



MAINSTREAMING GENDER EQUALITY AND SOCIAL INCLUSION (GESI) PROCEDURE


PT Sarana Multi Infrastruktur (Persero)

2022


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		Amendment: -

HISTORY OF PREPARATION

No	Policy Name and Version	Effective Date	Approval Document		Information
			Regulation of the Board of Directors	Approval Memo	
1	Mainstreaming Gender Equality and Social Inclusion (GESI) Guideline	01 st October 2020	PD-018/SMI/1020 Date 01 st October 2020	Committee Approval for General Policy and Procedure Number: 23/FPPR/KUP-S/0820 dated 11 th August 2020	New Provisions
2	Mainstreaming Gender Equality and Social Inclusion (GESI) Procedure	1 st March 2022	PD-022/SMI/0622 Date 20 th June 2022	Memo No. FP-019/SMI/DMR/DMRT/0322 datted 22 nd March 2022	Adjustment to Nomenclature and Leveling Structure in 2022 Mainstreaming GESI Procedure

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1. Background

PT Sarana Multi Infrastruktur (Persero), hereinafter referred to as the "Company", is a State-Owned Enterprise (SOE) which was established to accelerate the national infrastructure financing through partnerships with private sectors and/or multilateral financial institutions. The Company plays active roles as an infrastructure financing facilitator, project planner and advisory expert for various infrastructure projects in Indonesia. The Company is also committed to operating all business activities/investment projects in an environmentally-and-socially friendly manner, in order to eliminate or minimize negative impacts that occur in the environment and surrounding community. This Procedure also does not disregard the liabilities to deal with Gender Inequality and Social Exclusion issues.

This Procedure is in line with Presidential Instruction Number 9 Year 2000 concerning Gender Mainstreaming in National Development in all Indonesian Ministries/Government Agencies as the manifestation of Law Number 7 Year 1984 concerning Ratification of the Convention on the Elimination of All Forms of Discrimination against Women, which is internationally known as CEDAW. On the other hand, the Company also supports the Sustainable Development Goals which uses a social inclusion approach in its implementation.

The Company seeks to carry out the Gender Equality and Social Inclusion Mainstreaming as a process and a strategy; thus, every person, woman or man from all social groups (ethnicity, caste/class, economy, age, special needs, and geography) is part of the planning, implementation, monitoring, and evaluation in the Company's business processes and internal environment. The Company strives to provide access to people with disabilities as regulated in Article 53 (1) of Law Number 8 Year 2016 concerning People with Disabilities and the prohibition to children labour as regulated in the Company Policy regarding Environmental and Social Safeguards.


This Gender Equality and Social Inclusion Mainstreaming Procedure was prepared as a guidance for all the Company's employees, borrowers/investees/clients, and their partners to apply the gender equality and social inclusion principles in the Company's internal and external environments. Thus, all people, including the women and marginalized groups may enjoy wider social impacts of the principle application in each Company's activity.

2. Purposes and Objectives

GESI Mainstreaming Procedure is the Company's direction in supporting the Company's gender-responsive as well as inclusive programs and activities, including promoting gender equality in the Company's internal organization and in building partnerships with (prospective) borrowers/investees/clients and other stakeholders.

The objectives of Procedure establishment are as follows:

- a. To provide policies for the Company regarding GESI Mainstreaming including its implementation mechanism, both for the Company's internal and external environments in carrying out its business pillars.
- b. To provide information for the Company and all Company's personnel, (prospective) borrowers/investees/clients and other external stakeholders to make them familiar with the

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Company policy and regulation regarding GESI Mainstreaming in the context of integrating the GESI perspective into all programs/projects/activities undertaken.

- c. To provide reference and guidance for the Company to make decisions related to the design preparation and/or development of GESI Mainstreaming program, including the gender-responsive implementation, monitoring, evaluation and reporting.

3. Scope

This GESI Mainstreaming Procedure contains guidelines for implementing GESI Mainstreaming in the Company's internal and external scopes. Here are the details:


- a. Implementation in the Company's internal environment, which constitutes the Company's commitment to prioritizing GESI Mainstreaming in each Company's policy and operation (hereinafter referred to as the "Company's internal environment");
- b. Implementation in the Company's external environment, with an aim to apply to the Company's business pillars which cover the project financing and investment, development, and advisory services, as well as other activities that involve the external parties (hereinafter referred to as the "Company's external environment").

Implementation in the Company business pillars is carried out in stages based on the road map of GESI Mainstreaming implementation and also by taking into account the urgency and needs of (prospective) borrowers/investees/clients.

4. Legal Basis

The legal basis used as references in this Procedure are as follows:

- a. Law Number 7 Year 1984 concerning Ratification of Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).
- b. Law Number 21 Year 1999 concerning Ratification of the ILO Convention Number 111 concerning Discrimination in Respect of Employment and Occupation.
- c. Law Number 39 Year 1999 concerning Human Rights.
- d. Law Number 23 Year 2002 concerning Child Protection as amended by Law Number 35 Year 2014 concerning Amendments to Law Number 23 Year 2002 concerning Child Protection.
- e. Law Number 13 Year 2003 concerning Employment as amended by Law Number 11 Year 2020 concerning Job Creation (State Gazette of the Republic of Indonesia Year 2020 Number 245, Supplement to State Gazette of the Republic of Indonesia Number 6573).
- f. Law Number 11 Year 2005 regarding the Ratification of the International Covenant on Economic, Social and Cultural Rights.
- g. Law Number 12 Year 2005 concerning the Ratification of the International Covenant on Civil and Political Rights.
- h. Law Number 8 Year 2016 concerning People with Disabilities.

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- i. Presidential Regulation Number 59 Year 2017 concerning the Implementation of Sustainable Development Goals (SDGs) Achievement.
- j. Presidential Instruction Number 9 Year 2000 concerning Gender Mainstreaming in National Development.
- k. Presidential Instruction Number 3 Year 2010 concerning the Equitable Development Program.
- l. Financial Services Authority Regulation Number 46/POJK.05/2020 concerning Infrastructure Financing Companies;
- m. Company's Articles of Association.
- n. Company Policy regarding Code of Corporate Governance.
- o. Company Policy regarding Business Ethics and Code of Conduct.
- p. Company Policy regarding risk management.
- q. Company Policy regarding the Company policy preparation.
- r. Company Policy regarding environmental and social safeguards.

5. Exceptions


In the event there are any certain circumstances that require any implementation which are not regulated in the provisions of this Procedure and/or there are matters that have not been stipulated in this Procedure, such exceptions and/or matters can be proposed for approval on a case-by-case basis in a selective manner. For the applications for the special conditions, it is mandatory to obtain approval from the Board of Directors. If necessary, the Board of Directors may request advance reviews from other relevant Divisions.

The concerned exceptions are applicable to the matters having an operational nature (not related to the proposal of amendments to this Procedure) and must be based on the outcomes of proposal analysis, taking into account potential risks that may occur, and careful management considerations regarding the Company's interests.

Provisions regarding proposal of amendments and/or revisions to this Procedure must refer to the Company Policy regarding the establishment of applicable Company Policy.

6. Definitions

- a. Gender and Social Inclusion Analysis : Identification and assessment processes of gender and social inclusion issues related to differences in terms of roles and social relations between women and men, which can be caused by differences in experience, needs, knowledge, and concerns. The processes are efforts to ensure that all groups of society receive equal treatment and get the same opportunities as citizens, regardless of any differences. The gender and social inclusion analysis requires gender-disaggregated data and

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understanding of the social construction of gender roles, segregation of duties and its assessment, and roles of all groups in the society.

