



United Nations

Department of
Economic and
Social Affairs



Regional Workshop Promoting the Presence and Leadership of Women Within Public Institutions at the National and Local Levels in Asia and the Pacific REPORT



22-25 April 2024, Bangkok, THAILAND

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Acknowledgements

This report documents the proceedings of the *Regional Workshop on Promoting the Presence and Leadership of Women Within Public Institutions at the National and Local Levels in Asia and the Pacific*, convened at the Holiday Inn Bangkok Sukhumvit, Bangkok, Thailand from 22 to 25 April 2024. The four-day regional workshop unfolded under the auspices of the project [“Building capacities for promoting the presence and leadership of women within public institutions at national and local levels”](#). The successful organization of this workshop was made possible through the collaboration of the United Nations Department of Economic and Social Affairs (UN DESA) and UNDP Regional Bureau for Asia and the Pacific.

Mr. Gerd Trogemann, Manager, UNDP Regional Bureau of Asia Pacific, delivered opening remarks. Ms. Tshering Choden, Regional Gender Specialist and Ms. Valentina Resta, Senior Governance and Public Administration Officer, UN DESA, co-facilitated the workshop. Ms. Siriporn Santavanond, Public Administration, Gender Team, and Ms. Yenny Widjaja, Regional Gender Specialist, UNDP Bangkok Regional Hub, oversaw administrative and logistic arrangements, coordinated technical sessions, and contributed expert knowledge and ideas to the discussions.

Ms. Tshewang Lhamo, Gender and Inclusion Analyst, UNDP Bhutan, and Ms. Jenny Douglas, Governance and Participation Analyst, UNDP Lao PDR, contributed expert knowledge and provided valuable contributions, ensuring smooth coordination with national delegations and recording the group work discussions.

Ms. Müge Finkel, Director, Ford Institute for Human Security, and Co-Director, Gender Inequality Research Lab, at the University of Pittsburgh, USA, shared technical knowledge and facilitated discussions on gender equality strategies.

Mr. Tshering Chophel, the National Consultant, UNDP Bhutan, and Ms Chansouk Insouvanh, National Consultant, UNDP Lao PDR, led the presentations of their countries’ draft gender equality action plans and facilitated group discussions on policy, institutional frameworks, data gaps and evidence-based interventions to promote and strengthen gender equality in Bhutan and Lao PDR’s public institutions.

Overview of the Workshop

The Asia and the Pacific Regional Workshop in Bangkok, Thailand, was organized under the project [“Building capacities for promoting the presence and leadership of women within public institutions at national and local levels”](#). The project is funded by the Government of Italy and implemented by the United Nations Department of Economic and Social Affairs (UN DESA), Division for Public Institutions and Digital Government (DPIDG) in partnership with the United Nations Development Programme (UNDP) and Un Women.

The project contributes to the imperative for institutional strengthening to advance progress on gender equality, focusing on the intersection of Sustainable Development Goal (SDG) 5, which emphasizes women's participation and equal leadership opportunities, and SDG 16 which promotes just peaceful and inclusive societies. Commitments to the equal participation of women and men in public life, decision-making and policy development were also included in many international agreements such as the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW, 1979) and the Beijing Platform for Action (1995) and in many regional and national documents such as Constitutions and legislation.

Since the inception of the project in 2022, key activities have included the completion of a global review of laws, policies, and good practices on gender equality in the public sector; the development and utilization of self-paced capacity-building modules; and the initiation of an online “Moodle” platform designed to ease access to global and national resources while creating a community of practice among peers with opportunities for cross-country learning. At the country level, the project has supported national reviews of the measures for promoting the presence and leadership of women in public administration at the national and local levels in Bhutan, Lao People’s Democratic Republic (Lao PDR), Mauritius and Senegal (project countries). Findings of the national reviews were shared and discussed with representatives of civil service during the national capacity development workshops that took place in each of the four countries, which enabled the development of draft gender equality action plans aimed at advancing women's career growth into leadership roles within their public sectors, both nationally and locally. The regional workshop in Bangkok was an important project milestone that brought Bhutan’s and Lao PDR’s experiences to a regional forum with participants from Cambodia, Solomon Islands and Vanuatu (project partnering countries), as well as Brunei, New Zealand, Sri Lanka, Thailand, and the Philippines.

The workshop offered feedback and recommendations on gender equality action plans drafted by Bhutan and Lao PDR. It also encouraged an exchange of experiences, enhancing participants' ability to implement gender-responsive strategies to boost women's presence and leadership in public administration.

The four-day workshop took place from 22 to 25 April 2024 at the Holiday Inn Bangkok Sukhumvit, Bangkok, Thailand, and brought together 24 government officials at senior and mid-level positions in different sectors at the national and local levels, from Bhutan, Lao PDR, Brunei, Cambodia, New Zealand, Solomon Islands, Sri Lanka, Thailand, the Philippines, and Vanuatu.



United Nations representatives included six officials from the UNDP, one representative from UN DESA, one representative from UN ESCAP and two consultants recruited by UNDP Bhutan and Lao PDR Country Offices, respectively who provided technical presentations (please see Annex 1). UN DESA and UNDP officials served as resource

persons.

The meeting was conducted in English with simultaneous interpretation into and from Lao and attendance at the workshop was by invitation only.

Structure, Methodology and Documents

The workshop was designed to increase cross-country sharing of experiences and learning from peer practice on effective ways to address gender equality gaps in public institutions. Group discussions of the draft national action plans aimed to increase the capacities of the two governments to prioritize actions to advance gender equality in public administration.

The workshop was structured around key plenary sessions and working group discussions with the goals to:

- i. Review draft action plans to enhance the presence and leadership of women in public institutions developed by Bhutan, and the Lao PDR.

- ii. Facilitate the exchange of experiences and enhance participants' capacity to apply gender-responsive strategies, measures, and actions to increase the presence and leadership of women in public administration.
- iii. Raise partnering countries' awareness of action planning to address the challenges faced by women at the national and subnational levels of public administration.



The workshop progressed through sessions that reviewed and discussed the different components of the national action plans for Bhutan and Lao PDR. Each day included expert presentations that introduced and discussed concepts essential to gender equality in public institutions supported by global examples for visualization and

cross-country learning opportunities. The expert presentations were interactive and offered opportunities for questions and answers.

Following expert presentations, each day featured sessions dedicated to small group discussions delving into specific sections of the draft action plans of Bhutan and Lao PDR. Participants were divided into groups to ensure the exchange of expertise and experiences related to the action plans, with groups subsequently presenting their discussion findings in plenary sessions. Workshop documentation, presentations and photos are available on the [Moodle platform](#).

Proceedings of the Workshop

The workshop commenced with self-introductions following the welcoming introduction by UNDP and a presentation by UN DESA. UNDP emphasized the workshop goal of inspiring and equipping participants to translate insights into impactful actions, fostering inclusive and accountable governance. UN DESA recalled the workshop's objectives and shared information on the project [“Building capacities for promoting the presence and leadership of women within public institutions at national and local levels”](#), along with key findings from national reviews



conducted in project countries. Ms. Resta presented the project's timeline and expected outcomes, emphasizing its dual goals: (1) Enhancing government capacity to develop and implement action plans prioritizing gender equality in public administration at national and local levels, and promoting women's career progression to leadership positions in the public sector; (2) Stimulating knowledge transfer to enhance awareness across governments. Highlighting the significance of the regional workshop for achieving the second goal, she emphasized how cross-sharing experiences with partnering countries could increase the robustness of the national gender equality action plans in Bhutan and Lao PDR and facilitate their implementation. UN DESA encouraged all participants to actively engage in group discussions and contribute to refining the list of action points for Bhutan and Lao PDR. Ms. Resta also

introduced the [Moodle platform](#) developed by the project, which serves as a repository of information and a tool for interaction after the workshop.



