and informal sectors (where women and marginalised groups are often overrepresented) accounted for? **Conduct research and analysis on gender dimensions of national macroeconomic policies:** • Is there a clear plan to analyse the gender-specific impacts of macroeconomic policies? • Is gender-disaggregated data and indicators used in the research? • How are the findings from this research integrated into policy revisions and development? **Coordinate GESI sensitive research activities on demographic, environmental and climate change policies and practices:** • Are research activities planned and executed with a focus on GESI? • Do these activities involve stakeholders from diverse demographic groups, including those most affected by environmental and climate change issues?

	• Have GESI considerations been incorporated into the analysis and reporting of research findings? **Ensure that GESI issues are mainstreamed into national and sectoral development plans and programmes:** • Is there a mechanism in place for regular review and alignment of these policies? • How are cross-sectoral collaborations and communications facilitated to ensure policy coherence? **Monitor the impact of development policies on gender equality and women's empowerment and vulnerable segment of the population:** • Are national and sectoral development plans explicitly addressing GESI issues? • How is the involvement of marginalised groups ensured in the planning process? • Are there specific targets and indicators for GESI mainstreaming in these plans?
Indicators	**Incorporate GESI perspectives into economic models and strategies:** • Number of economic models/strategies that include GESI perspectives. • Proportion of policies that explicitly address the economic roles and impacts on diverse demographic groups. • Inclusion of data on unpaid and informal sector work in economic analyses. **Conduct research and analysis on gender dimensions of national macroeconomic policies:** • Number of coordinated research projects that incorporate GESI perspectives. • Participation rates of marginalised groups in research activities. • Inclusion of GESI-related findings in policy recommendations on demographic and environmental issues. **Ensure alignment of gender policies across different institutions and sectors:** • Existence of a formal mechanism or framework for reviewing and updating policies to ensure GESI mainstreaming.

	• Number of cross-sectoral meetings, workshops, or forums conducted to facilitate GESI-related policy coordination. **Ensure that GESI issues are mainstreamed into national and sectoral development plans and programmes:** • Frequency and outcomes of inter-institutional meetings on gender policy alignment. • Existence of a central coordinating body or framework for gender policy alignment. **Monitor the impact of development policies on gender equality and women's empowerment and vulnerable segment of the population:** • Proportion of development plans that include GESI considerations. • Number of consultations or participatory sessions with marginalised groups during plan development. • Presence of GESI-specific targets and performance indicators in development programmes.

14. Monitoring and Evaluation System Chief Executive Office

Key roles and responsibilities	Prepare and implement operational frameworks, standards and guidelines for the monitoring and evaluation of the national development plan implementation. Establish and use a modern information management system. Set up a digital monitoring and evaluation system for development plans and projects. Build a strong national monitoring and evaluation system and ensure its sustainability by continuously build a national capacity to monitor and evaluate development plans and projects.
Key GESI issues	• The M&E system lacks adequate, disaggregated data for gender and marginalised groups (e.g. ethnic minorities, PwDs), making it difficult to assess the differential impact of development plans and projects on men and women as well as on other vulnerable groups. • Limited capacity building efforts focused on integrating GESI considerations into the design and implementation of M&E systems. • Limited collaboration and coordination with the gender and social inclusion experts in the MoPD.

Actions for enhancing GESI integration	• Develop operational frameworks, standards, and guidelines for GESI-responsive M&E. • Establish a modern information management system with gender-disaggregated data. • Build the capacity of staff to mainstream gender considerations into M&E processes. • Build national capacity for gender-sensitive M&E.
Checklist	**Develop operational frameworks, standards and guidelines for GESI-responsive M&E:** • Does the M&E framework explicitly incorporate GESI principles? • Are there clear definitions and objectives for GESI integration in monitoring and evaluation? • Have stakeholders, including marginalised groups, been consulted in the development process? • Are all M&E standards and guidelines aligned with international GESI best practices? **Establish a modern information management system with gender-disaggregated data:** • Does the information management system allow for data disaggregation by gender and other relevant social categories (e.g., age, disability, ethnicity)? • Are there protocols in place to ensure the regular collection and updating of gender-disaggregated data? • Is the data management system user-friendly and accessible to all relevant stakeholders? **Build the capacity of staff to mainstream gender considerations into M&E processes:** • Are there regular training programmes on GESI for staff involved in M&E? • Do staff members have access to resources and tools for integrating gender considerations into their work? • Is there a system in place to assess the effectiveness of capacity-building initiatives? **Build national capacity for gender-sensitive M&E:** • Are national policies and frameworks supportive of GESI sensitive M&E? • Is there collaboration with local and international partners to enhance GESI capabilities? • Are there initiatives to promote the sustainability of gender-sensitive M&E practices?