- b. Social Exclusion : The process in which certain groups are systematically disadvantaged because they receive different treatment based on ethnicity, race, religion, sexual orientation, caste, descent, gender, age, disability, HIV/AIDS status, migrant status or place of residence.
- c. Gender : Distinction of characters, roles, positions, responsibilities and segregation of duties between women and men, among others based on age (the old, the young, children), and individuals with special needs or people with disabilities, due to social, cultural, religious, political, and economic construction. Gender role is dynamic and changeable across time and place, because it is a cultural formation that is constructed, studied and socialized in daily life.
- d. Indicators of Gender Equality and Social Inclusion : Quantitative and qualitative performance measures that require the collection and analysis of disaggregated data by gender and community groups about those who participate in, and benefit from the development activities. Indicator of gender should measure: the differences in benefits and impacts for men and women; changes in gender relations; and how these impact the achievement of development goals. Indicators of social inclusion may cover the social capital (trust, level of acceptance), collective values prevailing in the society; diversity index, disparity index, isolation index, and segregation index to finally have representatives.
- e. Social Inclusion : Perspective, attitude, as well as values that are manifest in every human's daily actions and behavior. All members and groups of society enjoy equal rights and benefits in the political, economic and social fields without discrimination or distinction based on gender, age, geographic region, ethnicity, place of origin, educational background, economic status, caste, religion, disability, health status, and others.
- f. GESI Working Group : Consisting of a Coordinator and Members of the working group appointed by the Division Head with the approval of the Board of Directors, working together to respond to certain issues/duties related to GESI in the Company's internal and external activities.
- g. Marginal Groups : Individuals or groups isolated or excluded from the development and policy which make them systematically disadvantaged.

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- h. Gender Equality and Social Inclusion (GESI) : Equality of conditions and positions for men and women, as well as marginalized groups to obtain their opportunities and rights as human beings to have the ability to play a role and participate in various activities including political, economic, socio-cultural, and educational activities as well as national defense and security and equality to enjoy balanced outcomes.
- i. Women and Marginalized Group Empowerment : Systematic and planned efforts or programs to encourage the capacity building of women and marginalized groups in various fields to accelerate the achievement of their quality of life and equal partnership between men and women, as well as equal treatment for the marginalized groups.
- j. GESI Mainstreaming : Strategies to achieve equal conditions and positions for men and women, as well as marginalized groups through policies and programs that take into account the experiences, aspirations, needs and problems of women and men, including marginalized groups, which begins from the planning and implementation stages until monitoring and evaluation stages of all development policies and programs. Thus, everyone can enjoy the outcomes of development and not be left behind.
- k. Gender Responsive and Inclusive : Policy, program, activity and budgeting that take into account the different needs, experiences and aspirations of women and men, including the marginalized groups.

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Duties and responsibilities of each party involved in GESI Mainstreaming implementation are defined as follows:

1. Board of Directors

- a. Establishing the composition of Coordinator and Members of GESI Working Group and its changes in the form of Decree of the Board of Directors, based on the recommendation from the Coordinator of GESI Working Group.
- b. Setting up the framework/work program/roadmap as well as budgeting of GESI Mainstreaming, proposed by GESI Working Group, for implementation in the Company's internal and external environments.
- c. Monitoring and providing direction/guidance on the implementation of GESI Mainstreaming framework/program/roadmap which has been carried out in the Company's internal and external scopes as well as its regular reporting by the Coordinators and/or Members of GESI Working Group.
- d. Establishing Key Performance Indicators (KPI) for the Coordinator and Members of GESI Working Group based on recommendations from the Coordinator of DSDM (Human Resources Division) after obtaining approval from the Head of HR Division, Head of DPKM (Strategic Planning Division) and Head of DELST (Environmental Social and Technical Evaluation Division).
- e. Establishing and ensuring the availability of policies related to GESI Mainstreaming for the Company's internal and external scopes and its updates.

2. Legal Division (*Divisi Hukum/DH*)

Providing input on GESI legal aspects in the preparation and implementation of GESI Mainstreaming framework/work program/roadmap, as well as in the preparation of agreements between the Company and borrowers/investees/clients or other parties related to the Company business activities.

3. Internal Audit Division (*Divisi Audit Internal/DAI*)

Carrying out the control and guidance functions related to the implementation of GESI Mainstreaming framework/work program/roadmap proposed by GESI Working Groups and approved by the Board of Directors in independent and regular manners.

4. GESI Working Group

GESI Working Group consists of a Coordinator and Members, each of whom is appointed based on Decree of the Board of Directors.

- a. Coordinator of GESI Working Group

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Coordinators of GESI Working Groups are the Company’s employees at Team Leader level or at least senior-managerial-level employees in the designated divisions. The said position has the duties and responsibilities to coordinate GESI Working Group.

- i. The composition of the Coordinators is the representatives of:
 - 1) Environmental Social and Technical Evaluation Division (*Divisi Evaluasi Lingkungan Sosial & Teknik/DELST*);
 - 2) Corporate Development and Initiative Management Division (*Divisi Pengembangan Korporasi dan Manajemen Inisiatif/DPKM*);
 - 3) Human Resources Division (*Divisi Sumber Daya Manusia/DSDM*).
- ii. The composition of the Company's employees appointed as the Coordinators of GESI Working Groups is determined by the Board of Directors through Decree of the Board of Directors.
- iii. Duties and responsibilities of the Coordinators of GESI Working Groups are as follows:
 - 1) Proposing to the Board of Directors the composition of Members of GESI Working Groups and its changes, based on input from the Head of Division of each GESI Working Group member;
 - 2) In cooperation with members of GESI Working Group, the coordinators propose and discuss GESI Mainstreaming framework/work program/roadmap and its budget, both for the Company’s internal and external implementation, as part of the preparation of annual Company’s Work Plan and Budget (RKAP). If necessary, in cooperation with members of GESI Working Group, they may also propose the GESI Mainstreaming activities/work programs together with separate budget from RKAP (*ad hoc*) through a work programs/activities approval memo to the Authorized Official.
 - 3) Supervising, coordinating and providing input to Members of GESI Working Group in carrying out their duties and responsibilities in accordance with this Procedure;
 - 4) Coordinating the monitoring of GESI Mainstreaming framework/work program/roadmap that has been carried out in the Company's internal and external scopes as stipulated in RKAP or according to the Authorized Official’s approval and shall report the monitoring outcomes to the Board of Directors on a regular basis;
 - 5) Coordinating outreach and capacity building activities for all Members of GESI Working Group as well as all Company Employees regarding GESI Mainstreaming in the Company’s internal and external scopes;
 - 6) Coordinating regular monitoring and evaluation related to the implementation of GESI Mainstreaming framework/work program/roadmap in the Company’s internal and external environments, including the lessons to learn.
- iv. Specific responsibilities:
 - 1) Coordinator from DELST

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- a) Acting as a subject-matter expert in GESI Mainstreaming implementation in the Company's internal and external scopes.
 - b) Coordinating Members of GESI Working Group related to GESI assessments on the ongoing or upcoming financing activities/capital investment/project development/advisory services and/or assignments.
 - c) Coordinating Members of GESI Working Group related to site visits (if necessary) in the financing projects/capital investment/project development/advisory services and/or assignments for the implementation of GESI assessments and monitoring.
 - d) Coordinating Members of GESI Working Group related to GESI outreach and/or capacity building activity with borrowers/investees/clients who will be/are undergoing GESI assessments.
 - e) Coordinating Members of GESI Working Group related to review of GESI assessment outcomes in the financing activities/capital investment/project development/advisory services and/or assignments.
 - f) Coordinating the Members of GESI Working Group related to recommendations based on the GESI assessment outcomes and monitoring its implementation on a regular basis as outlined in agreements or other documents between the Company and borrowers/investees/clients or other parties (related to the Company business activities).
 - g) Coordinating Members of GESI Working Group to carry out GESI Mainstreaming outreach and/or capacity building as part of the Company's activity to communicate GESI Mainstreaming implementation to the Company's stakeholders.
- 2) Coordinator from DSDM
- a) Proposing KPI of Coordinator and Members of GESI Working Group to the Head of DSDM in collaboration with the Heads of DPKM and DELST which will later be proposed to the Authorized Official for approval and stipulation.
 - b) Supervising KPI fulfillment of the Company's Employees appointed as Coordinators and Members of GESI Working Group and submitting the reports to the Board of Directors.
 - c) Proposing appreciation for the Coordinators and Members of GESI Working Groups in the form of GESI training/workshop opportunities, inside and outside the country, based on their performances in GESI Working Groups in one work period, based on the assessment and agreement from and by the Heads of DPKM, DSDM and DELST. The appreciation proposal is submitted through a training/workshop proposal memo which contains information about the minimum number of eligible participants, type of training, training schedule, by taking into account the Company's conditions. The memo shall also obtain the approval of the Authorized Official. The approved memo will be used as a basis for giving appreciation to the Coordinators and Members of GESI Working Groups.