The **first day** of the workshop continued with Ms. Müge Finkel's (University of Pittsburgh) presentation on the significance of gender equality in public institutions. Ms. Finkel reviewed key concepts and terminologies on gender equality to enhance the technical understanding of the participants on the application of these concepts in public institutions at the national and subnational levels. In her presentation, Ms. Finkel underlined the contributions of gender equality in public institutions to public policymaking through references to the [Global Report on Gender Equality in Public Administration 2021](#). At the end of her presentation, Ms. Finkel referred to three categories of barriers to women's participation and leadership in PA globally: (1) legislation, policies, and processes; (2) institutional culture and gender

stereotypes; and (3) access to leadership training and capacity building. She concluded her presentation by noting the importance of gender equality action plans to address these three categories of barriers.



The following two sessions featured country experiences in achieving gender equality in their public institutions and identified crucial initiatives from each country. Each speaker was asked to address three questions: 1. What specific strategies is your agency implementing to advance gender equality within public administration, and how do these align with the overarching goal of the action plan? 2. Could you elaborate on the key actions your agency is undertaking to promote

gender inclusivity in decision-making processes, workforce representation, and leadership roles within the public sector? 3. What concrete commitments has your agency made to address systemic barriers to gender equality in public administration, and what measures are in place to ensure accountability and progress tracking towards these commitments?



Brunei Darussalam referred to its current strides in developing a national plan of action focussing on women. It also emphasized the historical importance of female education, dating back to its first National Development Plan (1953-1958), which has resulted in notable increases in women's literacy rates and their participation in economic and political spheres. **Cambodia** emphasized the significance of a quota system and coordination bodies in addressing gaps, such as through outreach efforts and human resources recruitment measures. It discussed the benefits of its Gender Mainstreaming Working Group, which develops and implements the Gender Mainstreaming Action Plan across government ministries, fostering gender equality and women's

leadership. **New Zealand** highlighted the significance of its Public Service Act 2020, which solidified commitments to gender equality by promoting inclusive employment practices, addressing pay equity, and ensuring unbiased decision-making in remuneration. Additionally, it noted that public agencies create action plans, which are published on the pay gap commission website and the agencies' websites. **Solomon Islands** shared the gender equality gains achieved following the establishment of gender focal points in the public service, driven by robust political commitment. It also highlighted its ongoing efforts to review legislation and public service rules to prioritize gender equality. **Sri Lanka** highlighted several policies aimed at enhancing women's



equality in the workplace, including the Gender Equality and Women's Empowerment Policy and the Sexual and Gender-Based Violence Action Plan. It also underscored the significance of effective mechanisms for implementing the law and the collection of disaggregated data to support these efforts. The host country, Thailand, presented the municipal experience shared by the Deputy Governor of the **Bangkok Metropolitan Administration**, which became the first municipal government in the Asia-Pacific region to implement the Gender Equality Seal for Public Institutions. The Bangkok municipality has implemented programs that target a “variety of gender identities,” going beyond the traditional gender binaries, in its efforts to enhance gender equality. **The Philippines** credited its success to the Magna Carta of Women, which tackles discrimination and promotes women's rights, ensuring women's increased participation in decision-making and policy-making roles.



The first day of the workshop concluded with the first group session led by the national consultants of Bhutan and Lao PDR, which discussed implementation challenges and solutions at the national and subnational levels. Groups reported back to the plenary on the countries' experiences with policy changes towards gender equality in public administration.

The **second day** of the workshop started with a technical presentation by Ms. Finkel that reviewed the processes and the checklist for developing and implementing an action plan in public administration, followed by Q&A.

The subsequent presentations were led by senior civil servant representatives from Bhutan - Mr. Tashi Namgyel, Member Secretary to the National Commission for Women and Children, Director, of the Department of Education Programmes, Ministry of Education and Skills Development - and Lao PDR -Ms. Manivone Luangsombath, Director Permanent Secretary Office of the National Commission for the Advancement of Women, Mothers and Children - who introduced the context and priorities of their country's gender equality action plans.

The afternoon session started with Ms. Finkel's presentation on the first set of actions included in the gender equality action plans, which focus on the *Institutional and Policy Framework for Women's Participation and Leadership in Public Administration*.



Women's Participation and Leadership in Public Administration. During the discussion, Sri Lanka emphasized the importance of maintaining sex-disaggregated data despite challenges in automated collection among agencies, stressing the need for institutional commitment. Solomon Islands announced the imminent launch of a Public Service Monitoring and Evaluation framework to ensure accountability for gender equality. Vanuatu highlighted the establishment of a working group at

the subnational level. Cambodia confirmed the existence of a National Committee for Subnational Democratic Development Strategy and Action Plan aimed at increasing women's presence in sub-national management positions, with plans for a new strategy and monitoring framework. The Philippines shared the institutionalization of online vacancy postings but acknowledged challenges with Internet access at the local level. Questions arose regarding the extension of action plans upon expiration. Brunei discussed the review and update of plans, exemplified by Vision 2035, emphasizing ministerial commitments and ongoing strategy reviews. The Philippines noted the duty of women's national machineries to update strategies. Discussions also touched on the need to protect accountability centres from government reorganizations, with examples from the Philippines and Bhutan stressing the importance of institutionalization and political will. Lao PDR highlighted challenges in data collection.

The following presentation was led by the two national consultants of Bhutan and Lao PDR as they shared their countries' institutional and policy frameworks, complete with a set of action points, indicators of success, means of verification, timeframe, resource requirements, agency responsibilities and capacity requirements. Group discussions allowed participating country representatives to comment and provide feedback to Bhutan and Lao PDR. The second day ended with groups reporting in plenary.



The **third day** of the workshop commenced with a presentation by Ms. Finkel on *Human Resource Policies and Practices* that included examples of good practices. During the interactive session, participants contributed to the discussion with their examples of human policies and practices. Strategies to encourage women's participation in recruitment were discussed, including the description of skills required to make candidates feel less discouraged, with emphasis on encouraging women to apply. Discussion highlighted the secrecy of recruitment processes and the challenge of addressing women's needs within gender-neutral human resources provisions.



Discussions also included the importance of ensuring fairness in human resources policies, with considerations for extensions and evaluations during absences. The Solomon Islands emphasized human resources training covering all aspects of employment and harassment to alleviate the burden on women's commissions. Vanuatu proposed gender sessions for local authorities through training institutes, while the Philippines stressed the importance of data gathering to assess biases hindering women's leadership.

National consultants' presentations described human resources practices and policies in Bhutan and Lao PDR, before breaking into group sessions, where country representatives shared their experiences in implementing human resources policies and practices that have been found effective in increasing women's representation and leadership in public administrations.



