

GENDER STRATEGY

FOR ORGANIZATIONS AND AGENCIES UNDER THE AUTHORITY OF
THE MINISTER OF FINANCE OF MONGOLIA
(2016-2024)





MINISTRY OF LABOR AND
SOCIAL PROTECTION OF
MONGOLIA



NATIONAL COMMITTEE
ON GENDER EQUALITY



Japan
Fund for
Poverty
Reduction



*Published within the framework of the joint Mongolian Government and Asian Development Bank
“Gender-Responsive Sector and Local Development Policies and Actions” technical
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PREFACE

The Mongolian Law on Promotion of Gender Equality (LPGE) envisages the integration of measures towards ensuring gender equality in the country's socio-economic development guidelines as well as in the sector development policies and programs. And the Mid-Term Strategy on the implementation of the LPGE pointed out need of the line ministries in approving their sector-specific gender strategies and relevant action plans.

Following this provision, the Ministry of Finance (MoF) initiated mainstreaming gender concerns in the sector's policy planning and implementation processes in line with the sector's needs and specificities based on the "participatory gender assessment" conducted by the professional gender consulting team in 2015 with support and partnership of the Secretariat of the National Committee on Gender Equality (NCGE), United Nations Population Fund (UNFPA) and International Labor Organization (ILO).

Thus, the "Mid-Term Gender Strategy for Organizations and Agencies under the Authority of the Mongolian Minister of Finance" was developed and being implemented based on the participatory gender assessment approved the Finance Minister's Order #122 of 2016.

It is believed that meaningful implementation of the Gender Strategy that was developed in partnership with the professional team would be resulted in integrating gender-responsive methodologies in the sector policy planning and implementation processes, enhancing the participation of employees in the decision-making practices, encouraging transparency by enriching the organizational culture with values based on gender-equality principles and creating an enabling work environment where all employees enjoy satisfaction, confidence and assurance for their future.

One of critical principles of this strategy is to provide support towards leading the gender mainstreaming processes in the country's socio-economic development framework by delivering gender-responsive products and services based on strengthened capacities of the sector employees and their acquired knowledge and experiences.

We express our gratitude to the NCGE Secretariat, UNFPA and ILO worked in partnership for developing this Mid-Term Gender Strategy and the joint Mongolian Government and Asian Development Bank (ADB)'s "Gender-responsive sector and local development policies and actions" technical assistance project team for translation and publication of this gender policy in Mongolian and English languages.

STATE SECRETARY OF THE MINISTRY
OF FINANCE AND CHAIR OF THE GENDER
SUBCOUNCIL

S. NARANTSOGT

ORDER OF THE MONGOLIAN MINISTER OF FINANCE

April 5, 2016

No 122

City of Ulaanbaatar

On the Approval of the Document

Pursuant to the Mongolian Law on Promotion of Gender Equality (LPGE) and provision 2.5 of the Action Plan for the Mid-Term Strategy on Implementation of the LPGE, the Minister is ordering to:

One. Approve the mid-term “Gender Strategy for Organizations and Agencies under the Authority of the Mongolian Minister of Finance” (as to annex).

Two. The Gender Council at the Ministry of Finance, shall be responsible for the implementation and monitoring of the “Gender Strategy for Organizations and Agencies under the Authority of the Mongolian Minister of Finance”.

Minister of Finance (signature and stamp) B. Bolor

Annex to the Finance Minister's
Order 122 dated April 5, 2016

**The Mid-Term Gender Strategy for Organizations and Agencies under the
Authority of the Minister of Finance of Mongolia
2016-2024**

ABBREVIATIONS:

| | |
|--------------|--|
| AM | Academy of Management |
| BMRMD | Budget Monitoring and Risk Management Department |
| CSC | Civil Service Council |
| CSCB | Civil Service Council Branch |
| CSO | Civil Society Organization |
| GACT | General Authorities of Customs and Taxation |
| IAMED | Internal Audit, Monitoring and Evaluation Division |
| LPPD | Law and Procurement Policy Department |
| MoF | Ministry of Finance |
| NCGE | National Committee on Gender Equality |
| PAMD | Public Administration and Management Department |

1. RATIONALE FOR DEVELOPMENT OF THE GENDER STRATEGY AND CURRENT SITUATION

Rationale

Promotion of gender equality¹ is an important and imperative development objective, enabling women and men and different population groups to make their contributions to the country's development processes and benefit equally from gained achievements and wealth. Also, advancement of gender equality facilitates improved economic growth and assists in eradicating poverty. Gender inequalities continue to exist globally. In Mongolia these inequalities in social, cultural, political and economic spheres impede wellbeing and progress, not only at individual and family levels, but also negatively affect efficiency of actions at the sector level, impeding production of the national wealth, its adequate distribution and expenditures. Therefore, when the world community discussed the sustainable development goals 2030², it approved it unanimously inclusive of the goal promoting gender equality.

The Ministry of Finance of Mongolia is facilitating an enabling financial and budgetary environment towards improving living standards of the population and providing adequate financial management within the framework of its mission. The nation's Constitution and Mongolia's commitment to the international conventions, agreements and relevant legislations, such as the Law on Promotion of Gender Equality (LPGE) adopted in 2011, guarantee equal rights to Mongolian women and men and follow the principles of its public accountability line. Further, the Ministry of Finance issued a resolution to develop and implement a sector-specific gender strategy in organizations and agencies under the authority of the Minister of Finance.

The Gender Strategy is complimentary to missions and strategic objectives of the implementing organizations and agencies and in support of their action plans, namely, the budget reform policy, human resources development policy, concept of risk management system, by encouraging their result-based progress, based on the following legal and policy documents:

1. Article 5 of the LPGE on the gender equality principles and policies points out that "development policies shall be gender-responsive through mainstreaming of gender equality concepts in the laws, government policies, programs and projects" (5.1.4),
2. Article 16 of the LPGE on mandate of the Government with regard to promoting gender equality, stipulates the need in "incorporating gender equality promotion activities in the Economic and Social Development Guidelines and sector development policies and programs, introducing gender-responsive budgeting (GRB) system, approving and implementing gender equality programs and special measures described in the Article 7 of this Law and having sufficient financing approved for their implementation" (16.1.1),
3. Article 19 of the LPGE, on mandate of central and local government agencies with regard to ensuring gender equality states the need in "introducing a methodology on mainstreaming gender considerations in the local and sector policies, general planning, program and project implementation processes as well as conducting of gender-sensitive analysis by providing comments and reporting" (19.1.1),
4. Objective 6 of the Mid-Term Strategy and Action Plan on the Implementation of the LPGE (2013-2016) on the "introduction of gender-responsive budgeting (GRB) methodologies in the national integrated and local-level budgeting processes".

This document is in line with principles of the Beijing Platform for Action (BPFA) (1995) and Doha Declaration on Financing for Development towards engendering development policy, programs planning and funding processes taking into consideration different needs of women, men and various population groups by providing enough funding for meaningful implementation of the proposed programs as well as supportive to the implementation of the Sustainable Development Goal 5 on achieving gender equality and empowering all women and girls.

The Finance-Sector Gender Strategy was developed based on findings of the participatory gender audit (PGA) and three discussions held with participation of officials and staff members of the Ministry of Finance, General Authorities of Customs and Taxation (GACT). A working group was established by the Order 238 of the Minister of Finance in 2015 to develop a mid-term sector-specific gender policy with advisory support of the MoF Gender Council, its gender focal point (GFP), lead technical support by national gender experts and close cooperation with the UN Population Fund (UNFPA) Mongolia country office.

¹ Gender equality is achieved when women and men enjoy the same rights, participation and opportunities across all sectors of society and in their private lives and when the different aspirations and needs of women and men are equally valued and favored.

² UNGA Resolution 70/1 of September 25, 2015. Transforming our world: the 2030 Agenda for Sustainable Development.