Indicators	**Develop operational frameworks, standards, and guidelines for GESI-responsive M&E:** • Existence of a comprehensive GESI framework within operational guidelines. • Number of stakeholders, including marginalised groups, involved in the consultation process. • Alignment of standards and guidelines with international GESI practices and norms. **Establish a modern information management system with gender-disaggregated data:** • Proportion of data sets that are disaggregated by gender and other relevant categories. • Number of GESI related indicators included in the digital M&E system. • Usage rates of the digital M&E system for tracking GESI-related outcomes. **Build the capacity of staff to mainstream gender considerations into M&E processes:** • Percentage of M&E staff who have attended at least one GESI-related training in the past year. • Number of GESI-related resources and tools distributed or made available to M&E staff. • Percentage of capacity-building participants who demonstrate improved skills or knowledge in GESI integration after training. **Build national capacity for gender-sensitive M&E:** • Existence of national policies and frameworks that support gender-sensitive M&E. • Number of partnerships with local and international organisations for GESI capacity building. • Sustainability plans or initiatives in place to maintain and expand gender-sensitive M&E practices. • Progress in national GESI-related indicators because of improved M&E practices.

15. Development Plan Monitoring and Evaluation Chief Executive Office

Key roles and responsibilities	Prepare M&E framework for the implementation of the national development plan which ensures transparency and accountability and monitor the implementation of the national development policy, plan, programmes and projects in accordance with the set procedure. Ensure that major results and

	achievements expected from the national development goals are achieved. Conduct evaluations and studies on selected development programmes and projects to generate knowledge and input for the preparation and effective implementation of new development policies, strategies, plans and programmes. Monitor the implementation of international, continental and sub-continental development agendas that the country has ratified, to ensure their effectiveness and to monitor regional, continental and international situation and analyse their positive and negative effects on national development activities and generate recommendations. Enable the government to make decisions on national development policies and strategies based on clear evidence.
Key GESI issues	• Lack of disaggregated data for gender and other vulnerable groups across sectors, which makes it difficult to assess whether development interventions are reaching different groups equally or if there are disparities in access and outcomes**.** • Insufficiently thorough GESI analysis in evaluations and studies conducted on development programmes and projects to understand how interventions are affecting different vulnerable groups including women, which leads to specific needs, challenges and opportunities being overlooked. • The M&E framework for national development plans is weak in identifying and integrating specific indicators related to GESI, which are necessary for assessing progress in addressing the needs and rights of marginalised populations. • Staff involved in M&E of national development plan may lack the necessary skills and training to conduct gender-sensitive analysis and incorporate social inclusion perspectives into their assessments.
Actions for enhancing GESI integration	• Develop a GESI-responsive M&E framework for national development plans. • Integrate GESI-disaggregated data collection and analysis into the M&E framework to ensure that the impacts of policies and programmes on both genders and other vulnerable groups are systematically assessed. • Provide training and capacity building opportunities for M&E staff on GESI concepts, methods and tools. • Ensure that the implementation of national development plans promotes gender equality, women's empowerment and social inclusion.

	• Evaluate the impacts of development programmes and projects on men, women, PwDs and other vulnerable groups to inform future planning. • Monitor the implementation of international and regional GESI commitments and integrate GESI perspectives into policy decision-making processes. • Provide evidence-based recommendations to promote gender equality, women's empowerment and social inclusion issues in national development policies and strategies.
Checklist	**Develop a GESI-responsive M&E framework for national development plans:** • Does the framework include specific objectives and goals related to GESI? • Are GESI indicators integrated into the overall M&E framework? • How are marginalised groups involved in the development of the framework? **Integrate GESI-disaggregated data collection and analysis into the M&E framework to ensure that the impacts of policies and programmes on both genders and other vulnerable social groups are systematically assessed:** • Are all data collection tools designed to capture GESI-disaggregated data? • How is GESI-disaggregated data used in the analysis of policy and programme impacts? • Are there mechanisms in place to ensure data quality and accuracy in GESI-disaggregated data collection? **Provide training and capacity building opportunities for M&E staff on GESI concepts, methods, and tools:** • What training programmes are in place for M&E staff on GESI concepts and methods? • How frequently are training sessions conducted? • How is the effectiveness of these training programmes evaluated? **Ensure that the implementation of national development plans promotes gender equality, women's empowerment and social inclusion:** • How are gender equality, women's empowerment and social inclusion goals integrated into the implementation plans?

	• What mechanisms are in place to monitor and report on GESI outcomes during implementation? • Are there specific programmes or initiatives targeting women's empowerment and social inclusion? **Evaluate the impacts of development programmes and projects on men, women, PwDs and other vulnerable groups to inform future planning:** • Are there established criteria for evaluating the GESI impacts of programmes and projects? • How are evaluation findings used to inform future planning and policymaking? • Are there regular evaluations and follow-up actions based on the findings? **Monitor the implementation of international and regional GESI commitments and integrate GESI perspectives into policy decision-making processes:** • How are international and regional GESI commitments integrated into national policies? • What processes are in place to monitor compliance with these commitments? • How is progress towards these commitments reported and communicated? **Provide evidence-based recommendations to promote gender equality, women's empowerment and social inclusion issues in national development policies and strategies:** • How is data used to develop recommendations for promoting GESI issues? • What forums or platforms are available for presenting these recommendations to policymakers? • How are recommendations tracked and evaluated for their impact?
Indicators	**Develop a GESI-responsive M&E framework for national development plans:** • Number of GESI-specific objectives included in the framework. • Percentage of GESI indicators out of total indicators in the framework. • Extent of participation of marginalised groups in the framework development process (e.g., through consultations or advisory roles).