The afternoon session started with a discussion led by Ms. Finkel on the importance of high-quality gender-disaggregated data and evidence-based analysis in efforts to increase women's representation in decision-making levels in public administrations. She shared the latest publicly available data on Asia Pacific countries and invited all countries to make available data accessible. Subsequently, two national consultants described efforts in data collection and utilization to enhance gender equality in public

administrations in Bhutan and Lao PDR. During the discussion, the Philippines highlighted the importance of institutionalizing evidence-based decision-making, emphasizing the need for

ministries to collect specific data as guided by their mandates. At both national and subnational levels, efforts are made to collect and disseminate gender and development data through websites, though coordination for a national data repository is urged. UN DESA underscored the significance of metadata and strategic data collection, emphasizing the importance of identifying necessary data elements, determining collection responsibilities by entities, and establishing collection periodicity. New Zealand emphasized the importance of trends over point-in-time snapshots in data analysis, while Thailand shared insights on open government data practices. The final group work highlighted innovative approaches to data and evidence-based analyses of gender gaps in participating countries and discussed the potential for Bhutan and Lao PDR to integrate applicable strategies into their action plans. The day concluded with groups reporting back in plenary. Lao PDR highlighted the necessity of a monitoring tool and emphasized targeted training of civil servants for leadership positions, including the use of the Moodle training platform made available by the project in the Lao language. Comments were integrated into the plan, enriching its content, and inter-ministerial working groups were included. Bhutan focused on talent management, capacity building, and targeted training, aiming to enhance the civil service database to track women leaving annually.



The **fourth day** of the workshop pursued a single goal: to elicit final feedback and suggestions for the refinement of the gender equality action plans of Bhutan and Lao PDR. After the two national consultants shared the revised drafts approved by the country representatives, the final group work aimed at providing last comments toward the implementation of the two national plans. UN DESA outlined the next steps in project implementation, which include organizing a second regional workshop for African countries in Mauritius and a global workshop to be held in Korea, both scheduled for June 2024. During the discussion on the next steps, Lao PDR expressed plans to seek approval from key ministry decision-makers for the action plan, finalizing it through internal ministerial discussions and technical forums before presenting it to high-ranking government officials across line ministries. Revision of laws and sensitization efforts are also in the pipeline, supported by national consultants and in coordination with other UNDP parliamentary and gender projects. Bhutan aims to brief agencies such as the Royal Civil Service Commission (RCSC) and the National Commission for Women and Children (NCWC), with UNDP's aid in finalizing the plan and coordinating data governance.

Other countries provided advice, with Brunei suggesting ASEAN's use of a gender mainstreaming toolkit, and Cambodia expressing interest in learning from Bhutan and Lao PDR's experiences in developing their action plans. New Zealand shared the workshop's motivational impact and emphasized partnership support, while Solomon Islands urged proactive action within agency mandates. Sri Lanka emphasized monitoring, evaluation, and follow-up, and Thailand stressed understanding context and policy. The Philippines highlighted the need to look beyond numbers in women's leadership, emphasizing collaboration and strategic partnerships, while Vanuatu acknowledged learning from reviewing Bhutan and Laos' action plan strategies. Ms. Tshering Choden (UNDP RBAP) and Ms. Valentina Resta (UN DESA) delivered concluding remarks, encouraging participants to channel their energy back to their agencies as drivers of change. As a final task, participants reflected on their experiences during the workshop and completed an evaluation survey (please see Annex 4).



Deliberations and Conclusions



Participants were encouraged to actively engage in discussions, which took place both in plenary sessions and within smaller working groups. Plenary and group sessions provided ample opportunities for participants to reflect on the specific themes covered in expert presentations and contribute their own country experiences. Participants further engaged in group work to review the action plans of Bhutan and Lao PDR and suggested recommendations to strengthen the plans as part of the collaborative process. The exchange of

knowledge among countries and the peer review of the project countries' action plans considered contextual elements, including social, cultural and political norms that shape workplace environments, especially at the subnational levels of government.



The group discussions focused on the following themes across various administrative levels of public administration:

- *Institutional and policy frameworks and accountability mechanisms* to enhance gender equality, including organizational structures and processes that promote a gender-responsive and accountable environment.
- *Human resource policies and practices* to

ensure inclusivity and equal opportunities for all, including recruitment, retention, promotion, and professional development practices that foster gender balance, particularly at the leadership levels.

- *Evidence and data-based analysis* to monitor progress towards gender parity and the impact of measures aiming to improve gender equality, especially in leadership positions.

The following is the summary of group discussions on each day:



Day one: For the first group work, partnering countries were divided into two groups, each led by one of the two project countries. Group 1, led by Bhutan, included representatives of Brunei, New Zealand, Sri Lanka, and Thailand. Group 2, led by Lao PDR, included representatives of Cambodia, the Philippines, the Solomon Islands and

Vanuatu. Each group discussed what they found to be the most effective policy experiences towards gender equality in public administration and focused on enabling factors for their success as well as difficulties faced in their implementation. Groups paid specific attention to differences at the national and subnational levels. Day one concluded with groups reporting back to plenary.



Day two: Group work focused on a deep dive into the first part of action plans presented by Lao PDR and Bhutan delegations. Before reporting to the plenary, the two groups discussed: 1. What recommendations on institutions and/or policy frameworks do you propose for Bhutan/Lao PDR to improve gender equality in public administration both at the national and subnational levels? 2. What specific actions do you recommend for enhancing coordination and accountability mechanisms in Bhutan/Lao PDR at the national and subnational levels?

Day three: Country representatives were asked to switch groups and focus on two questions in two separate sessions: 1. What recommendations on human resource policies do you propose



for Bhutan's and Lao PDR's action plans to increase women in leadership positions at the national and subnational levels (with a focus on retention, work-life balance, and workplace harassment)? 2. What recommendations on data and evidence-based analyses do you propose for Bhutan's and Lao PDR's action plans to increase women in leadership positions at the national and subnational levels? Group work focused on gender gaps, why they exist and

how they can be addressed. The groups noted the limited understanding of gender concepts as well as limited information on gender-pay gaps, and people's resistance to change. They

recommended gender-sensitive monitoring and evaluation mechanisms for better institutionalization of gender equality goals.

Day four: Group work focused on providing concrete suggestions and feedback to help refine the draft action plans of Bhutan and Lao PDR. In two group sessions, the two project countries discussed strategies for the effective implementation of their action plans with partnering countries. The project countries were encouraged to think of a small set of priority actions rather than a large set of goals; to cultivate political will; and to enhance awareness of gender equality among their civil servants at the national and subnational levels. They were also encouraged to identify strategic partners, such as gender focal points or gender equality working groups. The final report back to the plenary underscored the positive and collaborative environment the regional workshop fostered and the importance of sharing experiences and learning from each other for capacity enhancement. Delegates of the two project countries reaffirmed their commitment to refining their gender equality action plans upon returning to their countries.



Action Points Recommended for Implementation by Participating Countries

After having peer-reviewed Bhutan's and Lao PDR's draft gender equality action plans, workshop participants commended the two project countries for undertaking such an important step towards increasing women's leadership in public administration. They noted that the two action plans have identified and attempted to address significant barriers to women's career progression in the civil service. The participants highlighted the following points for consideration during the refinement of the two action plans and for their successful implementation:



- Action points can be quite ambitious. While all action points listed are essential for increasing women’s participation and access to leadership roles in public administration, it may be more effective to initially focus on a priority list depending on each country’s context, political commitment, and existing resources.
- Indicators of success for each action point must be carefully discussed and agreed upon before implementation. It is important to select indicators that are practical and accessible.
- Monitoring and evaluation processes need to be stated transparently. While gender focal points are often thought of as “one-stop shops” for institutional accountability, their capacities must be enhanced, resources at their disposal must be increased, and their responsibilities must be clearly stated.