Current situation:

The Ministry of Finance, General Authorities of Customs and Taxation (GACT) are exerting their efforts and implementing various actions facilitating improvement in living standards of the population within their specifically mandated areas and making their contributions towards enabling a socio-economic environment for promotion of gender equality. These institutions have welcomed the concept of promoting gender equality and are enthusiastic about endorsing of international and national-level gender equality related commitments, by making necessary organizational adjustments and changes, such as the setting up of the Gender Council for the sector with a gender focal point (GFP). The Ministry of Finance set up its Gender Council with an assigned GFP and the GACT have designated specialists who will be in charge of gender related matters.

However, insufficient knowledge and practical experience in mainstreaming the gender equality concept in sector development policy; planning, implementation, monitoring and evaluation processes, as well as lack of an adequate methodologies to do so, remain a challenge for these organizations and agencies. It is being complicated by not having indicators based on the needs of the particular organization, including its staff members and employees, their skills and capacities, that could be used for monitoring and evaluation purposes with regard to the organizational accountability on gender equality in a rational and balanced way. Lack of a methodology that would help analyze and consolidate sex-disaggregated data on employees and clients for use in policy planning processes, makes it difficult to engender development of policy and planning processes in the sector.

Currently, women make up a majority of the sector employees namely, 54.6% of the Ministry of Finance, 55% of the General Authority of Customs and 66% of the General Authority of Taxation respectively. However, this is contrasted with their share at decision-making levels, where men make up 77% of the Ministry of Finance management, while women's share at the local level taxation office management is 57%. This disproportionate gender situation at the management level has a negative effect on women's career promotion, assignment and training opportunities as well as on equal pay status according to findings of the participatory gender audit (PGA). For instance, an average salary gap of female employees at the Ministry of Finance is lower by 22%. This situation was mainly exacerbated by political influence and gender stereotyping.

The following issues have been observed in these organizations and agencies: an uneven distribution of workload between staff; inflexible work-life policies that do not take into account family responsibilities of employees and staff members' health related issues; family, child-care and child-health related problems; and security related issues, due to some existing rotational shiftwork schedules and conditions. There is no mechanism in place yet towards preventing any forms of discrimination and sexual harassment at work places, or for revealing and resolving similar problems. These issues may negatively impact on the employees' level of satisfaction and on their performance, morale and confidence. They may also incur a risk on the overall operations of organizations. Therefore, it is critical to promote gender equality within larger and more comprehensive frameworks.

Training on the gender responsive budgeting (GRB) has been conducted, related information being shared with employees of the Ministry of Finance and relevant guidelines are being integrated into the civil servants' training packages with assistance of partnering stakeholders. One of compelling development needs of the Ministry of Finance's leadership in creating an enabling legal and policy environment for GRB is to conduct systematic surveys and pilot actions beginning from primary units throughout its all organizations and agencies in order to introduce GRB methodology in the local, organizational as well as integrated state budgetary processes.

2. GENDER STRATEGY, ITS CONCEPT, SCOPE AND TIMEFRAME

Gender strategy concept:

The gender strategy to be implemented at the organizations and agencies under the authority of the Finance Minister will be complimentary to the mission, objectives and core activities of the sector, including the human resources development, taking into consideration different needs of women and men and promoting equal opportunities by using “Gender and Development” (GAD) approach.

The strategy is based on “gender mainstreaming” methodology, used for engendering policy planning and implementation processes, through developing knowledge and skills of individuals on gender equality and generating opportunities for them to be involved in developing policy planning processes.

Another important approach of the gender strategy towards building capacities of individuals, would be to enable them to learn synergizing, engendering their personal and professional life related activities. This would help change gender stereotypes that simply divide people into two groups, not taking into account multi-dimensional differences between women and men such as their age specifics, responsibilities within families, economic potentials, disability, ethnicity, religion and beliefs.

By engendering the policy planning and implementation processes of the organizations and agencies, the gender strategy would facilitate enrichment of the organizational culture, with elements of equal participation in decision-making processes and encouragement of transparency, so male and female employees would all have a happier, more stress free working environment, engendering confidence in their future and enthusiasm for making their work place a “family-friendly organization” and/or “learning organization”.

One of key principles of the strategy is to promote gender-responsive leadership, towards ensuring gender equality in social, cultural, political and economic spheres, through products and services of the organizations and agencies, and by strengthening gender-sensitive³ performance, capacities, knowledge and experiences.

Gender strategy scope:

This gender strategy is designed to be implemented at all organizations and agencies under the authority of the Finance Minister, for their employees. Besides being implemented directly at the Ministry of Finance, Customs and Taxation Authorities, the strategy will also support empowerment and capacity building of employees of the local finance and public finance units, along with support for their activities.

Clients, customers, partners and citizens of Mongolia, benefiting from activities of these organizations are beneficiaries of this strategy, as well as families and children of the employees who are particularly important.

Gender strategy implementation timeframe:

The Gender Strategy will be implemented in the following two phases:

Phase 1: 2016 - 2019 (4 years)

- Officials and employees of the sector organizations and agencies would have a common understanding on the gender equality policy objectives and ways of mainstreaming gender at the organizational, sector and national levels, as well, by the end of this phase, having learned methodology towards meaningfully introducing engendered policy planning and implementation processes;
- Capacities of using sex-disaggregated data and statistics for gender analysis will have been built and findings of gender analysis mainstreamed in the policy decision-making;
- Policies, programs and regulations of the organizations and agencies will have become gender-responsive and supporting indicators and criteria been introduced;
- Relevant officials and employees will have learned the GRB methodology and it will be pilot tested during budgetary processes of selected organizations and local units/branches.

³ Gender-sensitive - is a desire, knowledge and ability to acknowledge and recognize the factors that restricting women, men and social groups to participate and benefit equally from the gains of development based on their different needs.

Phase 2: 2020-2024 (5 years)

- The gender equality concept will have been introduced in the policy planning, implementation, monitoring and evaluation processes of organizations and agencies at all levels by the end of the Phase 2;
- Family-friendly, organizational, cultural values will have been cultivated and gender-responsive working conditions in place at the organizations and agencies;
- Sustainable mechanisms will have been set up for a balanced sex ratio at the management level of organizations and agencies and sex ratios improved in general.
- GRB methodology will have been introduced in most areas of the country and capacities in engendering of budgetary processes strengthened at the organizations and agencies implementing the strategy;
- The leadership, advisory and cooperation capacities of the Ministry of Finance will have been strengthened in the gender mainstreaming policy planning and implementation processes amongst the ministries and government agencies.

3. GENDER STRATEGY GOAL, PRIORITY OBJECTIVES AND MAIN DIRECTIONS OF ACTIVITIES

Goal of the gender strategy:

The goal of the gender strategy for organizations and agencies under the authority of the Minister of Finance of Mongolia is to provide support to the implementation of its mission through mainstreaming gender in the policy planning, implementation, monitoring and evaluation processes.

The following three priority objectives will be undertaken under gender strategy implementation:

1. Build capacities of the Ministry of Finance, General Authorities of Customs and Taxation to conduct gender analysis for gender-responsive policy planning processes
2. Make organizations and agencies under the authority of the Minister of Finance gender-responsive and inclusive work places
3. Introduce gender-responsive budgeting methodology in the budgetary processes under the authority of the Minister of Finance and some budget administrators

Priority objective 1. Build capacities of the Ministry of Finance and General Authorities of Customs and Taxation to conduct gender analysis for gender-responsive policy planning processes.

Main directions of activities:

1. Develop, test and carry out the gender training programs designed specifically for officers directly involved in gender related activities, as well as for all employees, by taking into account the organization's key focus areas, specificities and needs of female and male employees.
2. Establish a gender trainers team at the MOF composed of economists, financiers, customs and taxation experts who would be interested in gender training, by using their knowledge on the organizational specificities, relevant activities, thus strengthening their capacities.
3. Organize thematic gender training sessions step-by-step designed for relevant employees of the Ministry of Finance and Customs and Taxation authorities.
4. Build and strengthen the capacities to use gender analysis and studies in the policy planning processes.
5. Maintain and further develop partnership with the national and international organizations for acquiring needed knowledge, skills and experiences on gender mainstreaming for the Ministry of Finance and other related institutions.