	Integrate GESI-disaggregated data collection and analysis into the M&E framework to ensure that the impacts of policies and programmes on both genders and other vulnerable groups are systematically assessed: • Proportion of data collection tools that capture GESI-disaggregated data. • Number of reports and analyses that include GESI-disaggregated data. **Provide training and capacity building opportunities for M&E staff on GESI concepts, methods and tools:** • Number of training sessions conducted on GESI concepts, methods and tools. • Percentage of M&E staff who have completed GESI training. • Participant feedback and performance improvement metrics following training. **Ensure that the implementation of national development plans promotes gender equality, women's empowerment and social inclusion:** • Number of implementation plans with integrated gender equality, women's empowerment and social inclusion goals. • Frequency and quality of reports on GESI outcomes. • Number and scope of initiatives specifically targeting women's and vulnerable groups' empowerment. **Evaluate the GESI impacts of development programmes and projects to inform future planning:** • Presence of GESI impact evaluation criteria in project evaluations. • Number of evaluation reports that include GESI impact assessments. • Number of policy adjustments or new initiatives developed in response to evaluation findings. **Monitor the implementation of international and regional GESI commitments and integrate gender perspectives into policy decision-making:** • Number of international and regional GESI commitments integrated into national policies. • Frequency and comprehensiveness of monitoring reports on GESI commitments.

	Provide evidence-based recommendations to promote gender equality and women's empowerment in national development policies and strategies. • Number of evidence-based recommendations developed for GESI. • Number of presentations or policy briefs shared with decision-makers. • Follow-up reports on the implementation and impact of the recommendations.

16. Chief Executive Office of Environmental and Climate Change Policy, Strategy Analysis and Inclusive Implementation

Key roles and responsibilities	Lead the coordination and support for the preparation and implementation of environmental and climate change policies, strategies, standards and laws. This involves developing guidelines and frameworks, conducting research and providing guidance for integrating environmental and climate change considerations into national and sectoral development plans. The sector coordinates the development of mainstreaming guidelines, assesses the impact of initiatives, ensures regional and city plans align with national policies, and supports the creation of an integrated M&E system. Additionally, the sector leads resource sourcing, develops competitive climate change projects, promotes green technologies and supports capacity building. It also leads the country's participation in international environmental agreements, coordinates partnerships and develops legal frameworks for carbon market development.
Key GESI issues	• Women, youth, and other marginalised groups may not be adequately represented and consulted on the design and implementation of key environment and climate change policies, strategies and programmes or related decision-making processes, leading to their voices and concerns being overlooked. • Sectoral ministries may not have the required skills and capacities to address the distinct needs of women, and marginalised groups such as youth and PwDs. • Women and marginalised groups may encounter obstacles in accessing green technologies and financial opportunities that are critical for climate adaptation and mitigation efforts. This could limit their ability to benefit from and contribute to climate-related initiatives.

	• Inadequate consideration of gender and social inclusion in policies, strategy and programme development: Current environmental and climate change policies, strategies and programmes lack a focused analysis of how environment and climate change affect different genders and social groups. This could result in programmes and strategies that do not fully address the specific needs and challenges faced by these groups, which could potentially lead to inequitable outcomes. • There is a shortage of data disaggregated by gender, age, disability and other social factors. Such data is essential for understanding the unique needs and vulnerabilities of diverse groups and for developing policies
Actions for enhancing GESI integration	• Ensure that all climate change policies, strategies, standards, guidelines and laws are developed with a GESI perspective: o Conduct comprehensive gender and social inclusion analyses during policy development process. o Provide guidelines and frameworks to sector ministries on integrating GESI considerations into their climate change-related policies and strategies. • Develop and deliver GESI-focused capacity-building programmes for sector ministries and stakeholders: o Ensure the functionality of the national GESI in the climate change community of practice o Establish regional GESI in the climate change community of practice o Offer regular training sessions on GESI principles and practices in the context of climate change. o Facilitate knowledge-sharing and best practices on GESI mainstreaming across sector ministries. • Ensure the representation of women, marginalised communities and other vulnerable groups in all climate change-related decision-making bodies and processes: o Promote inclusive participation by setting quotas or targets for the involvement of under-represented groups.