Gender focal points must be provided with the necessary technical training. An overall awareness-raising campaign must be launched across public institutions to increase their visibility. Alternative institutional setups to gender focal points can be considered, such as the Gender Mainstreaming Working Group in place in Cambodia.

- Civil service training, orientations and new recruitment in-takes need to include gender equality training. These trainings, when seen as a networking opportunity, have the potential to promote change.
- Human resource policies and practices must be analysed from a gender lens and corrective actions must be prioritized. Workplace harassment measures must be instituted or strengthened. Civil servants must be trained on their rights and entitlements.
- Data systems must be enhanced to increase the availability of sex-disaggregated data across different sectors and ranks of employment. Data collection and reporting systems must be instituted, and accountability for evidence-based analysis must be established. Standards of reporting must be agreed upon. Data must be publicly available. Data should go beyond numbers and should target gender gaps intentionally.
- Subnational differences and challenges must be identified and intentionally addressed. Innovative solutions at subnational levels can be scaled up to the national level.
- Policymaking needs to adhere to existing mandates and gender equality commitments must be publicly announced and owned.



Countries commented on the effectiveness of cross-learning, sharing of experiences and peer reviewing, as demonstrated during the four days of the regional workshop, and asked that refined gender equality action plans by Bhutan and Lao PDR be shared upon completion. Ms. Resta invited all participants to continue to refer to the Moodle platform for sharing and disseminating knowledge.

ANNEXES

ANNEX 1 Participant List

N.	Name, title	M/ F	Agency	Country
1	Tashi Namgyel, Director	M	Department of Education Programme, Ministry of Education and Skills Development/Member Secretary to the NCWC	Bhutan
2	Wangchuk Zangmo, Deputy Chief Programme Officer	F	National Commission for Women and Children	Bhutan
3	Kuenzang Choden, Officiating Chief Human Resource Officer	F	Department of Human Resource Management, Royal Civil Service Commission	Bhutan
4	Tshering Dema, Assistant Human Resource Officer	F	Human Resource Audit, Royal Civil Service Commission	Bhutan
5	Pema Choeda, District Legal Officer and gender and child focal person	M	Sarpang District	Bhutan
6	Vanhphone Cheuasongkham, Deputy Director of International Cooperation Division	M	Ministry of Home Affairs (MoHA)	Lao PDR
7	Phengphanh Duangpaxa, Deputy Head of Cabinet Office and Head of NCAWMC at MoHA	F	MoHA	Lao PDR
8	Mouknapha Manirath, Deputy Director of Civil Service Planning and Cooperation	F	MoHA	Lao PDR
9	Manivone Luangsombath, Director Permanent Secretary office of NCAWMC	F	National Commission for the Advancement of Women, Mothers and Children (NCAWMC)	Lao PDR
10	Phetmany Phongphanh, Technical Staff	F	Division of Advancement of Women, Mothers and Children, Ministry of Agriculture and Forestry	Lao PDR
11	Noridah Hamid, Acting Director	F	Community Development Division, Ministry of Culture, Youth and Sports	Brunei Darussalam
12	Hajab Suziyati Mohammed Ali	F	Acting Director Research and Planning, Department of Public Service	Brunei Darussalam
13	Chhun Hak The,	M	Ministry of Women's Affairs	Cambodia

	Director General, Gender Equality and Economic Development			
14	Nardine Sleeman, Manager, Gender, Māori, Pacific and Ethnic Pay	F	The Equal Pay Taskforce, Te Kawa Mataaho Public Service Commission	New Zealand
15	Simon Dolaiano, Assistant Secretary (Gender)	M	Ministry of Public Service	Solomon Islands
16	Champika Subhashini Kahatapiti Pathirannehelage, Director of Planning	F	Ministry of Women and Child Affairs and Social Empowerment	Sri Lanka
17	Tavida Kamolvej, Deputy Governor	F	Bangkok Metropolitan Administration	Thailand
18	Watchareporn Lo-utai	F	Bangkok Metropolitan Administration	Thailand
19	Chanate Jeammuangpak, Human resource officer	M	Bangkok Metropolitan Administration	Thailand
20	Akkarapol Chatchavalvanich	M	Bangkok Metropolitan Administration	Thailand
21	Veeranuch Naowasak	F	Bangkok Metropolitan Administration	Thailand
22	Kim Harold Peji, Supervising GAD Specialist	M	Technical Services and Regional Coordination Division, Philippine Commission on Women	The Philippines
23	Müge Finkel, Director, Ford Institute for Human Security, Associate Professor of International Development, Co-Director, Gender Inequality Research Lab	F	Graduate School of Public and International Affairs, University of Pittsburgh	USA
24	Seman Saraken, Governance and Women's Leadership Program Coordinator	F	Department of Women's Affairs	Vanuatu

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25	Gerd Trogemann, Manager	M	Regional Bureau of Asia Pacific
26	Tshering Choden, Regional Gender Specialist	F	Bangkok Regional Hub UNDP
27	Valentina Resta, Senior Governance and Public Administration Officer	F	UN DESA
28	Tshewang Lhamo, Gender and Inclusion Analyst	F	UNDP Bhutan

29	Jenny Douglas, Governance and Participation Analyst	F	UNDP Lao PDR
30	Suparnee Jay Pongruengphant, Gender Equality and Social Inclusion Advisor	M	UNDP Thailand
31	Tingting Chen, Social Affairs Officer	F	Gender Equality and Social Inclusion Section Social Development Division UN ESCAP
32	Yenny Widjaja, Regional Gender Specialist	F	Regional gender Specialist, Bangkok Regional Hub UNDP
33	Tshering Chopel, Independent Consultant	M	National Consultant, UNDP Bhutan
34	Chansouk Insouvanh, Independent Consultant	F	National Consultant, UNDP Lao PDR

Annex 2: Draft National Action Plan, Bhutan

VISION:							
<i>Inclusive social and economic development through an effective public administration system upholding gender equality and non-discrimination.</i>							
GOAL:							
<i>By end of 2029¹, the proportion of women in the civil service in Bhutan has increased to 45 percent (baseline of 2023 is 40%), with the proportion of women at the ‘leadership and decision-making level’ increased to 30% (baseline of 2023 = 20.4%).</i>							
No.	ACTION	INDICATOR	MEANS OF VERIFICATION	TIME FRAME	RESOURCES REQUIRED	RESPONSIBLE AGENCY	REQUIRED BUT MISSING CAPACITIES
1				INSTITUTIONAL AND POLICY FRAMEWORK			
1.1	Integrate statements on promotion of GEPA in the revised National Gender Equality Policy (NGEP).	<ul style="list-style-type: none"> Revised NGEP assessed from GEPA perspective and GEPA elements integrated; Revised NGEP (with integration of GEPA) endorsed by the Cabinet, with the directive for its implementation 	<ul style="list-style-type: none"> Publication of the revised NGEP through circulation to agencies and upload in the websites of NCWC & other relevant agencies. 	Dec, 2025	<ul style="list-style-type: none"> Financial Resource; Political will and support 	NCWC as the lead coordinating agency in collaboration with RCSC.	<ul style="list-style-type: none"> Qualified Gender Expert personnel
1.2	Establish National Inter-Governmental Committee on gender	<ul style="list-style-type: none"> Government executive order on establishment of the national inter-governmental 	<ul style="list-style-type: none"> Cabinet/PMO; NCWC report; 	2025-2028	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> NCWC and RCSC 	<ul style="list-style-type: none"> Establish national inter-governmental committee on gender mainstreaming