Priority objective 2: Make the organizations and agencies under the authority of the Minister of Finance gender-responsive and inclusive work places

Main directions of activities:

1. Develop the structure/s in charge of mainstreaming gender in the policy planning, implementation and coordinating processes in the organizations and agencies under the authority of the Minister of Finance.
2. Use sex-disaggregated data/ information and gender analysis for the internal monitoring and risk assessment systems.
3. Facilitate balancing gender ratio among managers and decision-makers through systematic measures taken
4. Promote a gender-responsive and family-friendly organizational culture.
5. Facilitate improving the “work-life policy” of employees.
6. Organize activities aimed at reducing health risks among staff members in a gender-sensitive way.

Priority objective 3. Introduce gender-responsive budgeting methodology in the budgetary processes under the authority of the Minister of Finance and some budget administrator.

Main directions of activities:

1. Promote the skills and capacities for developing gender-responsive local, sector and national-level development policies and conducting gender-analysis on the synergy between the policy and budgetary processes.
2. Create an enabling legal and policy environment for gender-responsive budgeting processes.
3. Develop the gender-responsive budgeting methodology
4. Conduct necessary studies for introducing GRB and test the relevant methodologies
5. Provide budgetary support to gender-responsive national policy planning processes within the cooperation and partnership framework

4. GENDER STRATEGY IMPLEMENTATION, MANAGEMENT ARRANGEMENTS AND FUNDING

Gender strategy implementation and management arrangements

The Minister of Finance will approve the mid-term “Gender Strategy for Organizations and Agencies under the Authority of the Minister of Finance” and the Ministry of Finance will lead the implementation processes.

The Gender Council at the Ministry of Finance will develop and approve an annual work plan in line with the Gender Strategy implementation phase/s and if needed, reflect the required budget, responsible organizations, departments and divisions.

- The Public Administration and Management Department of the Ministry of Finance will provide coordination and management services towards implementation of the gender strategy in line with the Gender Council approved work plan.
- Gender focal points represented in the sector Gender Council will introduce the gender strategy annual work plan to the management of their respective Public Administration and Management Departments and disseminate it to relevant departments and divisions.
- In order to facilitate the full and timely implementation of the gender strategy, the heads of respective agencies may order to establish working group/s in charge of implementation of the gender strategy at the Public Administration and Management Departments.

Gender strategy funding

The expenditures required for the gender strategy implementation can be divided into a) capital and b) operational expenses as follows:

1. Capital expenses may include expenditures allocated for resolving the employees' social issues such as, improving working conditions, procurement of furniture, equipment and facilities needed for their offices and residences, repairing of pre-school institutions (kindergarten) in order to support the "work-life balance" policy and other related undertakings.
2. Operational expenses may include expenditures allocated for the implementation of concrete program, projects, gender-responsive policy planning and coordination activities that facilitate implementation of the mid-term "Gender strategy for organizations and agencies under the authority of the minister of finance" such as, organizing training sessions and advocacy activities, engendering of the organizational culture, making it more family-friendly, conducting gender studies and analysis in order to use its findings for policy planning processes, strengthening the needed capacities, taking measures on reducing health risks among employees and allocating needed funds for salaries, assignments, stationary, communications and other relevant operational expenses.

Funds needed for the gender strategy implementation will be covered by the following financial resources:

- Approved organizational annual budgetary resources
- Grants of international organizations designated for concrete programs and projects
- Donations and initiatives of employees for the implementation of the program and projects
- Other

All projects, programs and undertakings to implement the gender strategy should have been supported by approved budget.

5. GENDER STRATEGY IMPLEMENTATION, MONITORING, EVALUATION AND REPORTING

The gender strategy implementation, monitoring and evaluation processes will take place in order to facilitate full and timely implementation of the strategy, so that each staff and work team could benefit from the gains and progress and, prevented from problems, irregularity and failure as well as make needed changes, amendments and coordination into the gender strategy plan/s under unavoidable circumstances (Force Majeure).

The gender strategy implementation, monitoring and evaluation processes can be organized as follows:

- The gender strategy implementation progress and results indicators should be evaluated and assessed by the organizations, departments and divisions. The relevant statistical data, information and reports submitted by the units and organizations could serve as main criteria and indicators.
- The questionnaire-based evaluation on the gender strategy implementation can also be conducted among the employees through interviews organized with all employees and/or selected groups.
- Gender experts and specialized organizations may also conduct needed evaluation.

The evaluation of the mid-term gender strategy for organizations and agencies under the authority of the Minister of Finance will be conducted and the findings will be discussed two times based on the implementation phases as follows:

Phase 1: Monitoring and evaluation will be conducted by January 2020 and,

Phase 2: Monitoring and evaluation will be conducted by January 2025

The gender strategy monitoring and evaluation process can be planned for six months and yearly basis and organized by the Public Administration and Management Departments of each organization and agency. The results of the evaluation will be discussed and finalized by the sector Gender Council for further actions and reflecting the conclusions.

If needed, the Gender Council may set up an evaluation team to review and evaluate certain projects and program implementation.

The following units and employees will take part in the monitoring and evaluation processes:

1. Civil Service Council, branch
2. Public Administration and Management Department
3. Finance Division, Public Administration Management Department, MoF
4. Internal Audit, Monitoring and Evaluation Division, Budget Monitoring and Risk Management Department, Ministry of Finance
5. Ethics Committee of the organizations and agencies
6. Gender focal points and units in charge of gender issues.

The gender focal points of the given organization and agency will follow up on the gender strategy implementation and inform their respective management on the progress and for further guidance.

Moreover, members of the Civil Service Council branch, Ethics Committee and Gender Council may assign a staff/employee to carry out monitoring and evaluation on a specific topic/issue with regard to the implementation of the gender strategy, related program/s.

The findings and results of the mid-term gender strategy implementation, monitoring and evaluation processes will duly be reflected in the results-based contracts and performance reports of staff members and organizations in order to evaluate the employees and organization's performance status respectively.

The Gender Council at the Ministry of Finance may evaluate the gender strategy implementation processes and indicators for expected results on an annual basis to be duly reflected in the annual report and if needed may present it for the organizational-level discussions organized among the entire staff members.

GENDER STRATEGY ACTION PLAN BY THE IMPLEMENTATION PHASES

| Main directions of activities | Activities for implementation | | Implementation agency, department, divisions | |
|---|--|--|--|---|
| | 2016-2019 | 2020-2024 | | |
| Priority objective 1. Build capacities of organizations and agencies under the authority of the Minister of Finance to conduct gender analysis for gender-responsive policy and planning processes | | | | |
| 1.1 | Develop, test and carry out the gender training programs designed specifically for officers directly involved in gender related activities as well as for all employees, by taking into account the organization's key focus areas, specificities and needs of female and male employees | <ul style="list-style-type: none"> Develop and test basic gender training programs designed for all employees Develop and test training modules on gender mainstreaming in the sector policy, planning and implementation processes, for relevant officers of the MoF, Customs and Taxation Authorities Develop and test on-line gender training modules designed for managers and decision-makers Coordinate actions so that every new manager and decision-maker to be compulsorily enrolled in an on-line gender training session | <ul style="list-style-type: none"> All staff members of the MoF and its local branches, officers of the Customs and Taxation Authorities to be enrolled in the "E-learning" session The relevant officers of organizations and agencies of the sector to be trained on mainstreaming gender in the policy, planning and implementation processes Managers and decision-makers of the MoF, Customs and Taxation Authorities to be enrolled in the "E-learning gender" sessions | Public Administration Departments of the MoF, Customs and Taxation Authorities, the National Committee on Gender Equality (NCGE) Secretariat, Academy of Management |
| 1.2 | Establish a gender trainers team at the MOF composed of economists, financiers, customs and taxation experts who would be interested in gender training by using their knowledge on the organizational specificities and relevant activities and strengthening their capacities, | <ul style="list-style-type: none"> Set up a data-base and roster among sector experts who are interested in gender issues and are having training and advocacy experiences Conduct training for gender trainers Set up a gender trainers' team at the Gender Council, MoF with action plan/s | <ul style="list-style-type: none"> Enrich the sector's data-base and roster of gender trainers and advocacy experts Conduct training and re-training of the sector gender experts Carry out assessment on the gender trainers' work plan and facilitate planning and moving on further actions | Public Administration Departments of the MoF, Customs and Taxation Authorities, NCGE Secretariat, Academy of Management. |
| 1.3 | Conduct thematic training sessions for employees of organizations and agencies under the Minister of Finance | <p>Conduct training sessions on the following topics:</p> <ul style="list-style-type: none"> "Gender-responsive human resources program development, implementation and monitoring & evaluation", "Sex-disaggregated data and its usage for the policy and planning processes", "Organizational culture and gender equality", "Gender-responsive budgeting", "Gender training designed for ethics committees of organizations and agencies under the authority of the Minister of Finance". | <ul style="list-style-type: none"> Define the scope of thematic training needs based on the implementation of the phase 1 of the gender strategy Identify partners to conduct joint thematic training sessions | The MoF, NCGE Secretariat, National Gender Experts' team, Gender Consortium, Academy of Management |