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- d) Carrying out GESI Mainstreaming framework/work program/roadmap as stipulated in RKAP or in accordance with the Authorized Official's approval within the Company's employment scope, for example, in terms of policy and mechanism formulation related to Human Resources.
 - e) Monitoring the implementation of policies and mechanisms related to Human Resources and submitting the reports to the Board of Directors.
- 3) Coordinator from DPKM
- a) Implementing GESI Mainstreaming framework/work program/roadmap as stipulated in RKAP or in accordance with the Authorized Official's approval within the scope of the Company's strategic initiatives/plans as well as in business and marketing development activities.
 - b) Coordinating and facilitating GESI Mainstreaming outreach and capacity building activities for the Company's external environment.
- b. Members of GESI Working Group

They are employees of the Company at Team Leader level or at least senior-managerial-level employees of the Company appointed by the respective Heads of Divisions to carry out duties and responsibilities as Members of GESI Working Group.

- i. The composition of members of GESI Working Group is the representatives of:
 - 1) Financing Division 1, 2 (*Divisi Pembiayaan 1,2/DP1, DP2*);
 - 2) Public Financing Division1, 2, 3 (*Divisi Pembiayaan Publik 1, 2, 3/DPPU 1, DPPU 2, DPPU 3*);
 - 3) Sharia Business Division (*Divisi Usaha Syariah/DUS*);
 - 4) Sustainable Financing Division (*Divisi Pembiayaan Berkelanjutan/DPB*);
 - 5) Project Development Division (*Divisi Pengembangan Proyek/DPP*);
 - 6) Advisory Service Division (*Divisi Jasa Konsultasi/DJK*);
 - 7) Corporate Secretariat Division (*Divisi Sekretariat Perusahaan/DSP*); and
 - 8) General Affairs and Procurement Division (*Divisi Umum dan Pengadaan/DUP*).

DP, DPPU, DUS, DPB, DPP, and DJK are categorized as "Divisions with Business Function".
- ii. The composition of the Company's employees who have been appointed by the respective Heads of Divisions as mentioned in point 2.a. above as Members of GESI Working Group shall be determined by the Board of Directors through Decree of the Board of Directors.
- iii. Duties and responsibilities of Members of GESI Working Groups are as follows:
 - 1) Acting as representatives of the Company in providing information, outreach and awareness to stakeholders, both in the Company's internal and external environments,

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related to the Company's GESI Mainstreaming framework/work program/road map, in accordance with the work field and scope of each division;

- 2) In cooperation with the Coordinators of GESI Working Groups, they may propose and discuss GESI Mainstreaming framework/work program/roadmap and its budget, for the implementation in the Company's internal and external environments, as part of annual RKAP preparation of each division. If necessary, in collaboration with the Coordinators, they may also propose GESI Mainstreaming activity/work program together with separate budget from RKAP (*ad hoc*) through an activity/work program approval memo addressed to the Authorized Official;
- 3) Implementing GESI Mainstreaming framework/work program/roadmap or activities approved by the Authorized Official, in accordance with the work field and scope of each division.
- 4) Monitoring GESI Mainstreaming framework/work program/roadmap or activities carried out in the work field and scope of each division and reporting the same on a regular basis to Coordinator of GESI Working Groups.
- 5) Reviewing and evaluating GESI Mainstreaming framework/work program/roadmap or activities that have been carried out in the work field and scope of each division and using the review and evaluation outcomes as the lessons to learn/input for the improvement of subsequent GESI Mainstreaming framework/work program/roadmap or activities.

iv. Specific responsibilities:


- 1) Members of Divisions with Business Function
 - a) Proposing suggestions to the Head of each Division that the financing activities/capital investment/project development/advisory services and/or assignments which will undergo GESI assessments should be in accordance with GESI Mainstreaming framework/work program/roadmap or activities contained in RKAP or approved by the Authorized Official;
 - b) Coordinating with the borrowers/investees/clients and Coordinators of GESI Working Groups regarding the implementation of GESI assessments on the ongoing or upcoming financing activities/capital investment/project development/advisory services and/or assignments;
 - c) In cooperation with the Coordinators of GESI Working Groups, they carry out site visits (if necessary) in financing projects/capital investment/project development/support and/or assignments related to GESI assessment and monitoring implementation;
 - d) In collaboration with the appointed Coordinators of GESI Working Groups, they arrange and carry out GESI outreach and/or capacity building activities for borrowers/investees/clients who will be/are being the target of GESI assessment;

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- e) In cooperation with the Coordinators of GESI Working Groups, they shall conduct a review of GESI assessment outcomes in financing the activities/capital investment/project development/advisory services and/or assignments;
 - f) In collaboration with the Coordinators of GESI Working Group, they shall propose GESI assessment outcomes and monitor its implementation on a regular basis as outlined in the agreements or other documents between the Company and borrowers/investees/clients or other parties (related to the implementation of the Company's business activities).
- 2) Members from DSP
- a) To the Head of DSP, they shall propose ongoing or upcoming CSR (Corporate Social Responsibility) activities which will be part of GESI Mainstreaming work program or activities in accordance with GESI framework/work program/roadmap or activities contained in RKAP or approved by the Authorized Official;
 - b) In collaboration with the Coordinators of GESI Working Groups, they shall carry out GESI coordination, outreach and/or capacity building with relevant Company stakeholders as part of the Company activity to communicate GESI Mainstreaming implementation to the Company stakeholders;
 - c) Evaluating and reporting the evaluation outcomes on a regular basis to the Coordinators of GESI Working Groups, including lessons to learn, related to GESI Mainstreaming activities carried out in their division.
- 3) Members from DUP
- a) To the Head of DUP, they shall propose and provide office facilities and services in accordance with GESI Mainstreaming framework/work program/roadmap or activities contained in RKAP or approved by the Authorized Official;
 - b) Evaluating and reporting the evaluation outcomes on a regular basis to the Coordinators of GESI Working Groups, including lessons to learn, related to GESI Mainstreaming activities carried out in their division.
- c. Division Head of GESI Working Group Coordinators and Members
- i. Duties and responsibilities of the Division Head of GESI Working Group Coordinators and Members are as follows:
 - 1) Appointing the Company employees in their divisions to be assigned as the Coordinators or Members of GESI Working Group.
 - 2) Supervising the implementation of duties and responsibilities of employees under his/her coordination, who were appointed as the Coordinator or Members of GESI Working Group by the Board of Directors.
 - 3) For the employees under his/her coordination, who were appointed as the Coordinator or Members of GESI Working Group by the Board of Directors, he/she shall provide direction and guidance regarding GESI Mainstreaming framework/work program/roadmap or activities stated in RKAP or approved by the Authorized Official.

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- 4) Participating in the implementation of GESI Mainstreaming framework/work program/roadmap or activities contained in RKAP or approved by the Authorized Official.

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1. GESI Mainstreaming Principles

The Company applies the GESI Mainstreaming principles which refer to the prevailing regulations in Indonesia and takes into account and considers international standards. Here are the GESI Mainstreaming principles applied by the Company:

- a. Being inclusive and applying gender aspects to all activities and business activities of the Company tailored to the Company's business complexity;
- b. Always considering the impacts of activity outcomes involving the Company based on a Gender and Social Inclusion perspective;
- c. Always upholding the principles of fairness, equality and non-discrimination in all Company activities including in the Company's work environment.
- d. Being competent in the implementation of gender-responsive and inclusive business and operational activities;
- e. Making continued efforts in accordance with the approved GESI Mainstreaming framework/work program/roadmap or activities;
- f. Carrying out the regular monitoring which is also communicated to stakeholders;
- g. Complying with all legislation and other requirements related to GESI.

2. GESI Mainstreaming Stages

GESI mainstreaming consists of 6 main stages as illustrated in **Figure 1**. These stages are a dynamic cycle interconnected with one another. In general, the GESI Mainstreaming stages shall be carried out by GESI Working Groups in accordance with their respective main duties and functions, in coordination with related parties, based on the approved GESI Mainstreaming framework/work program/roadmap or activities.