	○ Support the establishment of GESI advisory committees within sector ministries to provide ongoing input and feedback. • Develop a comprehensive M&E framework that includes GESI indicators: ○ Mandate the collection and analysis of disaggregated data (e.g. by gender, age, disability) to inform climate change policies and strategies. ○ Conduct and support research on the differential impacts of climate change on various social groups. ○ Disseminate research findings to develop targeted interventions that address the specific needs and vulnerabilities of these groups. ○ Regularly assess the impact of climate change policies and programmes on both genders and social groups. ○ Ensure that findings from GESI M&E are used to refine and improve policies and strategies. • Advocate for and ensure the allocation of resources to support GESI initiatives within climate change programmes: ○ Develop mechanisms to ensure equitable access to financial opportunities, green technologies and resources for women and marginalised groups. ○ Provide targeted support and incentives to remove barriers and enhance access for these groups. • Establish partnerships with organisations and stakeholders focused on GESI. • Conduct public awareness campaigns to highlight the importance of GESI in climate change: ○ Advocate for GESI considerations at national and international climate change forums. ○ Promote the visibility of successful GESI initiatives and share best practices to encourage wider adoption.

	• Hire GESI expert within the Chief Executive Office of Environmental and Climate Change Policy, Strategy Analysis and Inclusive Implementation in MoPD to coordinate and support GESI-mainstreaming efforts.
Checklist	**Ensure that all climate change policies, strategies, standards, guidelines and laws are developed with a GESI perspective:** • Have all climate change policies and strategies been reviewed to ensure they incorporate a GESI perspective? • Was a gender and social inclusion analysis conducted during the policy development process? • Are there clear guidelines and frameworks provided to sector ministries for integrating GESI into their climate change policies? **Develop and deliver GESI-focused capacity-building programmes for sector ministries and stakeholders:** • Have GESI-focused capacity building programmes been developed for sector ministries? • Are regular training sessions on GESI principles and practices being offered? • Is the national GESI in the climate change community of practice functioning as per its terms of reference? • Are there functional GESI in the climate change community of practice in the regions? • Is there a mechanism for sharing knowledge and best practices on GESI mainstreaming across ministries? **Ensure the representation of women, marginalised communities and other vulnerable groups in all climate change-related decision-making bodies and processes:** • Are women, marginalised communities and vulnerable groups adequately represented in climate change-related decision-making bodies? • Are there quotas or targets in place to ensure inclusive participation of under-represented groups? • Have GESI advisory committees been established within sector ministries? **Develop a comprehensive M&E framework that includes GESI indicators:**

	• Is data being collected and analysed in a disaggregated manner (e.g. by gender, age, disability) to inform climate change policies? • Has research been conducted on the differential impacts of climate change on various social groups? • Are the findings from research being used to develop targeted interventions for these groups? • Does the M&E framework include specific GESI indicators? • Are regular assessments conducted to evaluate the impact of climate change policies on both genders and different social groups? • Are the findings from GESI M&E being used to refine policies and strategies? **Advocate for and ensure the allocation of resources to support GESI initiatives within climate change programmes:** • Are resources allocated to support GESI initiatives within climate change programmes? • Have strategies been developed to ensure equitable access to financial opportunities, green technologies and resources for women and marginalised groups? • Are there targeted support mechanisms or incentives in place to remove barriers for these groups? **Establish partnerships with organisations and stakeholders focused on GESI:** • Have partnerships been established with organisations focused on GESI? • Is there active collaboration with civil society, academia and international organisations to integrate GESI considerations into climate change initiatives? **Conduct public awareness campaigns to highlight the importance of GESI in climate change:** • Are public awareness campaigns being conducted to highlight the importance of GESI in climate change? • Is the MoPD advocating for GESI considerations in national and international climate change forums? • Are successful GESI initiatives being promoted, and best practices shared to encourage wider adoption?

	Hire GESI expert within the Environmental and Climate Change Policy, Strategy Analysis and Inclusive Implementation Chief Executive Office in MoPD to coordinate and support GESI-mainstreaming efforts. • Has a dedicated GESI expert emplaced within the MoPD? • Is the Environmental and Climate Change Policy, Strategy Analysis and Inclusive Implementation CEO in the MoPD providing leadership and guidance to sector ministries on implementing GESI-responsive policies?
Indicators	**Ensure that all climate change policies, strategies, standards, guidelines and laws are developed with a GESI perspective and adequate budget is allocated for GESI related activities:** • Percentage of existing climate change policies, strategies, standards, programmes, guidelines and laws that reviewed to strengthen their GESI considerations. • Percentage of new policies, strategies, guidelines and programmes informed by findings of gender and social inclusion analyses. • Existence of sector specific guidelines and frameworks for GESI integration in policy, strategy and programme development provided to sector ministries. • Existence of comprehensive GESI framework to guide policy, strategy and programme appraisal, and implementation progress review. • Percentage of climate change policies and programmes with workplans and budgets incorporating activities that are explicitly targeted for the empowerment and benefit of women and disadvantaged groups **Develop and deliver GESI-focused capacity-building programmes for sector ministries and stakeholders:** • Number of GESI-focused capacity-building programmes developed and implemented. • Percentage of sector ministry staff trained in GESI principles and practices related to climate change. • Number of knowledge-sharing sessions or best practices exchanges on GESI mainstreaming. **Ensure the representation of women, marginalised communities and other vulnerable groups in all climate change-related decision-making bodies and processes:**