| Main directions of activities | | Activities for implementation | | Implementation agency, department, divisions |
|---|--|---|---|---|
| | | 2016-2019 | 2020-2024 | |
| 1.4 | Build capacities to conduct gender research and gender analysis for policy planning | <ul style="list-style-type: none"> • Test and improve sex-disaggregated data/information forms • Conduct training sessions on methodology and guidance on how to use gender-responsive statistical data for policy planning processes • Facilitate introducing sex-disaggregated data and information into the relevant activities of organizations and agencies • Facilitate identification of needs and directions of gender-responsive studies and analysis • Find ways to make results of the relevant gender research and analysis conducted nationally and internationally available and accessible • Carry out gender-responsive studies and analysis based on needs of the sector employees and clients • Participate in the gender trainings and studies organized by the NCGE Secretariat within its international cooperation framework including the training and research activities organized in the Republic of Korea and South Australia | <ul style="list-style-type: none"> • Further improve the sex-disaggregated data/information pool • Conduct gender analysis on the organizations and agencies' policy, planning and implementation processes • Identify gender-specific indicators to be used for the MoF policy planning framework based on needs of the particular time period • Share regularly the findings of relevant gender research and analysis conducted nationally and internationally with employees through website, on-line training, library resources and other means • Participate in the gender trainings and studies organized by the NCGE Secretariat within its international cooperation framework including the trainings and studies conducted in the Republic of Korea and South Australia | Public Administration and Management, Budget Monitoring and Risk Management Departments, Ethics Committees of the MoF, Customs and Taxation Authorities, branch of the Civil Service Council (CSC). |
| 1.5 | Develop partnership with national and international organizations towards acquiring needed knowledge, skills and experiences for the government ministries and agencies. | <ul style="list-style-type: none"> • Support the activities on conducting gender situational analysis at the national level by providing with required information • Provide information on and advocate for the structures in charge of ensuring gender equality in the organizations and agencies under the authority of the Minister of Finance, their action plans, reports and achievements gained at both sector and national levels • Organize the experience sharing undertakings of the Ministry of Finance in mainstreaming gender in their policy planning and implementation processes | <ul style="list-style-type: none"> • Share the best practices in terms of involving the sector's managers and decision-makers in the gender training programs at the international level • Continue providing information on and advocating for the structures in charge of ensuring gender equality in the organizations and agencies under the authority of the Minister of Finance, their action plans, reports and achievements gained at both sector and national levels • Publish and disseminate a brochure on the sector's experience and lessons learned towards mainstreaming gender in the sector's policy planning and implementation processes | Ministry of Finance, National Committee on Gender Equality |
| <p>Priority objective 2. Make the organizations and agencies under the authority of the Minister of Finance gender-responsive and inclusive workplaces</p> | | | | |
| 2.1 | Develop the structure/s in charge of mainstreaming gender in the policy planning, implementation and coordinating processes in the organizations and agencies under the authority of the Minister of Finance | <ul style="list-style-type: none"> • Link gender related goals, objectives and indicators with priority agendas of the relevant organizations and agencies and reflect them in the key policy and administrative documents • Responsibilities and accountability of actions for promoting gender equality should be evenly shared and planned among the sector Gender Council and other committees of the relevant organizations and agencies • Expand the composition of the Gender Council with participation of representatives of the budget monitoring and risk management department, ethics committees and set up Gender Councils at the Customs and Taxation Authorities • Add gender equality provisions in the rules of labor relations and ethics committees | <ul style="list-style-type: none"> • Assess and improve the gender related goals, objectives and indicators of organizations and agencies under the authority of the Minister of Finance • Assess and improve appropriate planning measures and flexible work schedules towards introducing the "work-life balance" policy and its implementation, as well as reflect needed changes in the internal rules • Appoint a full-time gender focal point • Conduct the 2nd participatory gender assessment in organizations and agencies under the authority of the Minister of Finance | The Public Administration and Budget Monitoring and Risk Management Departments, MoF, Ethics Committees of the Customs and Taxation Authorities and the Civil Service Council branches. |

| Main directions of activities | | Activities for implementation | | Implementation agency, department, divisions |
|-------------------------------|---|--|--|--|
| | | 2016-2019 | 2020-2024 | |
| 2.2 | Use sex-disaggregated data/ information and gender analysis for the internal monitoring and risk assessment systems | <ul style="list-style-type: none"> Use sex-disaggregated data/ information for studies dealing with employees, clients and users; test and introduce indicators that are in support of ensuring gender equality principles Conduct gender analysis on the human resources development program and implementation of the internal rules of the organizations and agencies Conduct gender analysis on the rotational schedule of Customs officers and employees taking into account the organizational specificities and possible risks affecting individuals and organizational actions | <ul style="list-style-type: none"> Develop and introduce a methodology for utilizing sex-disaggregated data/information and gender indicators for the internal monitoring purposes Conduct gender analysis on the human resources development program and implementation of the internal rules of the organizations and agencies, Assess and identify appropriate measures for the implementation of the rotational work schedules/rules of Customs officers and employees | The Public Administration and Budget Monitoring and Risk Management Departments, MoF. |
| 2.3 | Facilitate balancing gender ratio among managers and decision-makers through systematic measures taken | <ul style="list-style-type: none"> Encourage the participation of employees in the career promotion and selection processes for decision-making positions, towards nomination of skillful and experienced candidates and staff members Study the possibilities of minimizing external influence in the selection processes | <ul style="list-style-type: none"> Facilitate the participation of employees in the career promotion processes for decision-making positions, by nominating skillful and experienced staff members, Identify the best options for ensuring gender-balanced and sustainable management arrangements in partnership with the Civil Service Council | Public Administration and Management Departments of the MoF, Customs and Taxation Authorities, Civil Service Council. |
| 2.4 | Promote a gender-responsive and family-friendly organizational culture | <ul style="list-style-type: none"> Collectively identify and plan comprehensive measures aimed at promoting a family-friendly organizational culture, enriched with gender values and reflect the required funding in the organizational budget plan Initiate and test the psychological counselling services in the organization/s Conduct stress-management training sessions for the Customs and Taxation officers, Public Fund specialists and others Collectively identify and operationalize a zero-tolerance environment to any forms of discrimination and workplace sexual harassment Explore ways for reducing risks in the Customs and Taxation organizations' activities, for staff members and their families, through making the organizational culture more gender-responsive and learn from the World Customs Organization (WCO) best practices | <ul style="list-style-type: none"> Collectively identify, plan and implement the thematic activities in support of a family-friendly organizational culture, enriched with gender values, by using specified organizational budget Contract and sub-contract psychological counselling services in the organizations and agencies under the authority of the Minister of Finance Conduct "stress-management" training sessions at all levels Create an enabling legal environment for compulsory stress-management training sessions, designed for all newly appointed managers and decision-makers Implement novel actions in reducing risks in the Customs and Taxation organizations' activities, for staff members & their families, through making the organizational culture more gender-responsive | Public Administration, Budget Monitoring and Risk Management Departments, MoF, Ethics Committees of the MoF, Customs and Taxation Authorities, Civil Service Council |
| 2.5 | Improve the "work-life balance" policy | <ul style="list-style-type: none"> Conduct gender-analysis, report and take due measures on employees' over-time work, relevant payment status, as well as their leave and benefits in a systematic manner Carry out and test appropriate planning measures and flexible work schedules, towards introducing an exemplary "work-life balance" policy Sub-contract kindergarten/s that are located nearby, for young children of employees and staff members Organize thematic activities on "child rearing" and "family development" | <ul style="list-style-type: none"> Conduct gender-analysis, report and take due measures on the employees' over-time work, relevant payment status, as well as their leave and benefits, in a systematic manner Research and look for possibilities of opening up "children's room and facilities" Organize thematic activities on "child rearing" and "family development" | Public Administration and Management, Internal Audit, Monitoring and Evaluation Division, MoF, Civil Service Council branch, Ethics Committee. |