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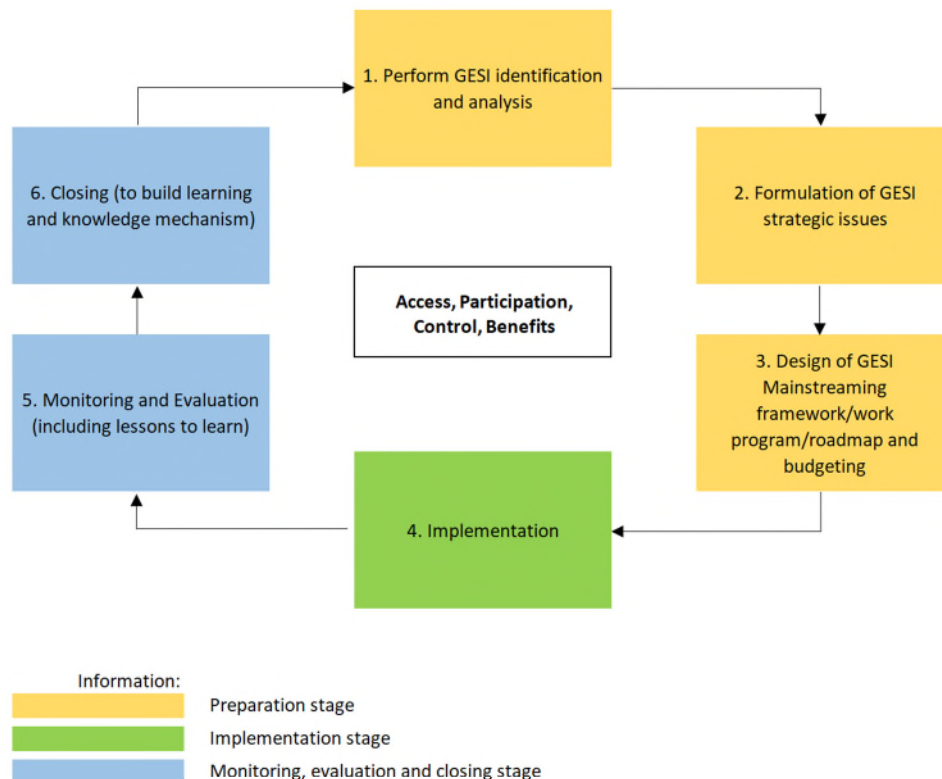


Figure 1 GESI Mainstreaming Scheme

a. Preparation Stage


GESI Mainstreaming stages begin from the preparation stage, which consists of activities 1, 2, and 3 (see **Error! Reference source not found.**).

i. Performing initial GESI identification and analysis

1) Initial identification

Initial identification is an effort to understand the context of programs or activities in the Company's internal and external environments. The identification can be carried out by using quantitative and/or qualitative data from sources with trusted data validity. The data can be sorted according to gender and certain social categories to show the status, roles, conditions and needs of women and men as well as marginalized groups that are excluded and the problems they are experiencing. Identification of the excluded group covers two major economic and social exclusion dimensions:

- a) Economically marginal: Poverty condition caused by caste/social class, ethnicity, geography, and gender.
- b) Socially marginal: Marginalized condition in the existing social life in a society. Examples of socially marginalized condition are the female-headed households, indigenous peoples, people with disabilities, groups in disadvantaged areas, elderly

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people, and people with HIV/AIDS. Specific marginal conditions need to be further identified.

Both dimensions are cross-cutting and overlapping considering that each person has a non-homogeneous marginal identity. Such an understanding is used as a method to identify the changes in each person's life and see this marginality in holistic view. The availability of GESI-based data and information can open insights into the existence of gender and social gaps that occur and facilitate GESI analysis process. Initial identification points can be seen in Appendix 1.

The identification process is carried out by a method tailored to the selected type of program or activity. Here are the data sources used in the Company's internal and external activities:

a) The Company's Internal Activities


Data can be sourced from but is not limited to:

- DSDM: Data regarding all HR policies and procedures, data related to the plan/implementation of policies carried out, data related to organization structure, data related to employees and others related to HR;
- DUP: Data regarding all policies and procedures of the Company's facilities and infrastructure and procurement, data related to the plan/implementation of policies carried out, data related to vendor management and system, and others related to DUP;
- DAI: Data regarding the results of internal audit related to Gender and Social Inclusion issues and other matters related to DAI.

b) The Company's External Activities

Data can be sourced from but is not limited to:

- Divisions with Business Functions: Data related to the ongoing or upcoming financing activities/capital investment/project development/advisory services and/or assignments;
- DSP: CSR (Corporate Social Responsibility) activities that will be or are currently running, incoming complaints related to Gender and Social Inclusion issues, contact details of relevant stakeholders and others related to DSP;
- Published external documents such as data from the Central Statistics Agency (BPS), Annual Report, Sustainability Report and others;
- Gathering the public consultation activities to collect various data and information from women and marginalized groups. This public consultation can be mixed in nature or attended by women and men as well as marginalized groups, or if it is deemed that someone is inconvenient to express his/her aspirations or opinions because of the strong dominance of certain groups, it is possible to carry out separate consultations; for example, the consultations with

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women's groups themselves, or the women groups together with the marginalized groups. In public consultation activities, it is necessary to look at the power relation as an obstacle to the public consultation.

Besides the data above, the identification can also be done using qualitative data obtained from interviews, Focus Group Discussions, observations and others.

The outcomes of initial identification carried out shall be written on work papers as attached in Appendix 1 by GESI Working Group. The outcomes of initial identification shall be submitted for approval by the Authorized Official as regulated in Chapter V.

2) GESI analysis

GESI analysis process shall be carried out based on the initial identification outcomes approved by the Authorized Official. The GESI analysis process in the Company adopts an analysis process that has been made by the Government by referring to the Gender Analysis Pathway (GAP) published by the National Development Planning Agency (Bappenas) and the State Ministry for Women's Empowerment (KPP) by adding Social Inclusion analytical aspects to each analysis stage and its indicators. GESI analysis is not only limited to the number of women and men participating, but also analyzes the roles and responsibilities, leadership and marginalized groups.

The GESI analysis process must also contain 4 (four) analysis factors, which are: access, benefits, participation and control which have the potential to create gaps between women and men and marginalized groups, both as objects and as subjects of the policies/programs/activities.


The stages in carrying out the GESI analysis can be seen in Appendix 2. The outcomes of GESI analysis shall be written on work papers by GESI Working Group. The outcomes of GESI analysis shall also be submitted for approval by the Authorized Official as regulated in Chapter V.

ii. GESI strategic issue formulation

The formulation of strategic issues is an activity to answer the main GESI-related problems which shall be addressed based on the outcomes of GESI analysis that has been carried out. The GESI Working Group as a planner shall map in advance any obstacles and opportunities, such as those from women and marginalized groups. If the obstacles are too high and the opportunities are too low, the GESI issue should not be chosen, but if the obstacles are low and the opportunities are high, this should be chosen as a strategic issue. The guidance and work papers for analyzing the obstacles and opportunities can be seen in Appendix 3.

The outcomes of GESI strategic issue formulation shall be stated on work papers by GESI Working Group. The outcomes of GESI strategic issue formulation shall be submitted for approval by the Authorized Official as regulated in Chapter V.

iii. Design of GESI Mainstreaming framework/work program/roadmap and budgeting

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Based on the outcomes of GESI strategic issue formulation, the preparation of GESI Mainstreaming framework/work program/roadmap, budgeting, implementation timeline, and success indicators shall be later carried out by adhering to the Company's planning and budgeting cycle through RKAP mechanism. Its provisions shall refer to the Company's policy regarding the preparation of applicable RJPP and RKAP (the Company's Work Plan and Budget and Long-Term Work Plan). However, if necessary, GESI Working Groups may propose GESI Mainstreaming activities and its budgeting by submitting a GESI Mainstreaming activity memo (*ad hoc*) to the Authorized Official as regulated in Chapter V.