	• Percentage of women, marginalised communities and vulnerable groups represented in decision-making bodies. • Number of GESI advisory committees established within sector ministries. **Develop a comprehensive M&E framework that includes GESI indicators:** • Percentage of climate change-related programmes include GESI-specific indicators in the M&E framework • Percentage of climate change-related programmes reporting data disaggregated by gender, age, disability and other social variables. • Number of research studies conducted on the differential impacts of climate change on various social groups. **Advocate for and ensure the allocation of resources to support GESI initiatives within climate change programmes:** • Percentage of budget allocated to support GESI initiatives within climate change programmes. • Number of mechanisms in place to ensure equitable access to financial opportunities, green technologies, and resources. • Percentage of women and marginalised groups accessing financial opportunities and green technologies. • Number of targeted support programmes or incentives provided to women and marginalised groups. **Establish partnerships with organisations and stakeholders focused on GESI:** • Number of partnerships established with organisations focused on GESI. **Conduct public awareness campaigns to highlight the importance of GESI in climate change:** • Number of public awareness campaigns conducted on the importance of GESI in climate change. • Number of advocacy efforts for GESI at national and international climate change forums.

	• Number of GESI success stories or best practices shared and promoted. **Hire GESI expert within the Chief Executive Office of Environmental and Climate Change Policy, Strategy Analysis and Inclusive Implementation in MoPD to coordinate and support GESI-mainstreaming efforts.** • Presence of a dedicated GESI expert within the CEO. • Percentage of sector ministries receiving leadership and guidance from the Environmental and Climate Change Policy, Strategy Analysis, and Inclusive Implementation CEO in the MoPD on implementing GESI-responsive policies.

17. Chief Executive Office for Demographic and Development Affairs

Key roles and responsibilities	The CEO will ensure that national population growth is aligned with economic growth, thereby driving the country's economic and social development. This role involves preserving the demographic legacy to make substantial contributions to the national development agenda, focused on improving living standards and social welfare. The CEO will develop and implement national policies, strategies and legislation that support the national development agenda, ensuring alignment with demographic and human capital development objectives. Additionally, the CEO will oversee the management of development goals, as well as international demographic and development agreements and agendas, while enhancing institutional capacity to effectively coordinate demographic and development issues.
Key GESI issues	• Policies, strategies and legislation may not fully consider the needs of women, marginalised groups and other vulnerable populations, leading to unequal benefits from demographic and economic growth.
Actions for enhancing GESI integration	• Ensure that all national policies, strategies, and legislation developed under the CEO's guidance explicitly include GESI considerations and ensure that these considerations are translated into annual action plans and are adequately budgeted for.

	• Conduct GESI analyses during the policy development process to identify and address the needs of women, marginalised groups and other vulnerable populations.
Checklist	**Ensure that all national policies, strategies, and legislation developed under the CEO's guidance explicitly include GESI considerations and ensure that these considerations are translated into annual action plans and are adequately budgeted for:** • Have GESI analyses been conducted during the development of national policies, strategies, and legislation, with integrated GESI activities properly costed and budgeted for? **Conduct GESI analyses during the policy development process to identify and address the needs of women, marginalised groups and other vulnerable populations:** • Do the policies explicitly address the needs and vulnerabilities of women, marginalised groups and other vulnerable populations?
Indicators	**Ensure that all national policies, strategies and guidelines developed under the CEO's guidance explicitly include GESI considerations and ensure that these considerations are translated into annual action plans and are adequately budgeted for:** • Percentage of national policies, strategies and guidelines that include GESI considerations. • Percentage of national policies and programmes developed under the CEO that include workplans and budgets with activities explicitly targeted at empowering and benefitting women and disadvantaged groups. **Conduct GESI analyses during the policy development process to identify and address the needs of women, marginalised groups and other vulnerable populations:** • Number of policies, strategies and guidelines that have undergone GESI analysis during development.

Annex One: Situation of Women, Children and PwDs in Ethiopia[4]

Ethiopia has made significant strides in advancing gender equality and women's empowerment across various fronts. According to the World Economic Forum's Global Gender Gap Report (GGGR), Ethiopia's gender gap index improved from 0.65 in 2018 to 0.71 in 2020, with a ranking of 82 out of 153 countries, placing it among the top 5 most-improved nations in 2019. Noteworthy advancements have been made in the social and leadership dimensions, with women assuming top positions within the government.

Ethiopia has made enormous strides in improving access to education for boys and girls at all levels, increasing net primary enrolment rates from 51 per cent in 2003/04 to 95 per cent in 2016/17 and 86.4 per cent per cent in 2020/21. Progress has also been made in promoting gender equality within the education system, with a 0.96 GPI (Gender Parity Index). However, Ethiopia is far from achieving gender parity in education, with significant differences between urban and rural areas and by region due to many challenges in retention, graduation rates, and significant gender disparities in secondary, tertiary and upper TVET. The country has made important strides toward improving the health status of its population. In 2003, it introduced the Health Extension Programme (HEP), an innovative approach to address basic health service needs through community health posts that provide primary-level preventive services.