| Main directions of activities | | Activities for implementation | | Implementation agency, department, divisions |
|--|---|--|---|--|
| | | 2016-2019 | 2020-2024 | |
| 2.6 | Organize activities aimed at reducing health risks among staff members in a gender-sensitive way | <ul style="list-style-type: none"> Organize an annual health check-up campaign, taking into account gender and age specificities of employees and common cases of illness Renew and implement the "healthy customs staff member" program Facilitate providing the customs officers assigned to work in the port, field areas, with basic furniture and household electronic devices. | <ul style="list-style-type: none"> Conduct "working conditions and health status" surveys in the organizations and agencies from gender-responsive perspectives and take due measures Organize an annual health check-up campaign taking into account gender and age specificities of employees and common cases of illness, Assess the "healthy customs staff member" program for further improved implementation Facilitate providing the customs officers assigned to work in field areas with basic furniture and household electronic facilities | Public Administration and Management Departments, MoF, Customs and Taxation Authorities. |
| Priority objective 3. Introduce gender-responsive budgeting methodology in the budgetary processes under the authority of the Minister of Finance and some budget administrator. | | | | |
| 3.1 | Promote the skills and capacities for developing gender-responsive local, sector and national-level development policies and conducting gender-analysis on the synergy between the policy and budgetary processes | <ul style="list-style-type: none"> Facilitate ensuring citizens' participation in the policy development processes, involving various (vulnerable) social groups that could most likely be impacted from these policy efforts Set up a joint gender analysis working group on budget planning and expenditure processes with the NCGE Secretariat and carry out planned actions in a systematic way Develop and test a GRB E-learning module. | <ul style="list-style-type: none"> Develop a joint work plan of the MoF and NCGE Secretariat for further implementation, Involve the sector experts and specialists in the gender-analysis training sessions on the synergy between the development and budgetary policy processes in line with formulating of the gender-responsive local, sector and national development policies | Budgetary Policy and Planning Department, MoF, NCGE Secretariat, Academy of Management, the Development Research Institutions. |
| 3.2 | Create an enabling legal and policy environment for gender-responsive budgeting (GRB) processes | <ul style="list-style-type: none"> Add necessary amendments to the legal documents that regulating budgetary processes in the organizations and agencies under the authority of the Minister of Finance | <ul style="list-style-type: none"> Amend changes to the Annex of the Order 5 of the Minister of Finance dated 2015, on the approval of categories of budget revenue, expenditure, program and other undertakings Amend changes to the Government Resolution 30 dated 2012 on the approval of the local budget methodology Add amendment to the Law on Budget Add necessary amendments to the legal and other documents that regulating the budgetary processes | The Legal and Procurement Policy Department, MoF |
| 3.3 | Develop the gender-responsive budgeting methodology | <ul style="list-style-type: none"> Develop and test a gender analysis handbook on the budget planning and expenditure processes for organizations and agencies under the authority of the Minister of Finance Develop a guidance on introducing GRB Develop a generic methodology for gender-sensitizing of the budgeting processes Develop a check-list to assess the gender-responsiveness of budgeting processes | <ul style="list-style-type: none"> Improve the gender analysis handbook on the budget planning and expenditure processes and test within the framework of activities of the designated budget administrator Revise the tested guidance and methodologies of gender-responsive budgeting processes, to be introduced at all levels of organizations and agencies under the authority of the Minister of Finance | Budgetary Policy Planning Department, MoF, designated budget administrator, NCGE Secretariat |

| Main directions of activities | | Activities for implementation | | Implementation agency, department, divisions |
|-------------------------------|--|---|--|--|
| | | 2016-2019 | 2020-2024 | |
| 3.4 | Conduct necessary studies for introducing GRB and test the relevant methodologies | <ul style="list-style-type: none"> Develop a GRB related work plan for organizations and agencies under the authority of the Minister of Finance Conduct gender assessment on the budget planning and expenditure information systems and study the possibilities of improving and enriching of the budget planning and expenditure related data and information packages Test the GRB related guidance, methodology and check-list in the organizations and agencies in a comprehensive manner Test a gender assessment on the budget expenditures social safety/protection related expenses and that of beneficiaries in the organizations and agencies under the authority of the Minister of Finance Study on the monitoring methodologies of assessing the efficiency and effectiveness of foreign investment and funding in support of ensuring gender equality Define gender indicators specific to the organizations and agencies and consolidate relevant information for the annual budget planning processes | <ul style="list-style-type: none"> Make a plan for testing of gender-responsive budgeting under the authority of some budget administrators Prepare and implement the budget planning, expenditure processes, as well as the existing information system, in line with the GRB principles Develop and disseminate a gender-responsive budgeting methodology for all levels of budgeting processes, based on testing of the GRB related guidance, methodology and check-list Draft amendments to relevant legal documents in order to create an enabling environment for conducting gender assessment on the budget expenditure of social safety/ protection related expenses and that of beneficiaries at all levels of budgeting processes Conduct joint assessments and analysis with relevant organizations on the efficiency and effectiveness of projects and programs funded by international organizations in support of gender equality and share the findings in a transparent way | Budget Policy Planning Department, MoF, designated budget administrators, Civil Society Organizations (CSOs) |
| 3.5 | Provide budgetary support to gender-responsive national policy planning processes within the cooperation and partnership framework | <ul style="list-style-type: none"> Systematically train the sector budget experts and specialists on gender-responsive budgeting processes, through specialized training program, organized domestically and internationally, and include them in the relevant study tours | <ul style="list-style-type: none"> Act jointly on the assessment of funding and expenditures of the NPGE implementation Act jointly on allocating the needed budget for the NPGE's annual action plan | The Ministry of Finance, NCGE Secretariat, NGOs/ CSOs |