To determine the success indicators of framework/work program/roadmap used to measure the success of each framework/work program/roadmap implementation, the quantitative and qualitative indicators shall be compiled. These two indicators complement each other and make an assessment to be valid. The indicators for each framework/work program/roadmap shall be prepared by GESI Working Groups in coordination with the parties in accordance with their main duties, functions and authorities and shall be reported to the Board of Directors. The preparation of these indicators shall refer to the following:

- 1) Quantitative indicators using quantitative data in the form of numbers or percentages with closed questions;
- 2) Qualitative indicators using open questions that rely on the perceptual answers. In general, qualitative indicators are needed to provide a more complete picture of an issue/problem. The qualitative indicators can be useful for, among others:
 - a) Showing weaknesses of quantitative indicators such as those related to the causes and processes of the utilization of health and educational infrastructure as well as labor market.
 - b) Involving stakeholders in any planning, by gathering their opinions.
 - c) Incorporating the experiences of marginalized groups such as poor women and other marginalized groups in the planning.

Both indicators use SMART (Specific, Measurable, Achievable, Relevant, and Tangible) principle with below natures:

- 1) Specific and clear: understandable and impossible for the occurrence of misinterpretation.
- 2) Quantitatively and qualitatively measureable.
- 3) Achievable and useful to demonstrate the success of inputs, outputs, outcomes, benefits, impacts, and processes.
- 4) Relevant.
- 5) Flexible and sensitive to changes or adjustments to the activity implementation and results.
- 6) Effective: data and information can be collected, processed and analyzed at available costs.

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b. Implementation of GESI Mainstreaming Framework/Work Program/Roadmap and Budgeting

Based on the approved outcomes of the preparation of GESI Mainstreaming framework/work program/roadmap and budgeting, GESI Working Groups shall implement and/or ensure the implementation of the matters contained in the framework/work program/roadmap by ensuring whether the program design is appropriate and/or the budget can meet the needs.

The implementation of GESI Mainstreaming framework/work program/roadmap and budgeting is differentiated for implementation in the Company's internal and external scopes as further explained in Chapter IV of GESI Mainstreaming Strategy.

c. Monitoring and evaluation of GESI Mainstreaming Framework/Work Program/Roadmap and Budgeting

i. Monitoring

Periodic monitoring in general provides information and data on a regular basis regarding the progress of framework/work program/roadmap implementation according to the timeline approved by the Authorized Official. Periodic monitoring aims to identify and monitor the progress of framework/work program/roadmap implementing stages, both in the Company's internal and external environments.


ii. Evaluation

Substantially, the evaluation of framework/work program/roadmap is carried out when the framework/work program/roadmap has been completed to assess whether the program (in the Company's internal context) or financing and investment activities, project development, and advisory services (in the Company's external context) included in the framework/work program/roadmap is gender responsive and inclusive, including lessons to learn from women and marginalized group involvement in its implementation.

This framework/work program/roadmap evaluation activity can be carried out by GESI Working Groups or if necessary, will be assisted by consultants having competence in GESI field.

The outcomes of this evaluation provide recommended materials for the improvement of subsequent program preparation having more gender-responsive and inclusive nature.

The framework/work program/roadmap evaluation activity is a systematic and objective assessment on the completed framework/work program/roadmap which covers design, implementation and outcomes. The outcome and impact analysis can be carried out as GESI Mainstreaming evaluation method to find out whether the activities or projects are independently financed or carried out by the Company, whether the activities or projects have impacts on the society, especially women and other marginalized groups. We can see

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the positive and negative impacts on economy, children, health and others according to the information and data obtained.

In conducting the evaluation, an assessment of each success indicator already determined in the framework/work program/roadmap design stage and approved by the Authorized Official shall also be carried out. The assessment framework table can be seen in Appendix 5.

GESI Working Groups enter Gender and Social Inclusion perspectives and gender-based disaggregated data into the monitoring and evaluation reports on activity inputs, outputs, outcomes and impacts. Some examples of guiding questions that can be used in this monitoring and evaluation processes are presented in Appendix 4.

The outcomes of monitoring and evaluation carried out by GESI Working Groups shall be reported to the Board of Directors and serve as the basis for subsequent follow-up.

d. Closing: Learning and Knowledge Building

Knowledge in the form of lessons to learn during GESI Mainstreaming process is very meaningful and becomes leverage in improving the capacity and skills of GESI Working Groups, staff and management of the Company. It is also necessary for the Company to document and disseminate the learning outcomes that have been carried out through:

- i. Dissemination through the Company's information channels such as: Website, Infralib, YouTube and other social media owned by the Company;
- ii. Learning building through knowledge sharing activities in the internal and external scopes, which can be in the form of outreach activities, focus group discussions, workshops and others.

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1. GESI Mainstreaming in the Company's Main Activities

The GESI Mainstreaming process in the Company will be carried out in both internal and external domains.

a. The Company's Internal Environment

GESI integration in the Company's internal environment is carried out by:

- i. Educating the Company personnel to have an understanding of GESI concepts and principles as well as knowledge and skills in Gender Analysis and Social Inclusion. Accordingly, a GESI-sensitive Company culture can be accomplished;
- ii. Creating the technical implementation instruction/policy related to gender-responsive employee management, which contains at least the following elements:
 - Ensuring that the work environment is fair, safe and comfortable in terms of gender equality;
 - Ensuring that a system of compensation and benefits, promotions, demotions, and transfers is carried out with objective assessments and promoting gender equality;
 - Ensuring that compensation and benefit systems, promotions, demotions and transfers are carried out with objective assessments and prioritize gender equality;
 - Opening employment opportunities for people with disabilities.
- iii. Ensuring that the Company's facilities and infrastructure are gender-responsive and inclusive in nature;
- iv. Ensuring the existence of institutions related to structures and mechanisms that support GESI Mainstreaming implementation;
- v. Providing adequate budgetary resources for GESI Mainstreaming implementation. These budgetary resources are the gender-responsive and inclusive budgets, which consist of but not limited to: a) specific budget for Gender and Social Inclusion targets; b) budget for Gender Equality and Social Inclusion; c) budget for institutionalizing Gender Equality and Social Inclusion;
- vi. Ensuring that the Company's procurement process in the form of goods and/or services are gender-responsive and inclusive in nature;
- vii. Carrying out CSR activities which are gender-responsive and inclusive in nature;
- viii. Ensuring the protection for all Company personnel and reporting mechanisms related to GESI issues. The referred reporting mechanism can be carried out through channels available in the Company such as '*curcol*' (suggestion/complaint) boxes managed by the relevant units.

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b. The Company's External Environment

i. Financing and Investment

The integration of GESI Mainstreaming in the financing and investment business pillars is carried out in stages based on GESI Mainstreaming roadmap that will be proposed for the Authorized Official's approval. The suggested roadmap covers proposals for ongoing or upcoming financing as GESI assessment target. The following matters are applicable in integrating GESI Mainstreaming into the financing and investment business pillars:

- 1) DELST conducts assessments of GESI elements as outlined in the applicable Company Policy regarding Environmental and Social Safeguards. The assessment outcomes shall be included the Environmental and Social Due Diligence (ESDD) Report and approved by the Authorized Official as stipulated in the applicable Company Policy regarding Environmental and Social Safeguards. In conducting the assessments, DELST shall coordinate with the Business Function Divisions to communicate the GESI-related outreach and/or capacity building activity plans (if needed) to the borrowers/investees in the ongoing or upcoming financing/investment activities. Follow-up on the outcomes of GESI assessment in the ESDD report shall refer to the applicable Company Policy regarding financing/investment.
- 2) Monitoring of the borrowers/investees on the follow-up of GESI assessment outcomes shall be carried out in accordance with the provisions of implementation and monitoring stages which refer to the applicable Company Policy regarding Environmental and Social Safeguards.
- 3) Regular evaluation and reporting on the evaluation outcomes, including the lessons to learn, related to the implementation of GESI Mainstreaming strategies in ongoing or upcoming financing/investment activities.

ii. Advisory Services

The integration of GESI in advisory services is aimed at how the GESI aspects can be accommodated and promoted in accordance with the scope of advisory services activities as stipulated in the relevant policy. Thus, it is hoped that the projects having GESI awareness will grow in number.

The implementation of GESI aspects can be proposed by DELST at the technical meeting stage. If the proposal is approved by the Advisory-Services Authorized Official, in its implementation process, the advisory-services project team shall coordinate with DELST, among other related to the forms of GESI aspect implementation, activity timeline and/or output and assessment result incorporation into the agreement between the Company and Clients or other parties.

iii. Project Development

The GESI Mainstreaming in project development activities is aimed at how the GESI aspects can be applied in each project. Gradually, it is hoped that the projects with GESI perspective is expected to increase in number and have positive impacts on all parties, including women and marginalized groups.