Ethiopia has also made advances in healthcare financing reforms. In the past two decades, Ethiopia's health expenditure grew in absolute and per capita terms from $4.5 in 1995 to $28.65 in 2013. Despite these achievements, Ethiopia's population continues to be overburdened by both communicable and non-communicable diseases, with children and women of reproductive age disproportionately affected, including challenges in maternal care and family planning services, as further discussed in the health section. GBV and bodily integrity. GBV is a serious problem in Ethiopia, with 23 per cent of women having experienced physical violence and 10 per cent having experienced sexual violence in their lifetime. The government of Ethiopia has taken steps to address GBV including enacting laws and policies, establishing special courts, and providing comprehensive and free legal aid services. Most recently, a new National Policy on GBV prevention and response has been drafted and is awaiting approval. However, significant gaps remain in the legal framework including implementation and enforcement. Harmful traditional practices, such as child marriage and female genital mutilation (FGM), are also widespread in Ethiopia. The government has pledged to end child marriage by 2025, but progress has been slow. Though FGM is less common today, it is still a serious problem. The main causes of GBV and harmful traditional practices in Ethiopia are social, cultural, and religious norms.

Women in Ethiopia face significant barriers to full and equitable economic participation. They experience high unemployment rates, are less likely to be paid for their work than men and are concentrated at the lower end of manufacturing and other value chains. Women dominate the informal private sector micro-enterprises play an important survival strategy. According to the World Bank,

[4] Directly taken from a Country Gender Profile: Federal Democratic Republic of Ethiopia: Un Women and African development Bank Group

gender gaps in hourly wages, agricultural productivity, and business sales cost the Ethiopian economy an annual loss of $3.7 billion of GDP in 2019. Several composite scores attempt to measure the state of gender equality in the economy. The African Development Bank, for example, developed the Africa Gender Index in three areas: Social, Economy and Empowerment. The economic dimension measures gender inequalities in labour market participation, wages and incomes, business ownership and access to productive resources. Ethiopia's AGI score on the Economic dimension is 0.54, indicating that the country has a long way from parity and that Ethiopian women continue to be disadvantaged, compared to their male counterparts, to benefit from full and equal participation in the economy.

Progress has been made in promoting women into leadership positions over the last few years with the appointment of a female President Head of State in 2018, a female president of the Supreme Court, a Female Attorney General (resigned in 2023), and a chairperson of the National Electoral Board of Ethiopia (resigned in 2023). Despite this progress, however, women's representation in leadership positions in government, private sector and education remains low in Ethiopia. The Voluntary National Review (VNR) of Ethiopia indicates that as of October 2021, women held only 8 out of 22 (36 per cent) ministerial positions and 33 per cent of the cabinet positions - a regression from the parity achieved in 2018. Systemic barriers prevent women from participating in decision-making and reaching positions of influence, discussed in some detail in the Gender and Leadership section of this report.

According to Household Consumption Expenditure Survey (HCES) data from 2015/16, nearly 7.8 mil-lion people in Ethiopia (9.3 percent of the country's total population) are estimated to live with some form of disability. Of these, up to 2.2 million people (2.4 percent) have very profound difficulties. On the other hand, as stated by the World Report on Disability (2011), there are an estimated 15 million children, adults and elderly persons with disabilities in Ethiopia, representing 17.6 percent of the population.

In Ethiopia, persons with disabilities face disadvantages across various aspects of life, but the extent of those constraints is not well understood. For instance, children with disabilities are much less likely to start school than their peers without disabilities. Survey data from the HCES 2015/16 indicates that 43 percent of school-age children with disabilities have never attended school, compared with an overall average of 22 percent. UNICEF's study (2020) stated that disabled children have a 23-percentage-point higher likelihood to be deprived in education compared to their peers. Similarly, Persons with disabilities and their households are more likely to live in poverty compared with the rest of the population; in urban areas, the extreme poverty rate is 41 percent higher among people with disabilities than among their non-disabled counterparts. Women with disabilities are even further disadvantaged. However, the limited availability of disability indicators in existing surveys hinders our understanding of the constraints they face and how to best address them[5]. PWDs are less likely to participate in the labour market than those with no disability. In 2013, the la-bour force participation rate for PWDs was only 56% compared to 85% for those with no disability. Women with disabilities are particularly disadvantaged as their

[5] World Health Organisation. (2018). World Report on Disability

participation rate was only 47%. Similarly, PWDs experience significant disparities in the employment rate as well when compared to per-sons with no disability (54% vs 81%). More than 90% of PWDs work in the informal sector with meagre earnings and with no social and legal protections.

Climate change is significantly impacting Ethiopia, with more frequent and severe droughts, floods, and crop failures. These climate-induced disasters have a disproportionate effect on women and girls, who are more likely to be displaced, and often face challenges in accessing food, water, shelter, and healthcare. Moreover, women are worse affected when natural resources dwindle since they are the primary providers of water, fuel wood, and medicinal herbs. Despite being most severely impacted, Ethiopian women are seldom represented in dialogues and decision-making bodies on climate change.