¹ This action plan is proposed for five years, corresponding to Bhutan’s 13 Five-Year Plan, that spans from 2024/2025 – 2028/2029.

	mainstreaming and promotion of gender equality in public agencies	<p>committee on gender mainstreaming issued;</p> <ul style="list-style-type: none"> • ToR (including the functions and operation mechanism) developed. • No. of gender equality initiatives implemented by the national intergovernmental committee. 					
1.3	Develop and submit concept note/proposal on enactment of the National Gender Equality Act (NGEA)	<ul style="list-style-type: none"> • Policy advocacy conducted for the need of NGEA • Proposal for the NGEA submitted to the agency concerned/Cabinet. 	<ul style="list-style-type: none"> • NCWC report. 	2024 -	<ul style="list-style-type: none"> • Financial Resource; • Human Resources; • Political will and support; 	<ul style="list-style-type: none"> • NCWC as coordinating agency in collaboration with the Cabinet • Parliament of Bhutan and relevant public agencies, as implementing partners. 	<ul style="list-style-type: none"> • Gender Equality Law expert
1.4	Strengthen institutionalisation of Gender Focal Points (GFP) and their functions in public agencies	<ul style="list-style-type: none"> • Consultation conducted at the national as well as local level on strengthening effectiveness of GFPs' functions. • Desired level and position of GFPs agreed in the national consultation based on relevance 	<ul style="list-style-type: none"> • Agency reports; • Annual work plans of GFPs; 	2024-2025	<ul style="list-style-type: none"> • Political will and institutional support 	<ul style="list-style-type: none"> • NCWC and RCSC as coordinating agencies. • Ministry of Finance, public agencies and GFPs as implementing partners. 	

		<p>of sectors, position etc.</p> <ul style="list-style-type: none"> ● Revised ToR ofGFPs with clear operation and accountability mechanism discussed during the national consultation; ● Executive Order from the Cabinet issued on appointment and operation of GFPs in public agencies. 					
1.5	Carry out advocacy for allocation of separate budget for promotion of gender equality actions in public agencies	<ul style="list-style-type: none"> ● Advocacy for budget allocation carried out. ● Separate budget on gender equality allocated to public agencies. 	●		●	●	
1.6	Implement internal framework for gender equality promotion and mainstreaming in public agencies, including prevention of sexual exploitation and harassment (SEAH) and	<ul style="list-style-type: none"> ● Government (Cabinet) directive for all agencies to implement measures to promote gender equality in their agencies; ● Guidelines and strategies implemented in agencies to encourage women’s participation in decision-making. ● No. of SEAH reports through effective grievance and 	<ul style="list-style-type: none"> ● Annual, mid-term and five-year performance assessment report of agencies, showing clear gender action outputs/results. ● Annual performance 	2024-2026	<ul style="list-style-type: none"> ● Financial resources; ● Technical expertise. 	<ul style="list-style-type: none"> ● NCWC, RCSC and PMO as coordinating agencies; ● Public agencies as implementing partners. 	<ul style="list-style-type: none"> ● Technical experts/expertise at NCWC/public agencies.

	discrimination at workplace.	reporting mechanisms in public agencies.	report of public agencies. <ul style="list-style-type: none">• Periodic survey; harassment and discrimination reports.				
2				HUMAN RESOURCE POLICY AND PRACTICE			
2.1	Review the Bhutan Civil Service Rules and Regulations (BCSR) from a gender lens and implement temporary special measures.	<ul style="list-style-type: none"> • Temporary special measures within civil service HR functions identified implemented to meet women's differential needs; • % increase in women in leadership positions as a result of implementing special measures in HR functions. 	<ul style="list-style-type: none"> • RCSC report and statistics on civil servants; • BCSR revised 	2023-2028	Financial Resource	RCSC/NCWC	
2.2	Include and enhance gender equality and mainstreaming into training curricula of civil service training institutes.	<ul style="list-style-type: none"> • No. of pre-service training programmes with gender curricula; • No. of targeted leadership programmes with gender as part of the training component. 	<ul style="list-style-type: none"> • NCWC report; • RCSC training reports; • Agency HRD report • Annual reports of RIM. 	2025-2029	<ul style="list-style-type: none"> • Financial and human resources; • Technical expertise 	<ul style="list-style-type: none"> • NCWC and RCSC; • Training institutes and colleges 	

2.3	Strengthen women's representation and participation in the HRC and other decision-making forums.	<ul style="list-style-type: none"> ● Government (RCSC) directive requiring at least one woman in the HRCs and other committees (irrespective of eligibility prescription); ● No. of other committees within the agencies with women representatives. 	<ul style="list-style-type: none"> ● Agency reports 	2025-2026	<ul style="list-style-type: none"> ● Human resources ● Political support 	<ul style="list-style-type: none"> ● NCWC and RCSC ● Relevant public agencies 	
2.4	Train GFPs on gender equality and mainstreaming strategies and include them as mandatory member of the Committees	<ul style="list-style-type: none"> ● No. of trainings provided to GFPs ● No. of GFPs who have attended the trainings ● HRCs with GFPs as members 	<ul style="list-style-type: none"> ● NCWC report ● RCSC report and data ● Agency report and records 	2025-2026	<ul style="list-style-type: none"> ● Financial and human resources 	<ul style="list-style-type: none"> ● NCWC as coordinating agency ● RCSC as implementing partner 	
2.5	Provide targeted training to HROs on gender equality and gender responsive strategies	<ul style="list-style-type: none"> ● No. of HROs trained on gender equality and gender mainstreaming in HR functions; ● No. of women benefiting from gender-responsive affirmative HRD/M decisions. 	<ul style="list-style-type: none"> ● Agency HRD/M reports 	2020-2029	<ul style="list-style-type: none"> ● Financial and human resources; ● Technical expertise 	<ul style="list-style-type: none"> ● RCSC ● Public agencies (HR divisions) 	
2.6	Sensitization on gender equality and gender mainstreaming to all executives, managers and supervisors	<ul style="list-style-type: none"> ● No. of executives (especially men) at the central level sensitised and trained ● No. of managers and supervisors (especially men) at the central and local 	<ul style="list-style-type: none"> ● RCSC HRD report; ● NCWC report 	2025-2029	<ul style="list-style-type: none"> ● Financial resources 	<ul style="list-style-type: none"> ● RCSC as coordinating agency ● NCWC and public agencies as implementing partners 	