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For Public Private Partnerships (PPP) projects, the implementation of GESI aspects shall remain refer to the applicable PPP project-related regulation. The implementation of GESI aspects in projects using donor funds shall refer to the agreement between the donor and the Company.

DELST may propose the implementation of GESI Mainstreaming aspects for the project at the technical meeting stage. In the event the proposal has been approved by the Authorized Official related to the project development services; thus, in the process, the project development service team will coordinate with DELST, among others, to determine the form of GESI aspect implementation as well as the activity timeline and/or output.

The implementation of GESI aspects in the project, among others, is to create a safe space for working women, prohibit child labour, open employment opportunities for marginalized groups, provide a safe and healthy work environment, and provide access for people with disabilities.

2. GESI Mainstreaming Implementation

The framework for GESI implementation in the Company begins from the determination of long-term goals which are later divided into the medium-term goals (outcomes) and short-term goals (outputs). The activity plans shall be prepared in details based on outputs, outcomes and goals to be achieved (**Error! Reference source not found.**).

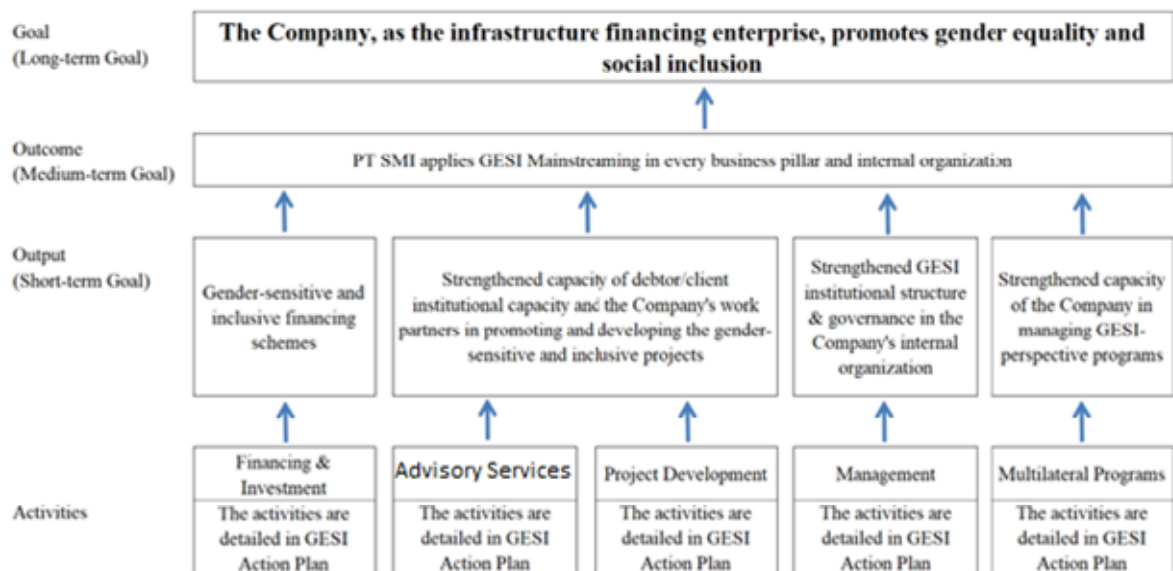



Figure2 Logical framework for GESI Mainstreaming program

GESI Mainstreaming implementation is carried out in stages. In the first stage, the work focus is establishing GESI Working Groups and improving the understanding about GESI Mainstreaming in the Company's internal environment and later to the Company's external parties in stages. The second stage shall focus on initiating a gender-baseline study in GESI Mainstreaming

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implementation in the Company's internal environment and implementing gender assessments in selected Company's projects and/or activities, at least one assessment per year. The third stage focus is carrying out continued monitoring and evaluation, building a GESI knowledge system and disseminating it to the external parties, such as borrowers and partners (NGOs, consultants). The three stages are implemented over a period of 5 years according to the following road map: (This action plan may be adjusted annually to ensure all activities are implemented).


Year-	GESI Action Plan
1	<ul style="list-style-type: none"> a. Establishment of GESI Working Groups consisting of Coordinators and Members is in accordance with the organization and responsibilities stipulated in this Procedure through Decree of the Board of Directors. b. Capacity building activities for GESI Working Groups in stages: basic level (understanding of terms, concepts, examples) and intermediate level (technical implementation in the Company's internal and external scopes). c. Capacity building activities for the Company's personnel.
2	<ul style="list-style-type: none"> a. Advanced capacity building activities for GESI Coordinators. b. Basic capacity building activities (understanding of terms, concepts, examples) and intermediate level (technical implementation in the Company's internal scope and in projects) for Members of GESI Working Groups. c. Awareness-raising outreach activities for the external parties, such as borrowers and business partners. d. Initiation of gender baseline study in GESI Mainstreaming implementation in the Company's internal environment. e. Initiation of gender assessment in selected Company's projects and/or activities, at least one assessment per year.
3	<ul style="list-style-type: none"> a. Gender baseline study in GESI Mainstreaming implementation in the Company's internal scope. b. Gender assessment in selected Company's projects and/or activities, at least one assessment per year.
4	<ul style="list-style-type: none"> a. Gender assessment in selected Company's projects and/or activities, at least one assessment per year. b. Awareness-raising outreach activities for the external parties, such as borrowers and business partners (NGOs, consultants).
5	<ul style="list-style-type: none"> a. Continued monitoring and evaluation. b. Building and dissemination of GESI-knowledge system.

The 5-year GESI Action Plan will be published in the form of a more detailed annual work plan carried out by GESI Working Groups.

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This Procedure is effective as of the enactment date of the Board of Directors' Regulation governing this Mainstreaming GESI Procedure. Matters that have not been regulated in this Procedure shall be further explained in the technical implementation instruction, if necessary.

Once this Procedure effective, the regulations that againts with this procedure are declared no longer valid.

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Appendix 1- Example of Initial Identification Guidance for Gender Assessment


<p>Institutional macro-framework</p> <ol style="list-style-type: none"> Impact of gender on the institutional framework, policies and laws. Capacity and commitment of implementing agencies to focus on gender issues and aspects. <p>Socio-economic profile</p> <ol style="list-style-type: none"> Demographics. Composition based on sub-region, gender, ethnicity or caste, age, and others. Religious affiliation and differences. Outward and inward migration tendencies (men and women). Age at marriage, by gender. <p>Poverty and employment</p> <ol style="list-style-type: none"> Household income levels and individual sources of income, by gender and age. Family consumption and decision-making patterns, by gender. Poverty profile (for example, percentage of population below the poverty line, income distribution, poverty level, characteristics of poverty, causes of poverty based on geography and coping strategies). Gender dimensions of poverty (for example, the relationship between female-headed households and poverty levels, and the burden of poverty on women). Percentage of women who work at home and type of work. Percentage of women who work outside the home, if possible, with an occupational categorization analysis. Unemployment rate, by gender. <p>Land use and leasing</p> <ol style="list-style-type: none"> Leasing or ownership profile (the percentage distribution of owned or leased residences). Community groups based on leasing or ownership, if any (let say the tenant association). Percentage of women who own residences or registered as permanent tenants. Total occupied land/location (between men and women). Length of stay in the current place. <p>Health</p> <ol style="list-style-type: none"> Population growth rate. Maternal and child mortality rates (male and female). Available services and geographic coverage. Fertility rates and decision-making. Food allocation and nutrition levels in households, by gender. Incidents of domestic violence. <p>Education and children</p> <ol style="list-style-type: none"> Literacy and education levels, by gender. School dropout ratio, by gender. Incidents of child labor and street children, by gender. <p>Women Status</p> <ol style="list-style-type: none"> Number of violence against women (in households). Political representation and awareness. Socio-cultural perceptions and practices between men and women. Gender-discriminating policies and laws. Women equality and access to law, especially related to violence and criminal acts. <p>Gender roles and responsibilities</p> <p>Gender division of the workforce in a broadly manner into productive responsibilities (income-generating activities) as well as reproductive responsibilities (household chores, child care), and the time allocated for carrying out each of these responsibilities.</p> <p>Source: Asian Development Bank</p>
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Appendix 2- Example of GESI Analysis Implementation Guidance