After about 30 years of relative peace and security, Ethiopia is currently experiencing a period of conflict and insecurity on multiple fronts. This includes a series of ethnically motivated violent events and political upheaval, which has led to high death tolls and turned Ethiopia into one of the largest humanitarian and internally displaced persons (IDPs) crises in the world. Women, men and children act and are affected differently in periods of conflict and post-conflict settings. The conflict in the northern part of Ethiopia, for example, has negatively affected access to resources, education, employment opportunities, basic health services and protection of basic human rights. It has further subjected women and men to violence and harmful traditional practices. Despite baring a heavy burden during conflict, women are generally excluded from ongoing peace processes in Ethiopia. Like many other societies, Ethiopia has deeply entrenched patriarchal norms and structures that limit women's access to decision-making, resources and opportunities. While women seem absent in the national peacebuilding process and negotiation spaces, Ethiopian women have been playing an increasingly important role in UN peacekeeping operations. In 2022, over 2,000 Ethiopian women were serving in UN peacekeeping missions worldwide. This represents a significant increase from the number of Ethiopian women serving in UN peacekeeping missions in 2010, which was just over 500.

Annex Two: Policy, Legal and Institutional Framework for Gender Equality[6]

International Commitments

The Government of Ethiopia is a signatory to several international conventions and protocols that promote gender equality and equity. Ethiopia signed the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)in 1981. Adopted in 1979 by the UN General Assembly, CEDAW requires signatories to strive towards eliminating all forms of discrimination against women. Ethiopia has also adopted the Beijing Platform for Action and Beijing+ was launched at the Fourth World Conference on Women in September 1995. The conference resulted in a comprehensive set of actions that would make the world an equitable place for women and girls. In 2004, Ethiopia became a signatory to the Maputo protocol (the African charter on human and peoples' rights on the rights of women in Africa) with some reservations related to marriage and inheritance. The protocol guarantees comprehensive rights to women, including the right to take part in the political process, the right to social and political equality with men, the right to control their reproductive health and an end to female genital mutilation. In securing economic rights, Ethiopia committed to honouring the Maya declaration in 2011, which promotes financial inclusion. Ethiopia has also demonstrated an unwavering commitment to achieving the Sustainable Development Goals (SDGs), which includes a specific goal on gender equality - SDG5. Ethiopia has recognised the transformative potential of the agenda to eradicate poverty, reduce inequality and build a sustainable future for all. It has proactively integrated and aligned the SDGs with the Ten-year Development Plan (TYDP, 2021 to 2030) to ensure that the goals are mainstreamed across all sectors of the economy.

National Legal and Policy Framework

On the National front, the Ethiopian Government has made significant progress in internalising its international and regional commitments through national laws and policy frameworks that promote gender equality and equity. To name a few, the National Policy on Women (known as the Women's Policy) was introduced in 1993 by the Ethiopian Government to demonstrate its dedication to the advancement of women. The Women's Policy aims to establish gender-sensitive government structures to promote the political, economic and social rights of women and ensure equal development opportunities for both genders. This policy is currently being reviewed and updated to a more comprehensive policy called the Gender Equality and Women's Empowerment Policy. The Ethiopian Constitution (1994) includes provisions on gender equality and women's rights, including the right to education, equal participation in political, economic and social life. It includes stipulations for affirmative action to fight prevailing inequalities and level the field for women and girls. The 2000 revision of the family code establishes equality between men and women, which is a major departure from the 1960 Family Law, which placed women subordinate to men and defined women's roles as complementary and supplementary to men's roles. It elevated the legal age for marriage from 15 to 18

[6] Directly taken from a Country Gender Profile: Federal Democratic Republic of Ethiopia: Un Women and African development Bank Group

years. It also made significant gains in the protection of women's economic rights by giving women who have been in a union with a partner for three years or more to share any assets that the household had accumulated. It should be noted that not all regional governments (Afar and Somali) have aligned their regional Family Laws to federal law. In 2005, revisions were also made to the 1949 Criminal Code to align with international and regional instruments. Domestic violence was criminalised, removing the clause that entitled men to discipline their wives in certain conditions. The revised criminal code also criminalises rape, female gentile mutilation/ cutting, abductions and early marriage, which is a landmark gain for women and girls in Ethiopia. Other reforms and proclamations that demonstrate the government's commitment to gender equality include:

- Proclamation No. 1064/2017 on federal civil servants which provides for the prohibition of sexual harassment.
- Proclamation No. 923/2016 on overseas employment protects the rights, safety and dignity of Ethiopians who take up employment abroad.
- Proclamation No. 943/2016 on the establishment of the Federal Attorney General of Ethiopia, which covers the provision of free legal services to women who do not have sufficient resources.
- Proclamation No. 970/2016 on the amendment of the Proclamation on the Federal Government of Ethiopia's financial administration, which integrates a gender perspective into the preparation of the budget programmes (NEWA Report).
- Rural Land Administration and Land Use Proclamation No. 456/2005 Art. 78.