		levels sensitised and trained.					
2.7	Mentoring of mid-level female officers	<ul style="list-style-type: none"> No of Mentor-mentee identified Number of mentees who reached leadership positions 	<ul style="list-style-type: none"> NCWC report RCSC report Agency report 	2026-2029	<ul style="list-style-type: none"> Financial resources Technical expertise 	<ul style="list-style-type: none"> NCWC RCSC 	
2.8	Strengthen and replicate 'Go to Person' facility in the agencies at the local level	<ul style="list-style-type: none"> No. of agencies at the local level with 'Go to Person' platform. No. of civil servants who attended the sensitisation on 'Go to Person' platform. 	<ul style="list-style-type: none"> Notification on enhancement of Go to Person Sensitization of the Go to person facility during the HR Webinar 	August 2024	<ul style="list-style-type: none"> Technical assistance Training to the Go to Person focal in RCSC on case management 	<ul style="list-style-type: none"> RCSC NCWC 	
2.9	Mandatory training on gender equality during onboarding orientation	<ul style="list-style-type: none"> No. of officials who have attended mandatory training on gender. 	<ul style="list-style-type: none"> Agency HRD/M report. 		<ul style="list-style-type: none"> Financial resource to design training materials Institutional support 	<ul style="list-style-type: none"> RCSC NCWC 	
2.10	Introduce leadership performance measures on gender equality	<ul style="list-style-type: none"> No. of agency heads, division chiefs and other relevant supervisors assessed based on the gender action outputs. 	<ul style="list-style-type: none"> RCSC report 	2026-2029	<ul style="list-style-type: none"> Political support 	<ul style="list-style-type: none"> RCSC NCWC 	
2.11	Implement affirmative gender equity measures	<ul style="list-style-type: none"> Type and no. of affirmative actions implemented in HR functions. 	<ul style="list-style-type: none"> RCSC report NCWC report Other public administration report 	2025-2028	<ul style="list-style-type: none"> Financial resources 	<ul style="list-style-type: none"> RCSC NCWC 	

2.12	Implement special measures for enabling work conditions for women	<ul style="list-style-type: none"> Improved flexi time for child/old age care. Flexibility for use of paternity leave; No. of agencies with high standard creche with professional caregivers, and breast-feeding space at workplaces; Govt. directive endorsing mothers to bring young children to trainings/workshops. 	<ul style="list-style-type: none"> RCSC reports NCWC report 	2025 - 2029	<ul style="list-style-type: none"> Financial resources; Technical resources 	<ul style="list-style-type: none"> RCSC NCWC 	
2.13	Institute and promote gender role models through awards and talk shows.	<ul style="list-style-type: none"> No. of role models recognised and incentivised with civil service awards (certificate of appreciation; salary increment; promotion, etc.) 	<ul style="list-style-type: none"> Annual reports Civil service awards 		<ul style="list-style-type: none"> Financial resources 	<ul style="list-style-type: none"> NCWC and RCSC 	
2.14	Implement general sensitisation and awareness on gender and gender equality, especially at the local level.	<ul style="list-style-type: none"> No. of public officials at the local level sensitised on sexual exploitation, harassment or gender discrimination at workplaces. No. of harassment cases reported in public agencies at the local level. 	<ul style="list-style-type: none"> Annual reports NCWC reports Media reports 	2026-2029	<ul style="list-style-type: none"> Financial resources 	<ul style="list-style-type: none"> NCWC 	
3				EVIDENCE AND DATA-BASED ANALYSIS			

3.1	Improve the civil service statistics with gender-disaggregated data on distribution of civil servants by agencies and positions at the local level.	Systematic collection, use and analysis of sex-disaggregated data in place. Percentage/number of gender-based composition in the decision-making level at both local and central level Gender Paygap	<ul style="list-style-type: none"> ● Civil service statistics and annual reports. 	2025-2028	<ul style="list-style-type: none"> ● Financial resources ● Human Resources ● Technical support 	<ul style="list-style-type: none"> ● RCSC ● NCWC ● Agencies 	
3.2	Implement civil service Gender Equality Monitoring System (GEMS)	Gender equality data in public administration presented through GEMS	<ul style="list-style-type: none"> ● RCSC report ● NCWC report 	2026-2029	<ul style="list-style-type: none"> ● Financial resources ● Human Resources ● Technical support 	RCSC and NCWC	
3.4	Publish and use Gender- Sensitive Indicator Handbook.	No. of gender-sensitive handbook.	NCWC report	2027-2029	Human & Financial resources	<ul style="list-style-type: none"> ● NCWC ● Agencies 	
3.5	Submit data on gender discrimination in the workplace on an annual basis.	No. of reports on sexual discrimination issues	<ul style="list-style-type: none"> ● RCSC and NCWC reports ● Annual agency reports ● Media reports 	2026-2029	Human & Financial resources	<ul style="list-style-type: none"> ● RCSC ● Agencies 	
3.6	Data sharing within institutions and agencies	No. of bi-lateral and Multilateral Coordination Meetings (bi-annual)	Program Report	2024-2029	Financial resources	NCWC/RCSC/ Respective Agency	

3.7	Capacity building on gender disaggregated data analysis and use to report on gender equality status at workplaces	No. of PA trained in data analysis	Program Report	2024-2029	Human & Financial resources	<ul style="list-style-type: none"> ● NCWC and NSB ● Agencies 	
3.8	Carry out organisational climate survey on gender equality	Gender gaps and gender-related issues identified through the annual organisational climate survey report	Organisational climate survey report of agencies	2025-2029	Human & Financial resources	<ul style="list-style-type: none"> ● RCSC and NCWC ● Agencies 	
3.9	Strengthen gender analysis practice to track and report gender equality data.	<ul style="list-style-type: none"> ● Availability of gender-disaggregated data in RCSC ● Availability of gender-disaggregated data in agencies 	<ul style="list-style-type: none"> ● RCSC report ● NCWC report ● Agency report 	2026-2029	<ul style="list-style-type: none"> ● Human resources ● Financial resources ● Technical support 	<ul style="list-style-type: none"> ● RCSC and NCWC ● Public administration agencies 	
3.10	Capture gender analysis and women's impact in HR auditing.	<ul style="list-style-type: none"> ● HR audit reports with gender analysis and recommendations 	<ul style="list-style-type: none"> ● RCSC report 	2025-2029	<ul style="list-style-type: none"> ● Human resources ● Financial resources 	<ul style="list-style-type: none"> ● RCSC and NCWC ● Public administration agencies 	

Annex 3: Draft Action Plan, LAO PDR

Action Plan for Promoting Women in Decision-Making and GEPA 2025–2023

Actions/Activities Objectives	Indicators	Means of Verification	Time frame (divided into quarters (Q))	Required Resources	Responsible Party	Required but Missing Capacities/ USD-Budget	
1. Policy Frameworks: National Laws and Regulations on GEPA -> gender equality Law to add GEPA							
1.1	Recruit a gender specialist to assist in planning/developing a roadmap and a legal expert(s) to assist in revising/drafting laws, policies and guidelines.	<ul style="list-style-type: none"> Recruit gender/legal consultant(s) completed Policy development roadmap developed 	<ul style="list-style-type: none"> Consultant(s) contract signed Policy development roadmap developed 	Q4 2024-Q1 2025	Hire a gender and/or a legal consultant or both (institutional ised gender expert)	MoHA supported by NCAMC	40,000
1.2	<p>Revise existing laws/regulations with a gender lens and create guidelines.</p> <p>Incorporate gender-related aspects and responses to women’s and men’s needs regarding (i) women in leadership positions; (ii) recruitment (ethnic groups and disabilities); (iii) parental leave; (iv) capacity-building and retention; (v) work-life balance; and (vi) protection against all kinds of harassment in the workplace, etc.</p>	<p>Revision of 1 law (e.g. Law on Civil Servants, Decree on Staff Capacity Development, Law of Gender Equality), policies and 2 guidelines</p> <p>Eg. Revised Law on Civil Servant Article 17 on recruitment, etc</p>	<ul style="list-style-type: none"> Process and products A report on policy gaps analysis/policy development process/ roadmap Assessments → assessment on sexual harassment at the workplace in the public sector Records of policy consultations/dialogs/works hops 	Q4, 2024	Budget, law/ policy/ gender expert(s)	Led by MoHA, supported by NCAWMC (NCAWMC at the Cabinet Office of MoHA)	50,000