EXPECTED RESULTS OF THE PRIORITY OBJECTIVES AND BASIC INDICATORS BY THE IMPLEMENTATION PHASES

| Directions of activities | Phase I: 2016-2019 | | Phase II: 2020-2024 | | |
|--|---|---|---|--|--|
| | Expected results | Indicators | Expected results | Indicators | |
| Priority objective 1. Build capacities of organizations and agencies under the authority of the Minister of Finance to conduct gender analysis for gender-responsive policy and planning processes | | | | | |
| 1.1 | Develop, test and introduce gender training programs for officers directly involved in gender related activities of organizations and agencies under the authority of the Minister of Finance, as well as for all employees, by taking into account the organization's key focus areas, specificities and needs of female and male employees. | <ol style="list-style-type: none"> 1. Gender-training programs developed taking into account specificities of the sector specialists 2. Employees of the Ministry of Finance, Customs and Taxation Authorities at all levels to have a common understanding on gender equality, to recognize and understand their roles and contributions in ensuring gender equality in their work places 3. The Ministry of Finance, Customs and Taxation Authorities capacitated to mainstream gender awareness in the policy, planning, implementation processes 4. Commencement of enrollment of every decision-maker in the special on-line gender training program | <ol style="list-style-type: none"> 1. 3-levels gender training programs in place 2. Participation of not less than 90% of employees of the Ministry of Finance, Customs and Taxation Authorities and not less than 50% of employees of local Customs and Taxation offices in the training sessions 3. Documentation of the participation of employees in the training sessions (program) by positions and gender | <ol style="list-style-type: none"> 1. Gender training programs designed for employees of the sector organizations and agencies to have been made accessible 2. Employees of the sector to have recognized and have a common understanding on ensuring gender equality 3. Decision-makers of the sector to have been enrolled in the on-line gender training sessions | <ol style="list-style-type: none"> 1. Number of organizations and agencies included in the gender training plan 2. Gender content of the on-line training modules is in line with the national and international-level gender mainstreaming policy agenda 3. Number of employees participating in the gender training sessions by organizations, locations, directions (programs), positions, gender 4. Number of decision-makers participating in the on-line gender training sessions by organizations, locations and gender |
| 1.2 | Establish a gender trainers team at the MOF composed of economists, financiers, customs and taxation experts who would be interested in gender training by using their knowledge on the organizational specificities and relevant activities and strengthening their capacities | <ol style="list-style-type: none"> 1. Information/data pool established on the sector specialists working on gender issues and roster set up 2. The sector gender trainers' team set up at the Ministry of Finance to help mainstream gender in the policy, planning and implementation processes | <ol style="list-style-type: none"> 1. A gender trainers' team in place 2. The information pool on the sector specialists working on gender issues and relevant roster available by organizations, age, gender, specialization and positions | <ol style="list-style-type: none"> 1. Number of the sector specialists working on gender issues increased 2. The sector gender trainers to have organized training sessions on mainstreaming gender in the policy, planning and implementation processes in their organizations and agencies 3. The sector gender trainers to have enrolled in the in-depth training sessions focused on gender-responsive budgeting (GRB) and mainstreaming of gender in the sector policy planning and implementation processes | <ol style="list-style-type: none"> 1. Number of specialists included in the information/data pool by organizations, age, gender and specializations 2. Number of training sessions conducted by trainers by organizations, locations 3. Number of gender trainers who participated in the in-depth training sessions, by topic of trainings and gender |
| 1.3 | Conduct thematic training sessions for employees of organizations and agencies under the authority of the Minister of Finance. | <ol style="list-style-type: none"> 1. Thematic gender training sessions conducted and employees capacitated to recognize and ensure gender equality within their responsibility areas. 2. Thematic gender training programs developed for Phase II | <ol style="list-style-type: none"> 1. Participation of not less than 70% of employees of the central offices and not less than 50% of local level offices engaged in the gender training sessions and information/data by organizations, age, gender, specializations and positions made available 2. Approved gender training plan for Phase II | <ol style="list-style-type: none"> 1. Thematic gender training sessions conducted by the gender trainers and employees, including needed gender related knowledge and information useful for recipients' work 2. Gender trainers, together with employees, will have identified further thematic training needs | <ol style="list-style-type: none"> 1. Number of employees participated in the thematic training sessions by topics, organizations, departments, divisions, positions and gender 2. Number of thematic gender training sessions by topics |

| Directions of activities | | Phase I: 2016-2019 | | Phase II: 2020-2024 | |
|--------------------------|--|---|---|--|---|
| | | Expected results | Indicators | Expected results | Indicators |
| 1.4 | Build capacities to conduct gender research and gender analysis for policy planning processes. | <ol style="list-style-type: none"> 1. Use of sex-disaggregated data/information introduced in the information systems of the MoF, Customs and Taxation Authorities 2. Methodologies and guidance developed for use with gender statistics, information and indicators in the policy planning processes; also, relevant training sessions conducted 3. Employees familiarized with gender research and analysis conducted nationally and internationally that is relevant to their jobs 4. Gender research conducted on emerging issues faced by the sector employees and their customers, identified by their work team members 5. The sector employees will have participated in the gender training sessions and research activities organized by the NCGE Secretariat, within their international cooperation framework, including gender programs in the Republic of Korea and South Australia 6. Sufficient economic, financial and budget related information included in the national-level gender situation analysis assessment | <ol style="list-style-type: none"> 1. Number of collected sex-disaggregated data consolidated by organizations 2. Available methodology and guidance on using gender statistics and information for the sector policy and planning processes disseminated to all sector organizations and agencies 3. Number of actions and directions carried out, using the gender statistics and indicators compiled by organizations and agencies 4. Number of gender research and analyses and means of dissemination will be widely known by employees of organizations, agencies 5. Number of gender researches conducted by organizations and agencies, on emerging issues related to employees and their customers 6. A number of employees selected by organization, gender and position, will have trained in gender issues abroad and participated in the gender research 7. A number of the MoF employees selected by gender and position, will have participated in the national-level gender situation analysis | <ol style="list-style-type: none"> 1. Usage of sex-disaggregated information will have been introduced in a full strength in the information systems of organizations and agencies under the authority of the Minister of Finance 2. Usage of gender indicators introduced into the activities of the organizations and agencies 3. Gender analysis conducted on the policy planning processes of organizations and agencies 4. Results of relevant gender research and analysis conducted nationally and internationally, will have been shared systematically with the sector employees, through their organizational website, on-line training sessions, libraries and other means 5. The sector employees will have participated in the gender training sessions and research activities conducted by the NCGE Secretariat within their international cooperation framework, including in the Republic of Korea and South Australia | <ol style="list-style-type: none"> 1. Collected sex-disaggregated data by organizations and locations 2. Number of activities using gender statistics information by organizations and agencies 3. Number of organizations and agencies conducted gender assessment/analysis 4. Gender content in the MoF policy documents and main products 5. Number of gender research and analysis widely known by employees by organizations, agencies and means of dissemination. 6. Number of gender analysis conducted on emerging issues facing the employees and their customers by organizations and agencies 7. Policies and regulatory measures based on recommendations of the gender research and analysis. 8. Number of employees participated in gender training abroad and research activities by organizations, agencies, gender and positions |
| 1.5 | Develop partnership with national and international organizations towards acquiring needed knowledge, skills and experiences for the government ministries and agencies. | <ol style="list-style-type: none"> 1. Experience sharing meetings and discussions organized on ensuring gender equality in the organizations and agencies under the authority of the Minister of Finance and other ministries as well | <ol style="list-style-type: none"> 1. A number of experience sharing meetings and discussions on ensuring gender equality, using the participants' related information, will have taken place 2. The MoF reports and information on-quantitative indicators of participants' experiences, to ensure gender equality, will have been discussed at the national-level meetings and discussions | <ol style="list-style-type: none"> 1. Specialized and compulsory gender training programs designed for decision-makers and their impacts will have been assessed and results informed nationally (internationally if needed) 2. Experience sharing meetings and discussions on ensuring gender equality will have been organized by the organizations and agencies, including other line ministries | <ol style="list-style-type: none"> 1. Reflection of the specialized gender training module designed for decision-makers in the government reports including the report to the CEDAW Committee 2. Number of experience sharing meetings and discussions on ensuring gender equality 3. The MoF reports and publications used for the national-level experience sharing meetings and discussions on ensuring gender equality |