The steps in carrying out GESI analysis are as follows:

Step 1	<ul style="list-style-type: none"> - Selecting policies/programs/activities to be analyzed. The GESI integration can be carried out in new policies/programs/activities (which will be or are under preparation) or the existing ones. - Identifying and writing on column (1): a) name policy/program/activity; b) objectives of policy/program/activity to be analyzed; c) performance indicators.
Step 2:	<ul style="list-style-type: none"> - Presenting in column (2) the relevant data and information, disaggregated by gender as an insight opening, to see whether the existing data and information shows a significant gender gap. The data entered meets the elements of: a) general data; b) access; c) participation; d) control, and; e) benefits. - Insight-opening data can be in the form of data and information which encompass: a) baseline study results (because ideally a review/assessment/baseline study should be carried out prior to the preparation of policies/programs/activities); or b) the results of the intervention of policies/programs/activities that are/have been carried out. - Types of data can be in the form of: a) quantitative statistical data such as study results, intervention results, and/or secondary data obtained from the Central Bureau of Statistics (BPS), related sector data, or other relevant secondary data, literature review; or b) qualitative data such as study results/intervention results, FGD results, in-depth interviews, observation results, and local wisdom.
Step 3	Identifying issues of gender inequality and exclusivity in the policy/program/activity planning process by analyzing the insight-opening data from four aspects that have the potential to cause gaps, which are access, benefits, participation and control. Questions may refer to the questions in the planning section.
Step 4	Identifying issues of gender inequality and exclusivity in the institution's internal scope and/or culture of the institution/organization that (may) cause gender issues, for example: legal products, policies of the concerned institutions which are still gender neutral/gender unresponsive and have the potential to cause social inequality; lack of understanding of gender equality and social inclusion among personnel (the decision makers, planners, staff, and others); and/or the absence of political will and commitment of the policy makers.
Step 5	Identifying gender inequality and exclusivity issues in the institution's internal scope during the implementation process. Is the program executor insensitive to gender issues in the community as the program target at the implementation stage? Is the condition of the target group (community) not yet conducive, for example, there are still strong patriarchal culture and gender stereotype (men are always considered as the head of the family; and certain jobs are considered as women's or men's jobs)? Does social inequality still occur due to social class/caste in the society?

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Step 6	Reformulating the objectives of development policies/programs/activities stated in Step 1, to make them gender responsive and inclusive. The original objectives are not changed completely, but by inserting one or two words in the existing objectives.
Step 7	Preparing a gender-responsive-and-inclusive action plan by referring to the identified Gender and Social Inclusion issues (outcomes of Steps 3-5). The preparation shall also be in accordance with the formulated policy/program/activity objectives (column 6).
Step 8	Setting a baseline, which is the selected basic data as a point to measure the progress of policy/program/activity implementation. The basic data can be taken/selected from the insight-opening data (column 2), which is relevant and strategic to be used as a measurement.
Step 9	Determining the Gender and Social Inclusion indicators, which are the quantitative and qualitative measures for: showing whether the gender gap has disappeared or diminishing (short-term/annual intervention results); showing the increase and implementation of gender-responsive policies/programs/activities; showing whether there have been changes in the institution's internal culture and behavior of policy/program/activity planners, by conducting a gender analysis as one of the analyses in the planning process; and showing whether there is equality (in the society) between women and men as well as various marginalized groups in gaining access and/or benefits and/or participation of development program intervention and/or control over resources and in the end, whether there are changes in gender relations in the households, and/or in the community.

Source: GAP Modification based on the National Development Planning Agency (Bappenas) guidebook.

The analysis process must also contain 4 (four) analysis factors, which are: access, benefits, participation, and control which have the potential to create gaps between women and men and marginalized groups, both as objects and subjects of policies/programs/activities by answering below questions:

Access	Has the developed policy/program/activity planning considered providing equal access for women and men (gender equality) in utilizing/obtaining resources? Do marginalized groups have equal access to benefit from the policies/programs/activities)?
Participation	Is the community participation/voice, especially women and marginalized groups (in terms of aspirations, experiences, and needs) are considered/accommodated in the policy/program/activity planning processes? In general, women and marginalized groups are underrepresented because of constraints on their gender or social status.
Control	Does the policy/program/activity planning provide equal control over resources (information, knowledge, credit and other resources) for women and men and other marginalized groups?

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Benefits	Is the policy/program/activity planning under development aimed at benefiting women and men and other marginalized groups?	

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Appendix 3- Example of Obstacle and Opportunity Analysis


No	Obstacle/Opportunity	Impact ¹	Priority Level ²
Obstacle³			
1.	Women in villages have a lower level of education than men.	Women are unable to access equal employment opportunities with men in infrastructure projects.	High
2.	Groups of people with disabilities are considered a burden because they are considered to have less capacity and skills compared to the non-disabled people.	Groups of people with disabilities do not get access and employment opportunities in infrastructure projects.	High
Opportunity⁴			
3.	The community has high gender awareness as indicated by men's involvement in household affairs.	Women have the opportunity to be involved/participate in various capacity building activities carried out by the projects.	High
4.	Groups of people with disabilities are recognized by the state to gain access and employment opportunities (Article 53 of Law No. 8/2016).	Disability groups have access and employment opportunities in the State-Owned Enterprises and Private Companies.	High

¹Identification of how risks and opportunities will impact overall project implementation from a social-and-gender perspective.

²The impact level in order for the problem to resolved as expected (for example high, medium, low levels).

³Situations, conditions or circumstances in a selected area that contribute to the loss of **access, control, participation** and/or **benefits** for women and marginalized groups.

⁴Situations, conditions or circumstances in a selected area that contribute to better achievement of **access, control, participation** and/or **benefits** for women and marginalized groups.

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Appendix 4 - Example of Monitoring and Evaluation Guidance

➤ Key questions for monitoring

Monitoring questions for GESI related to the effectiveness and potential sustainability of the Company's support are as follows:


- Direct results: To what extent does the Company obtain direct results? To what extent do these direct results address or consider the GESI mainstreaming?
- Quality of direct results: What is the indication that all of the Company's support and its direct results (especially those responding to or integrating GESI) have been well received by the target group/beneficiaries?
- Utilization of direct results: What are the indications that all direct results from the Company's activities (especially those leading to the GESI mainstreaming) have been used/utilized by the stakeholders or beneficiaries? To what extent is the use of these direct results relevant to impacts associated with GESI?
- External commitment: To what extent have the Company's borrowers/investees/clients and work partners taken action steps (especially those relating to the GESI Mainstreaming) that have been assumed to be approved or explicitly approved as part of the Company's support?

➤ Key questions for evaluation

Some key questions for activity evaluation are as follows:


- To what extent do women and marginalized groups participate in the decision-making process?
- To what extent do women and marginalized groups benefit from the activities?
- To what extent do different impacts affect women and marginalized groups?
- To what extent do women and marginalized groups experience different impacts?
- How effective is the Company's contribution to increasing benefits that can be directly correlated with increased service access and improved economy for women and marginalized groups?
- To what extent does the Company apply basic GESI principles in the activities?
- Has the Company determine the right focus on women's empowerment, gender equality and social inclusion?
- Is the Company working effectively to promote GESI?

Source: Asian Development Bank

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Appendix 5- Example of GESI Mainstreaming Assessment Framework

Mainstreaming Stages	Assessed Elements/Aspect	Indicator
Preparation stage	1. Commitment	a. Rules relating to GESI Mainstreaming issued by the Head of the Company. b. Follow-up plan on these rules or its derivatives.
	2. Policy	a. Guidelines or references for GESI implementation. b. Technical implementation instruction.
	3. Institutional	a. GESI Working Group. b. GESI Working Group structure. c. Work Plan. d. Work Mechanism. e. Work Report.
	4. GESI disaggregated data	Disaggregated data relating to the concerned programs and activities.
	5. Analysis Tools	Use of gender analysis method.
	6. Community participation	Public consultation.
	7. Resource	a. Working Group has the ability to implement GESI. b. Activity budget.
Design and budgeting stage	1. GESI Action Plan	a. Number of strategic GESI issues. b. Number of GESI programs/activities. c. Number of GESI output. d. Amount of output targeted by the budget for the current year.
	2. Budget	Number of financed GESI programs and activities.
	3. GESI disaggregated data regarding output	Completeness of disaggregated data related to the output for budget preparation.
	4. GESI analysis process with GAP+	Gender analysis results.
Implementation stage	Documents for each activity	Documents for each activity.
Monitoring and evaluation stage	GESI-based monitoring and evaluation instruments	a. List of quantitative questions. b. List of qualitative questions. c. Methods.