The "Ten-year perspective plan – the pathway to prosperity", a continuation of the Growth Transformation Plan (GTP) I & II, also highlights key reform areas for women's equal participation in education, social sectors, leadership and decision-making power and overall development of the country. In the education sector, the government has implemented policies such as the Education and Training Policy and the Education Sector Development Programme V to increase access to education for girls and women. These policies and programmes have included initiatives like providing free education for girls up to grade eight and expanding access to secondary education for girls. The government has focused on improving maternal and child health outcomes in the health sector by implementing policies such as the Health Sector Development Programme IV and Health Sector Transformation Plan. These policies aim to expand access to reproductive health services and increase the number of health facilities in rural areas. The government has also implemented programmes such as the Micro and Small Enterprises Development Strategy, and Agricultural Growth Programme I and II, to promote women's entrepreneurship and increase their participation in the formal economy across sectors. These programmes include initiatives such as providing microfinance loans and setting targets for the representation of women in the public and private sectors.

The National Plan of Action for the Inclusion of Persons with Disabilities (2012-2021) is an important framework that makes disability issues part of the core activities of all government organs. At least 1 of the 13 objectives is focused on the full participation and equality of women with disabilities. The

Right to Employment of Persons with Disability Proclamation No. 568/2008 gives equal rights to employment without any discrimination to Persons with Disability. Documents, such as Growth and Transformation Plan I and II and the Ethiopian constitution (Article 41(5)), also recognise the need to address disability and the rights of people with disability to achieve development within the country.

Institutional Framework

Several institutions in Ethiopia work towards promoting gender equality and women's empowerment. Established in 2014, the Ministry of Women and Social Affairs is the primary coordinator of the gender machinery in Ethiopia. The government has institutionalised gender priorities by establishing Gender Directorates within every line Ministry accountable to the ministries they serve and the Ministry of Women and Social Affairs. The Ministry has regional and subregional offices with gender focal points to the lowest administrative unit, Kebele, which indicates the Government's commitment to implementing the women's policy and attaining gender parity. At the federal level, the Ministry is mandated to coordinate and implement gender mainstreaming policies and programmes. The Ministry also oversees the National Action Plan on Gender Equality and advocates for women's rights and empowerment.

Annex Three: First Year Action Plan to initiate the use of the GESI Mainstreaming Guideline (to be filled by MoPD)

Key Actions	Specific Activities	Responsible CEO	Timeline	Budget
Secure Approval of the GESI Mainstreaming Guideline	Organise consultative meetings with experts to present the guideline and gather their input and support.			
	Prepare a concise brief that outlines the importance, objectives, and expected outcomes of the GESI mainstreaming guideline. This brief should highlight how the guideline aligns with align with the Ministry's goals and strategic priorities, and national and international commitments to gender equality and social inclusion as well.			
	Conduct roundtable discussions leadership to address any concerns or suggestions they may have, ensuring buy-in from all levels of the Ministry.			
	Follow the official process for the guideline approval within the Ministry			

Raise Awareness on GESI Mainstreaming Guideline	Develop and launch a comprehensive awareness campaign within the Ministry to educate staff about the importance of GESI mainstreaming, roles to play and about the mainstreaming guideline. Use various communication channels such as emails, newsletters and so on to disseminate information.			
	Organise awareness-raising workshops and seminars for Ministry staff at all levels to introduce the GESI mainstreaming guideline. These sessions should emphasise the role of each department and individual in implementing the guideline.			
	Conduct targeted briefings for CEOs and senior leadership to ensure they understand their specific roles and responsibilities in implementing the GESI guideline. Emphasise the strategic importance of GESI for achieving the Ministry's goals.			
	Identify and train GESI champions within different departments who can advocate			

	for and lead the implementation of the guideline in their respective areas.			
Build Skills for GESI Implementation	Assess capacity development needs of the CEOs to use the gender mainstreaming guideline.			
	Develop and deliver targeted training programmes on GESI issues and the practical application of the GESI mainstreaming guideline. Tailor the training to different CEOs.			
	Create and distribute simplified versions of the guideline that staff can use to integrate GESI into their daily work.[7]			
Facilitate prioritization of actions for each CEO	Develop criteria for prioritizing actions.			
	Design a template which includes timeline for CEOs to capture the prioritized actions for one year, ensuring the CEO can monitor implementation effectively.			
	Prepare a one-year action plan.			

[7] It will be important, down the line, for the very specific guidelines that the guideline proposes to be produced for each CEO to have their own simplified guidelines document produced, too, for ease of daily reference. E.g. simplified well communicated highly accessible guidelines (separately) for: GESI-responsive communications guidance; reporting sexual harassment in the workplace; producing a GESI-responsive policy, strategy, workplan and budget, etc.

Monitoring and Feedback Mechanisms	Establish a GESI advisory committee comprised from different CEOs' leadership which will meet biannually to review the progress of the implementation of the mainstreaming guideline			
	Conduct quarterly assessment of the implementation progress of the mainstreaming guideline, identify challenges and provide solution and make necessary changes (including adjusting proposed initiatives and indicators)			