| Directions of activities | | Phase I: 2016-2019 | | Phase II: 2020-2024 | |
|--|---|---|--|--|---|
| | | Expected results | Indicators | Expected results | Indicators |
| Priority objective 2. Make the organizations and agencies under the authority of the Minister of Finance gender-responsive and inclusive work places. | | | | | |
| 2.1 | Develop the structure/s in charge of mainstreaming gender in the policy planning, implementation and coordinating processes in the organizations and agencies under the authority of the Minister of Finance. | <ol style="list-style-type: none"> 1. Gender-responsive, goals, objectives and indicators well reflected in the policy regulations of the organizations and agencies and gender responsibilities shared proportionately 2. The activities of the sector Gender Council and Committees enhanced 3. The human resource development program, organizational internal and ethical committee rules and other documents, gender sensitized 4. Appropriate planning measures taken and flexible work schedule towards introducing "work-life balance" policy commenced and functioning | <ol style="list-style-type: none"> 1. Number of employees with job descriptions and results-based contracts signed that reflecting the gender goal, objectives and indicators by departments, divisions, positions and gender 2. Reflection of activities made the organizations and agencies the gender-responsive and inclusive work places in the annual reports of the MoF, Customs and Taxation Authorities submitted to the NCGE Secretariat 3. Approved gender-responsive human resource development program, internal organizational and ethical committee rules 4. Data set including the number of members of the MoF, Customs and Taxation Authorities Gender Councils and Committees by gender 5. Flexible work schedule regulatory measures in place | <ol style="list-style-type: none"> 1. Gender-responsive goals, objectives and indicators well reflected in the policy regulations of organizations and agencies under the authority of the Minister of Finance and gender responsibilities shared proportionally 2. Appropriate planning measures taken and flexible work schedules towards "work-life balance" introduced 3. Full-time gender focal points appointed 4. The 2nd participatory gender assessment conducted in the organizations and agencies under the authority of the Minister of Finance and the further actions defined | <ol style="list-style-type: none"> 1. A number of employees working in the organizations and agencies, selected by departments, divisions, positions and gender, will have job descriptions and results-based contracts signed, reflecting gender goals, objectives and indicators 2. Amendments directed at introducing flexible work schedules "work-life balance" policy and other key documents regulating appropriate planning measures, available in the organizational internal rules 3. Legal documents available regarding the approval of appointing gender focal point/s 4. The 2nd PGA report available in the organizations and agencies under the authority of the Minister of Finance |
| 2.2 | Use sex-disaggregated data and gender indicators in the internal monitoring and risk management systems. | <ol style="list-style-type: none"> 1. Sex-disaggregated data and gender indicators used for internal monitoring and risk management systems 2. Gender analysis conducted on the human resource development program and internal organizational rules implemented in a systematic way 3. Gender analysis conducted on the implementation of the customs officers' rotational shifts, taking into account reducing personal and organizational risks | <ol style="list-style-type: none"> 1. Sex-disaggregated data and number of gender indicators available for the internal monitoring and risk management systems 2. Gender analysis report on the implementation of the human resource development program and internal organizational rules 3. Gender and organizational culture-related content available in the "employees' satisfaction" report 4. Gender-responsive analysis report available on the "customs officers' rotational shifts" | <ol style="list-style-type: none"> 1. Methodology developed for using sex-disaggregated data and gender indicators for internal monitoring purposes 2. Gender content of the human resource development program and internal rules improved 3. The customs officers' rotational work schedule will have become gender-responsive. | <ol style="list-style-type: none"> 1. Methodology for using sex-disaggregated data and gender indicators available for internal monitoring purposes 2. The completed gender analysis report on the human resource development program and the internal rules of the organizations and agencies in place for implementation 3. The "employees' satisfaction" report available inclusive of gender-responsive and organizational culture related content 4. Amended content in the customs officers' rotational work schedule 5. Assessment report on the implementation of the amended rotational work schedule for customs officers |

| Directions of activities | | Phase I: 2016-2019 | | Phase II: 2020-2024 | |
|--------------------------|---|--|--|---|--|
| | | Expected results | Indicators | Expected results | Indicators |
| 2.3 | Facilitate balancing gender ratio among managers and decision-makers through systematic measures taken. | <ol style="list-style-type: none"> 1. Legal environment improved for gender-balancing of decision-making positions in the MoF, Customs and Taxation Authorities 2. The participation of employees in the selection of decision-makers improved by nominating skillful and experienced staff members and candidates 3. Ways and possibilities identified for limiting the external influence on selection of decision-maker/s | <ol style="list-style-type: none"> 1. Gender-balancing provision in place in the career promotion and selection rules of the Civil Service Council (CSC) 2. Concrete measures available for improving the participation of employees in selection of decision-makers, through nominating skillful and experienced staff members and candidates 3. Studies available on the conditions and realities of gender-balancing of decision-makers 4. Research and information made available on discussions around possibilities of limiting external influence on selection/ appointment of decision-makers | <ol style="list-style-type: none"> 1. Employees' participation in the selection/appointment of decision-makers and nominating of skillful and experienced staff members and candidates, improved 2. Cooperation and partnership with the CSC enhanced on keeping the management professional, sustainable and gender-balanced | <ol style="list-style-type: none"> 1. Percentage of decision-makers nominated with participation of employees by organizations and gender 2. Percentage of professional and experienced decision-makers by organizations and gender 3. Number of joint actions with the CSC on keeping the decision-makers professional, sustainable and gender-balanced 4. Average salary ratio of female and male employees by organizations, departments and divisions |
| 2.4 | Promote a gender-responsive and family-friendly organizational culture. | <ol style="list-style-type: none"> 1. Initial steps made towards developing family-friendly organizational culture enriched with gender values 2. Make a plan for development of a gender-responsive and family-friendly organizational culture 3. Psychological counselling service sub-contracted 4. Specialists of the Public Fund and customs and tax officers participated in the stress-management training sessions | <ol style="list-style-type: none"> 1. Number of meetings, discussions on developing of a gender-responsive and family-friendly organizational culture and follow ups Relevant action plans resulted from these meetings and discussions. 2. Approved action plan for gender-responsive and family-friendly organization and percentage of budget for this action plan as per the total budget of the organization by organizations and years 3. Psychological counselling services in place 4. Number of participants enrolled in the stress-management training sessions by organizations, agencies, departments, divisions, positions and gender | <ol style="list-style-type: none"> 1. The organizational culture enriched with gender values creating a more family-friendly institution 2. Psychological counselling services sub-contracted in the organizations and agencies under the authority of the Minister of Finance 3. All employees of the sector participating in the stress-management training sessions 4. Risks to customs and tax officers and their family members reduced as well as that of the organizational culture 5. A mechanism set up to deal with complaints and find solutions for any forms of discrimination and work place sexual harassment | <ol style="list-style-type: none"> 1. Number of undertakings implemented, aimed at developing a gender-responsive and family-friendly institutions 2. An organizational culture analysis included in the participatory gender assessment report 3. Number of employees, selected by organizations, agencies, departments, divisions, positions and gender, to have participated in the stress-management training sessions 4. Number of undertakings facilitated reducing risks of customs and tax officers and their family members 5. Number of complaints in relation to discrimination and work place sexual harassment |
| 2.5 | Improve the "work-life balance" policy | <ol style="list-style-type: none"> 1. Information will be available on the over-time work, relevant payment status, leave and benefits of female and male employees 2. The "work-life balance" approach for employees improved 3. Knowledge of employees on child rearing and family development issues improved | <ol style="list-style-type: none"> 1. Sex-disaggregated information on the over-time work, relevant payment status, leave and benefits, made available by organizations, departments and divisions 2. Report on improving of the work-life balance situation by organizations, made available 3. Report on the number of activities organized on child rearing and family development topics by organizations, made available | <ol style="list-style-type: none"> 1. Female and male employees' over-time work, relevant payment status, leave and benefits will be gender-responsive and in line with provisions of the Labor Law 2. Gender analysis conducted on the employees' over-time work, relevant payment status, leave and benefits and needed measures, will have been followed up 3. Initiatives of opening up of "children's room/s" started 4. Employees' knowledge and capacities improved towards perspectives on family development and rearing up children | <ol style="list-style-type: none"> 1. An average/total of amount of over-time work by gender and positions documented/ available. 2. An average/total amount of over-time payment by gender and positions, documented/ available 3. Total number of leave days for over-time work by gender and positions documented/available 4. Number of reports regarding gender analysis on the over-time work payment, leave and benefits undertaken 5. Number of undertakings of thematic activities on child rearing and family development issues carried out by organizations, agencies and locations, reported on |