	Eg. (i) implementation guidelines on effective engagement of women in leadership positions → addressing Article 22 of the Gender Equality Law on promoting women in the public sector (ii) Standard guidelines for inclusive civil servant recruitment → addressing ethnic groups and people with disabilities etc						
1.3	Develop administrative/executive order/Decree/Minister's instructions on how to implement the updated/revised policies mechanisms of reporting online. Guidance is given and responsibility devolved.	<ul style="list-style-type: none"> Implementation guidelines on the revised laws/ regulations with a gender lens developed and approved by MoHA Workshops conducted 	<ul style="list-style-type: none"> Records of processes of instructions development Approved implementation guidelines, etc 	Q3 or Q4 2025	Budget, law/ policy/ gender expert(s)	Led by MoHA, supported by NCAWMC/LWU	100,000
1.4	Initiate policy dialogue, dissemination workshops at the national and sub-national level	<ul style="list-style-type: none"> Policy dialogues/ consultations workshops conducted 	<ul style="list-style-type: none"> Consultation/policy dialogue reports contain a summary of (i) involved key stakeholders, (ii) issues raised, and/or (iii) measures on how those issues are addressed 	Q4 2024- Q1 2025		MoHA, PoHA, NCAWMC (?)	More Budget required (18 Provinces/clustered, Central dissemination)
2. Coordination and Accountability Mechanisms							
2.1	Increase coordination and accountability mechanisms 1. Define oversight functions/ roles and	<ul style="list-style-type: none"> Oversight functions drafted Practical coordination and accountability 	<ul style="list-style-type: none"> Function of each involved institution drafted, reviewed and approved by MoHA 	Q3, 2024 to Q1, 2025	Gender expert(s)	Defined in Guidelines:	10,000

	<p>responsibilities of related key institutions: NCAWMC, MoHA, LWU, etc</p> <ol style="list-style-type: none"> 2. Outline/develop coordination mechanism of divisions across sectors at the administrative level 3. Identify key existing focal points in line ministries/departments at both national and subnational levels, and specify their roles (ToR) 4. Develop gender focal points/stakeholder mapping (also containing contact details of focal points from line agencies) 5. Establish GEPA networking groups, so that the key GEPA focal points can link/provide support inside/outside their own agencies 	<p>mechanisms established with a clear coordination mechanism and ToR</p> <ul style="list-style-type: none"> • Records of all gender focal points at the national and sub-national levels • Stakeholder mapping developed • GEPA Working Group established 	<ul style="list-style-type: none"> • Record/list of key gender focal points from line ministries and departments at both national and subnational levels • Functional GEPA working group <p>Progress reporting</p>		<p>Inputs from each ministry/ department</p>	<p>MoHA - coordination</p> <p>NCAWMC - coordination</p> <p>LWU – Implementation and reporting</p>	
3. HR Development and Capacity-Building							
3.1	<p>Promote and increase the number of civil servants with access to and understanding of GEPA and other issues related to women’s equality</p> <ol style="list-style-type: none"> 1. Disseminate the developed instructions/implementation guidelines 2. Develop a training curriculum and training 	<ul style="list-style-type: none"> • Instruction on GEPA available and accessible • Training curriculum and training sessions on gender equality and GEPA developed • Number of trained GEPA resource persons – training of trainers, from different sectors 	<ul style="list-style-type: none"> • A set of training materials/ toolkit/manual • Record of pre- and post-training evaluation • Records/number of training conducted • Number/percent of staff attended GEPA training. 	Q3, 2024 onward	Budget Gender expert(s)	MoHA (Department ?) NCAWMC LWU	

	<p>sessions on gender equality and GEPA</p> <p>3. Train GEPA resource persons – training of trainers</p>	<ul style="list-style-type: none"> • 100 percent of women and 100 percent of men civil servants attend GEPA training 					
3.2	<p>Promote the representation of women in leadership positions</p> <p>Promote women’s advancement in public sector development</p> <p>Activities:</p> <ol style="list-style-type: none"> 1. Set specific targets for female civil servants to attend various training courses 2. Provide technical leadership and political theory training for women because this is a key requirement for career advancement (National Political and Public Institution Organization, including access to government leadership training courses) 	<ul style="list-style-type: none"> • # of women in leadership positions • # of women who joined/graduated from government leadership training courses • # of women who completed other leadership courses • 25–30 percent of women (210–300 people) promoted to Director General positions by 2030 		Q4, 2024 onward	<p>Budget</p> <p>Gender expert(s)</p> <p>Qualified trainer(s)</p>	MoHA, NCAWMC and LWU	<p>Budget</p> <p>Gender Expert(s)</p> <p>Qualified trainer(s)</p>
4. Evidence-based Data System							
4.1	<p>Establish a national gender database system for sex-disaggregated data that includes decision and non-decision positions’ data;</p>	<p>A national gender database system established and functioning. The system contains at least the following:</p>	<p>A GEPA databased established and functioning</p>	Q3, 2024 to Q4, 2025	<p>IT expert(s)</p> <p>Gender expert(s)</p>	<p>Led by MoHA, Lao Statistics Bureau</p>	<p>Limited accurate data from sectors</p>

	<p>reporting systematic from each ministry from national to subnational levels</p> <p>Activities:</p> <ol style="list-style-type: none"> 1. Prepare/Identify blueprint for database 2. Recruit IT expert(s) to establish a national gender database system at MCAWMC and link to MoHA Civil Servants Management Systems 3. Assess existing channels of data collection and data providers, and available data sets 	<p>% of women in leadership positions and all management positions (all management levels)</p> <p>% of female civil servants overall and at all levels of employment</p> <p>% of female civil servants who attend training and capacity-building in the country and overseas, and all employees who complete training and are subsequently promoted</p> <p>% of women who are eligible to be promoted to leadership positions in the public service</p> <p>Employment quotas for the civil service and statistics on resignations</p> <p>Specific quotas for female civil servants</p>				Supported by NCAWMC/ MoTC and Gender Consultant	
4.2	<p>Establish a monitoring mechanism to track implementation progress with specific key targets, indicators and tools</p> <p>Activities:</p> <ol style="list-style-type: none"> 1. Coordinate with line ministries/departments via gender focal points 2. Assist line ministries in establishing their implementation plan and monitoring system 	<p>Institutional-level monitoring mechanism established</p>	<ul style="list-style-type: none"> • Line ministries/departments established a monitoring system to track GEPA progress • GEPA focal points submit progress reports annually • GEPA focal points submit implementation and budget plan annually 	Q3, 2024 to Q1, 2025	<p>Budget</p> <p>IT expert(s)</p> <p>Gender expert(s)</p>	Led by NCAWMC	<p>Budget</p> <p>IT Expert(s)</p> <p>Gender expert(s)</p>