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Learning and knowledge stage	Aspects of Access, Participation, Control, Benefits (APKM)	<ul style="list-style-type: none"> a. Case studies. b. Researches. c. Reports.

Appendix 6- Example of Terms of Reference

Term of Reference (TOR), for example, is used for gender audit and capacity building activities.

In general, the TOR consists of approximately 3 (three) to 5 (five) pages. TOR aims to provide an overview of the reasons an activity is being held for and what results are expected from the activity. Broadly speaking, the TOR consists of:


1. Activity background
2. Activity objectives
3. Activity outcomes
4. Approach used
5. Participants of activity
6. Place and time of activity
7. Activity organizer
8. Activity budget

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Appendix 7 - Legal Basis and References related to GESI Implementation

Legal Basis related to GESI Implementation

1. Law Number 7 Year 1984 concerning Ratification of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). This law is the basis for the women protection from potential discrimination, such as differences, exclusions or restrictions on recognition, marital status, human rights, and fundamental freedoms in political, economic, social, cultural, civil or other fields. This law forms the basis for GESI Guideline in adopting aspects of women's protection.
2. Law Number 21 Year 1999 concerning Ratification of ILO Convention Number 111 concerning Discrimination in Respect of Employment and Occupation. This law is the basis for the prohibition of any discrimination forms in employment and occupation, such as in obtaining training and skills based on skin, gender, religion, political views, nationality or origin of hereditary. The prohibition of this form of discrimination is the underlying part of principles and implementation of GESI Procedure.
3. Law Number 39 Year 1999 concerning Human Rights. This law is the basis for recognizing and upholding human rights and basic human freedoms as the rights inherent in and inseparable from human beings, which must be protected, respected and upheld for the sake of enhancing human dignity, welfare, happiness and intelligence. as well as justice. Recognition of human rights in an inclusive manner is the underlying part of principles and implementation of GESI Procedure.
4. Law Number 13 Year 2003 concerning Employment. This law is the basis for providing protection for workers and their families in accordance with human dignity and is aimed to guarantee basic rights of workers/laborers and guarantee equal opportunity and treatment without discrimination whatsoever to make the welfare of workers/laborers and their families happen by still paying attention to the progress of business world. As part of the business world, the Company is subject to this Law which is translated into the Company Regulation and human resources policy.
5. Law Number 11 Year 2005 regarding Ratification of the International Covenant on Economic and Social and Cultural Rights. This law is the basis for recognizing the human rights of each person in the economic, social and cultural fields, which are the right to work, the right to enjoy equal and pleasant working conditions, the right to establish and join trade unions, the right to social security, including social insurance, the right to the widest possible protection and assistance for families, mothers, children and young people, the right to an adequate standard of living, the right to enjoy the highest attainable standard of physical and mental health, the right to education (and the right to participate in the cultural life. This law is the basis for the principles and implementation of GESI Procedure.
6. Law Number 12 Year 2005 concerning Ratification of the International Covenant on Civil and Political Rights. This law affirms equal rights between men and women. This law underlines, among other, that every human beings have the right to life, that this right is protected by law, and that no one can be arbitrarily deprived of his/his right to life; that no one should be subjected to cruel, inhuman or degrading torture, treatment or punishment; that no one should be enslaved, that slavery and the slave trade are prohibited, and that no one shall be held in bondage, or required to perform forced or compulsory labor; that no one shall be arrested or detained arbitrarily; and that no one may be imprisoned solely on the basis of his/her failure to fulfill his/her contractual obligations.
7. Law Number 8 Year 2016 concerning People with Disabilities. This law guarantees people with disabilities to have the same legal standing and human rights as Indonesian citizens. This law is a

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reference for efforts to remove restrictions, obstacles, difficulties, and diminishment or elimination of the rights of people with disabilities, and seek to realize equal rights and opportunities for people with disabilities. Various principles and empowerment efforts for people with disabilities which are outlined in this law can be adopted in GESI Procedure.

8. Law Number 35 Year 2014 concerning Child Protection (as a partial amendment to Law Number 23 Year 2002). This law demands the role of the business world to have child-perspective company policies, for example: not recruiting child labor, providing lactation room services; contributing to the fulfillment of children's rights through Corporate Social Responsibility. The provisions in this law can be adopted for the preparation of GESI Procedure.
9. Presidential Instruction Number 9 Year 2000 concerning Gender Mainstreaming in National Development. This Presidential Instruction does not directly instruct companies such as the Company. However, this Presidential Instruction is as reference for all ministries, government agencies, Indonesian National Armed Forces (TNI), police and state officials in implementing Gender Mainstreaming. The Company may proactively adopt the provisions of this regulation for GESI Mainstreaming.
10. Presidential Instruction Number 3 Year 2010 concerning the Equitable Development Program. This Presidential Instruction does not directly instruct companies such as the Company. However, this Presidential Instruction is one of the references for the Company in implementing GESI Mainstreaming, among others related to the equal treatment to women, equality in the employment field, and the achievement of gender equality and women empowerment.
11. Presidential Regulation Number 59/2017 concerning Implementation of Sustainable Development Goals (SDGs) Achievement. This regulation constitutes the government's commitment to implementing and achieving the SDGs in a participatory manner by involving all parties. The achievement of SDG-4 goal regarding the quality education, SDG-5 concerning the gender equality, and SDG-17 regarding partnerships become the driving force for the implementation of GESI Procedure to be carried out by the Company, in realizing the company's strategic programs, especially the SDGs 'Indonesia One' Platform.

Regulation Reference related to GESI Implementation

1. Regulation of the Minister of Finance Number 104/PMK.02/2010 concerning Guideline for Preparation and Review of Work Plans and Budget of State Ministries/Government Agencies for Fiscal Year 2011 and Regulation of the Minister of Finance Number 93/PMK.02/2011 concerning Guideline for Preparation and Review of Work Plans and Budget of State Ministries/Government Agencies. These regulations are the basis for the preparation of Work Plans and Budget of State Ministries/Government Agencies (RKA-K/L) using the Gender-Responsive Budget mechanism which examines the impacts of activity spending on women and men, and later analyzes whether the budget allocation has answered the needs of women and men. Therefore, the Gender-Responsive Budget is attached to the budget structure (programs, activities, and outputs) in the RKA-K/L. These regulations can be used as reference materials for the executors of GESI Procedure in preparing the gender-responsive work plans and budgets.
2. Regulation of the Minister of Home Affairs Number 15 Year 2008 concerning General Guideline for Gender Mainstreaming Implementation in Regions which was updated by Regulation of the Minister of Home Affairs Number 67 Year 2011 concerning Amendments to Regulation of the Minister of Home Affairs Number 15 Year 2008 concerning General Guideline for Gender

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Mainstreaming Implementation in Regions. These regulations provide Guidelines for the Regional Government in implementing the gender-perspective governance, development, and community service, which in turn can be used as a basis for the Company to assess the Gender Mainstreaming implementation in the Regional Government related to the regional financing, as expected from this GESI Procedure.

3. Joint Circular Letter of the State Minister for National Development Planning/Head of the National Development Planning Agency, the Minister of Finance, the Minister of Home Affairs, and the State Minister for Women's Empowerment and Child Protection regarding National Strategy for Gender Mainstreaming Acceleration through the Gender-Responsive Planning and Budgeting Number: 270/M.PPN/11/2012, Number: SE-33/MK.02/2012, Number: 050/4379A/SJ, Number: SE 46/MPP-PA/11/2012. This Circular represents the integration of gender aspects in the planning and budgeting which begins at the trilateral meeting stage (Ministries/Government Agencies, the National Development Planning Agency, and Ministry of Finance). The planning is based on two stages, the gender pathway analysis and gender budget statement. These methods can serve as examples for the Company in GESI Mainstreaming implementation to carry out budget planning and gender analysis.