| Directions of activities | | Phase I: 2016-2019 | | Phase II: 2020-2024 | |
|---|--|--|---|---|--|
| | | Expected results | Indicators | Expected results | Indicators |
| 2.6 | Organize activities aimed at reducing health risks among staff members in a gender-sensitive way. | <ol style="list-style-type: none"> 1. Information collected on female and male employees' health risk situations and health related customs & activities 2. "Healthy customs officers" program implemented in a gender-sensitive way, lowering their health related risks 3. Accommodations of customs officers assigned to work in the field areas provided with basic furniture and household electronic appliances | <ol style="list-style-type: none"> 1. Increased number of employees participated in the health check-up campaigns and their percentage as per total number of employees by gender, sick days and organizations, noted/ reported 2. Report on the "Healthy customs officers" program with sex-disaggregated data and relevant gender analysis, completed/ available 3. Budget to implement the "Healthy customs officers" program, approved 4. Number and percentage of customs officers provided with basic furniture and household electronic appliances by gender and locations, reported/noted | <ol style="list-style-type: none"> 1. Health related risks among female and male employees reduced 2. Healthy working conditions of employees assessed and necessary measures taken 3. The "Healthy customs officers" program evaluated from gender perspectives 4. Accommodations of all customs officers working in the field provided with basic furniture and household electronic appliances | <ol style="list-style-type: none"> 1. Number of employees who participated in the health check-up campaigns and percentage as per a total number of employees by gender, organizations and agencies, noted/reported 2. Health check-up reports and participants by gender, sick leave, organization and agencies, reported on 3. Healthy working conditions assessment report and its gender content, completed/ available 4. Number of actions taken towards improvement based on needs of female and male employees and disabled persons 5. Gender-responsive assessment report on the "healthy customs officers" program implemented 6. Budget approved to implement the "healthy customs officers" program 7. Number of customs officers living in accommodations provided with basic furniture and household electronic appliances by gender and locations, assessed/reported/ increased |
| Priority objective 3. Introduce gender-responsive budgeting methodology in the budgetary processes under the authority of the Minister of Finance and some budget administrator. | | | | | |
| 3.1 | Promote skills and capacities for developing gender-responsive local, sector and national development policies and linking the development and budgetary policies and processes. | <ol style="list-style-type: none"> 1. Relevant officers to have acquired knowledge and capacities to encourage employees' participation in the development policies, while recognizing and reflecting different needs 2. Relevant officers to have recognized the comparative advantage and need for conducting gender analysis of the budget planning and expenditures; also to have acquired necessary skills for conducting such analysis 3. A draft on-line training module on GRB tested | <ol style="list-style-type: none"> 1. Participation of all relevant officers of organizations and agencies in the training sessions on inclusion of employees in the development policy processes, facilitated by recognizing their different needs 2. Regular participation of relevant officers of the MoF and affiliated organizations and agencies in the budget planning, expenditure and gender analysis training sessions 3. On-line GRB training module in place | <ol style="list-style-type: none"> 1. The development policy officers under the budget managers to have acquired knowledge and skills for developing gender-responsive local, sector and national development policies and for conducting gender analysis on linkages of the development and budgetary policies | <ol style="list-style-type: none"> 1. Full participation of specialists in charge of policy, finance and budgetary issues working under the budget administrator in the training sessions and capacitated for local and sector policy development 2. Number of organizations and locations to have conducted gender analysis on their development and budgetary policies and their interlinkages |
| 3.2 | Create an enabling legal and policy environment for gender-responsive budgeting (GRB) processes. | <ol style="list-style-type: none"> 1. Legal and policy environment created by the Gender Council, MoF, for the GRB processes, during the Phase I and II 2. Other legal acts adopted to coordinate amended budgetary processes | <ol style="list-style-type: none"> 1. Amendments made to the budget regulatory legal documents pursued by the organizations and agencies, under the authority of the Minister of Finance. | <ol style="list-style-type: none"> 1. The Law on budget and other budget regulating legal acts reflecting gender aspects 2. Other legal acts regulating budget processes amended accordingly | <p>GRB related amendments made in the following legal documents:</p> <ol style="list-style-type: none"> 1. Law on Budget 2. Annex to the Order 5 of the Minister of Finance dated 2015 on the approval of categories of the budget revenue, expenditure and other undertakings. 3. Government resolution 30 dated 2012 on the approval of the local budget methodology 4. Other legal acts regulating budgetary processes |

| Directions of activities | | Phase I: 2016-2019 | | Phase II: 2020-2024 | |
|--------------------------|---|---|---|--|--|
| | | Expected results | Indicators | Expected results | Indicators |
| 3.3 | Develop the GRB methodology | <ol style="list-style-type: none"> Guidance on the GRB developed and tested in the organizations under the authority of the Minister of Finance Handbook of gender analysis on the budget planning and expenditure, GRB methodology, check-list of assessing gender responsiveness of budget processes drafted for the organizations and agencies | <ol style="list-style-type: none"> Approval of guidance on the GRB processes by the Gender Council of the MoF Drafts available of the gender analysis handbook on budget planning and expenditure, GRB methodology and sample check-list to assess the gender-responsiveness | <ol style="list-style-type: none"> Gender analysis handbook on budget planning and expenditures improved Methodologies on gender sensitizing of budget processes at all levels and check-lists finalized | <ol style="list-style-type: none"> Availability and usage of the gender analysis handbook on the budget planning and expenditure processes Methodology and sample check-list available for gender-sensitizing of budgetary processes at all levels |
| 3.4 | Conduct necessary studies for introducing GRB and test the relevant methodologies. | <ol style="list-style-type: none"> GRB related methodologies tested and introduced in line with the joint work plan of the MoF and NCGE Secretariat Gender analysis conducted on the budget planning and expenditure related information systems and possibilities surveyed on the improvement and expansion of these systems GRB related guidance, methodology and check-lists tested comprehensively in the organizations and agencies under the authority of the Minister of Finance Expenditures analysis, gender assessment on beneficiaries tested The efficiency and effectiveness of the foreign investment and funding in support of gender equality assessed and monitored | <ol style="list-style-type: none"> Report on testing of GRB in organizations under the authority of the Minister of Finance and the following points reflected in the report: gender assessment on budget planning and expenditure information systems results of testing of the GRB handbook and methodology testing of the check-lists gender indicators and assessment Efficiency and effectiveness of foreign investment and funding in support of gender equality tested and further improvement of the situation, reported on | <ol style="list-style-type: none"> GRB processes tested under the budget managers' portfolio according to the work plan The budget planning and expenditure information systems adjusted to the GRB processes GRB introduced and practiced at all levels of organizations' budgetary processes that are based on the tested guidance, methodology and check-lists Draft amendments Needed for legal acts developed, for conducting gender assessment on budget expenditures and beneficiary status, at all levels of budgetary processes Joint assessments will have been conducted and monitoring processes will have taken place on the efficiency and effectiveness of foreign investment and funding in support of ensuring gender equality | <ol style="list-style-type: none"> Report on testing of GRB carried out under the portfolio of some budget managers Budget planning and expenditure systems adjusted and revised in accordance with GRB needs Work plan and guidance on conducting GRB in a systematic way, implemented Approved handbook, methodology, and sample check-list for gender sensitizing budget processes at all levels Report on the efficiency of foreign funding in support of ensuring gender equality, completed Indicators in place to monitor foreign invested funds in support of ensuring gender equality |
| 3.5 | Provide budgetary support to gender-responsive national policy planning processes within the cooperation and partnership framework. | <ol style="list-style-type: none"> Budget specialists of the sector trained on GRB processes The Ministry of Finance acts as a key partner in the budgetary processes of ensuring gender equality | <ol style="list-style-type: none"> A number of specialists and decision-makers, selected by positions and gender, to have participated in the GRB related trainings and study tours, organized nationally and internationally A number of the MoF staff members, selected by gender, to have participated in the GRB processes Budget size on ensuring gender equality calculated by years | <ol style="list-style-type: none"> The national capacity on exercising GRB improved Professional assessments made and recommendations provided on the NPGE funding and expenditures The NPGE funded | <ol style="list-style-type: none"> Number of specialists and experts of the public institutions participated in the GRB trainings organized nationally and internationally by positions and gender Number of MoF staff members participated in the assessment of the NPGE funding and expenditures Report on the assessment of NPGE funding and relevant expenditures completed Percentage of budget spent for the implementation of the NPGE as against the required total funds |