	3. Line ministries allocate a suitable budget for implementation						
4.2	<p>Improve IT/ICT technical capacity and knowledge and reduce gender gap in IT</p> <p>Activities:</p> <ol style="list-style-type: none"> 1. Conduct needs assessments and pre-training evaluations in the areas of IT, ICT/ digital use for GEPA 2. Provide GEPA-related IT, ICT/digital training on data collection and storage techniques 3. Provide a special ICT project that targets female civil servants 4. Provide on-the-job training on how to access, read and interpret gender data (eg. UN, World Bank and other donors' gender data, gender indicators, gender index, ranking, gender risk ranking, etc.) 5. Conduct post-training evaluation in the areas of IT, ICT/digital use for GEPA 	<p># of IT/digital knowledge training courses conducted</p> <p># of women and men who complete the training courses</p> <p># of women and men who know how to use IT/ICT/digital tools</p> <p># of key persons who are responsible for developing, managing, maintaining, and monitoring of the developed national gender database system</p> <p>Removed barrier in IT in men and women</p> <p>Women are not discouraged from applying for civil servant</p>	<ul style="list-style-type: none"> • Assessment reports • Number of provided training • Number participants-sex-disaggregated • Evaluation reports 	Q3, 2024 to Q4, 2025	Budget IT and Gender Experts	Gender Consultant/ MoHA/ NCAWMC/Lao Statistics Bureau/MoTC	English language skills, as most IT/ICT- related information is in English

Annex 4: Participants' Evaluation Report

Background Information

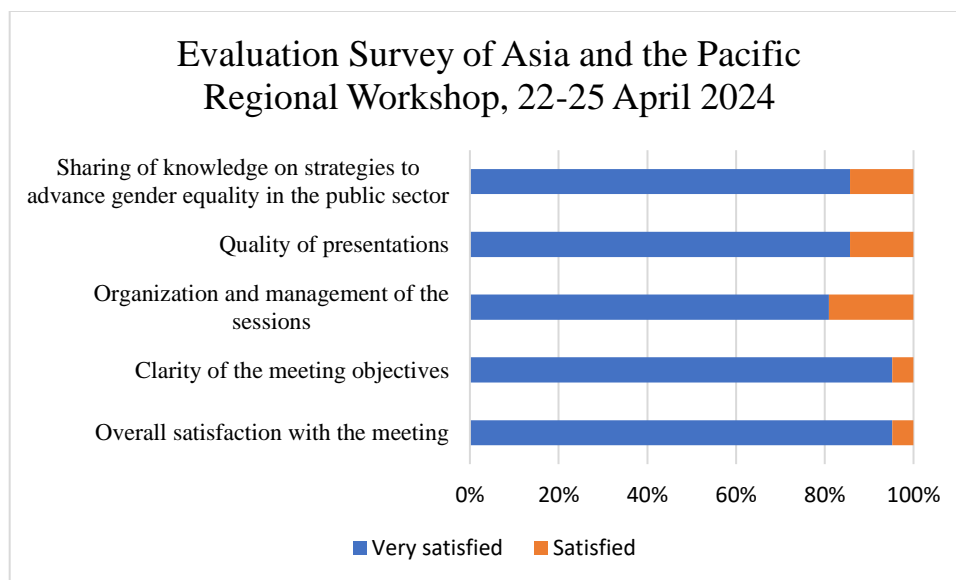
The Capacity Development Workshop titled “Promoting the presence and leadership of women within public institutions at the national and local levels” was held in Bangkok, Thailand from 22 to 25 April 2024. The workshop was attended by 24 officials and experts from 11 countries (16 female and eight male officials).

Evaluation by Participants - Quantitative Assessment

The workshop received feedback from twenty-one participants, and their responses collectively indicated a high level of satisfaction.

- Overall satisfaction: 95% of the respondents were very satisfied with the overall meeting.
- Clarity of the meeting objectives: 95% of the respondents were very satisfied.
- Organization and management of the sessions: 81% of the respondents were very satisfied, and 19% were satisfied with the organization and management of the sessions.
- Quality of presentations: 86% of the respondents were very satisfied, and 14% were satisfied.
- Knowledge sharing: 86% of the respondents were very satisfied, and 14% were satisfied with the sharing of knowledge on strategies to advance gender equality in the public sector.

In counts	Very satisfied	Satisfied	Neutral	Unsatisfied	Very unsatisfied	Total
Overall satisfaction with the meeting	20	1	0	0	0	21
Clarity of the meeting objectives	20	1	0	0	0	21
Organization and management of the sessions	17	4	0	0	0	21
Quality of presentations	18	3	0	0	0	21



Evaluation by Participants - Qualitative Assessment

Q1: To what extent did this meeting enhance your awareness on prioritizing gender parity in public institutions to address the challenges faced by women both at the national and subnational levels?

The meeting significantly heightened participants' awareness of the importance of prioritizing gender parity in public institutions. Respondents found the insights from experts and peers to be highly informative, emphasizing key concepts and areas of focus when advocating for women's leadership in public institutions and the rationale behind such prioritization. Participants also noted the value of learning about the practical steps other countries have taken to address gender inequality. This included understanding the challenges and solutions implemented, which provided a clearer picture of what could be applied in their own contexts.

Q2: What are your key takeaways from the review of the draft action plans developed by Bhutan and Lao PDR to promote gender equality at all levels of public administration?

Participants noted the crucial elements for the success of any gender equality initiative and planned to incorporate similar strategies into their own action plans. The experiences of Bhutan and Lao PDR served as valuable case studies for developing effective gender equality policies.

Key takeaways included:

- The significance of having a well-structured action plan with clear, achievable targets and accountability measures.
- The importance of embedding action points into laws and to identify key stakeholders to drive the implementation of the action plan.

- The need for accurate and comprehensive data both at the national and subnational levels to inform decision-making processes.
- Understanding the context behind the data to address underlying issues effectively.
- The value of continuous feedback and adaptation to refine and improve action plans.

Q3: Explain to what extent this meeting helped you plan or refine measures needed to increase the presence and leadership of women to achieve gender equality in public administration in your country.

Participants shared that the success stories and practical examples from other countries, such as New Zealand, Cambodia, and the Philippines, provided valuable insights. These examples highlighted effective strategies for promoting gender equality, which participants found applicable to their own contexts.

Specific measures mentioned by respondents:

- Targeted leadership training for women public servants and quotas for their representation in public administration.
- Embedding gender equality into legal and policy frameworks.
- Ensuring actions are practical and tailored to local contexts.
- Collecting sex-disaggregated data.
- Engaging stakeholders and building strong partnerships to support gender equality initiatives.

Q4: Please share any suggestions you may have to improve the organization of this workshop.

Overall, participants commended the organization of the workshop. They appreciated the efforts of the UN team and the valuable learning experience provided by the workshop.

A few suggestions included:

- Extending the duration of discussions and breakout sessions to allow for deeper exploration of topics and sufficient practice time.
- Providing prior access to workshop materials and existing documents to better prepare participants.
- Increasing inclusivity by involving more male participants to foster a comprehensive understanding of gender issues.
- Revisiting travel guidelines (particularly regarding advance payment options).

- Sharing information on follow-up regarding countries' progress with respect to the action plans.