



MFC NYETAA

MALI-FOLKECENTER

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GENDER AND SOCIAL INCLUSION POLICY

Replaces : Gender Policy v1.0 (adopted 24 March 2020)

Approved by the Board of Directors: March 11, 2025

Version: 2.0 – December 2024

LIST OF ABBREVIATIONS AND ACRONYMS

Abbreviation	Meaning
AfDB	African Development Bank
BoD / CA	Board of Directors / Conseil d'Administration
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women (United Nations)
GCF	Green Climate Fund
GFP	Gender Focal Point
IFI	International Financial Institutions
GRM / MGP	Grievance Redress Mechanism / Mécanisme de Gestion des Plaintes
MFC Nyetaa	Mali-Folkecenter Nyetaa
SDG	Sustainable Development Goal
ILO	International Labour Organization
ESP	Environmental and Social Policy of MFC Nyetaa (2025)
AFCPP	Anti-Fraud, Corruption and Prohibited Practices Policy (v2.0, March 2025)
PNG-Mali	Mali National Gender Policy (Politique Nationale Genre du Mali)
WPP	Whistleblower and Witness Protection Policy (v2.0, March 2025)
MEAL	Monitoring, Evaluation, Accountability and Learning
SEA/SH	Sexual Exploitation and Abuse / Sexual Harassment
ESMS	Environmental and Social Management System
GAP	Gender Action Plan
GBV	Gender-Based Violence

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I. INTRODUCTION AND CONTEXT

Mali-Folkecenter Nyetaa (MFC Nyetaa), a Malian non-governmental organisation founded in 1999, has been active for over 25 years in the fields of renewable energy, climate resilience, sustainable agriculture and local economic development in Mali and across West Africa.

Since its inception, MFC Nyetaa has placed gender equality at the heart of its work. The Sinsibere project (2001–2015), a pioneer in women's access to natural resources, the publication *"Women and Climate Change in Mali"* presented at COP15 in Copenhagen (2009), and the RESO-Climat-Mali Gender Policy supervised by MFC Nyetaa, all attest to a deep and long-standing institutional commitment.

The first formal Gender Policy was adopted in March 2020. Since then, its Action Plan (GAP 2020–2025) has demonstrated significant progress: more than 70% of projects integrate gender considerations, and women actively participate in climate resilience, agroecology, value chain and renewable energy programmes.

This 2025 Gender Policy constitutes the comprehensive and updated revision of the 2020 version. It incorporates lessons from the GAP Implementation Report (2020–2025), the requirements of the GCF Gender Policy (2023), IFC Performance Standards, and recommendations from international standards (CEDAW, SDG 5, Paris Agreement, Beijing+30).

This revision takes place in a major strategic context: MFC Nyetaa is undergoing accreditation with the Green Climate Fund (GCF), for which compliance with a robust and operational gender policy is a non-negotiable prerequisite. This 2025 Gender Policy is one of the pillars of MFC Nyetaa's institutional governance framework, aligned with:

- The Anti-Fraud, Corruption and Prohibited Practices Policy (AFCPP v2.0, March 2025);
- The Whistleblower and Witness Protection Policy (WPP v2.0, March 2025);
- The Environmental and Social Policy (ESP 2025, aligned with IFC Performance Standards 1–8);
- The Financial Disclosure Policy (BoD2020-02);
- The Three-Year Plan 2025–2028.

The policy is structured around five reinforced strategic axes, a gender grievance mechanism, gender-responsive budgeting, and a strengthened monitoring and evaluation framework with SMART indicators disaggregated by sex.

II. LEGAL FOUNDATIONS AND STRATEGIC ALIGNMENT

2.1 International Normative Framework

Instrument	Key Relevant Provisions
CEDAW (1979) – Ratified by Mali (1985)	Elimination of all forms of discrimination against women; obligations of States and non-State actors

Beijing Platform for Action (1995) + Beijing+30	Strategic objectives on 'Women and Environment'; participation in decision-making; gender mainstreaming in policies
SDG 5 (Gender Equality) & SDG 13 (Climate Action)	Women's empowerment; equitable access to resources; gender integration in climate action
Paris Agreement (2015)	Recognition of women's role in climate adaptation and mitigation
Cancún Agreements – UNFCCC	Gender equality and the effective participation of women are fundamental to any climate response
ILO Conventions (No. 100, 111, 190)	Equal remuneration; non-discrimination; prevention of workplace harassment and violence
Universal Declaration of Human Rights	Equal fundamental rights for women and men

2.2 National Normative Framework

Instrument	Provision
Constitution of Mali (2023), Preamble, Art. 1	Equal rights for citizens of both sexes; protection of the rights of women and children
Mali National Gender Policy (PNG-Mali)	National reference framework for gender integration in all sectoral policies
Law No. 2015-052 of 18 December 2015 providing for a minimum 30% representation of each gender in appointed and elected positions.	Promotion of parity in elected and appointed bodies
Vision Mali 2063	Gender mainstreaming in development priorities
Mali's Revised NDC (2021)	Gender considerations in climate adaptation and mitigation measures
Framework Agreement MFC Nyetaa – Malian State (No. 02341001161, 2008)	General obligations of MFC Nyetaa towards the Malian State

2.3 Alignment with MFC Nyetaa's Institutional Policies

The 2025 Gender Policy forms part of the body of institutional policies adopted by MFC Nyetaa's Board of Directors:

MFC Nyetaa Policy	Link to the Gender Policy
ESP 2025 – IFC Performance Standard 2 (Labour) and PS 7 (Indigenous Peoples)	Fair working conditions; non-discrimination; social safeguards including gender; operational grievance mechanism
AFCPP v2.0 (March 2025)	Gender discrimination, harassment and gender-based abuse are prohibited practices subject to zero tolerance
WPP v2.0 (March 2025)	Protection of women who report gender discrimination, harassment or abuse without risk of retaliation
Financial Disclosure Policy (2020)	Transparency on the allocation of resources dedicated to gender activities
Three-Year Plan 2025–2028	Quantified gender targets: $\geq 50\%$ women beneficiaries; $\geq 40\%$ women in the programme team; 100% disaggregated indicators

2.4 Alignment with the Green Climate Fund (GCF)

The GCF requires all accredited entities to comply with its Gender Policy (2023), which rests on three pillars:

- Pillar 1 – Gender Equality and Women's Empowerment: equitable participation as decision-makers and beneficiaries in all funded projects;
- Pillar 2 – Gender Risk Management: prevention of and response to GBV, SEA and Sexual Harassment (SH) in all operations;
- Pillar 3 – Accountability: reporting on gender indicators, gender action plans in each project, accessible grievance mechanism.

Compliance with the GCF Gender Policy is a non-negotiable prerequisite for accreditation and for the submission of any project to the GCF. This policy fully addresses all three pillars.

III. VISION, MISSION AND GUIDING PRINCIPLES

3.1 Vision

MFC Nyetaa aspires to be a reference organisation for gender equality and social inclusion in West Africa, where women and men participate equitably in the transformation towards sustainable, resilient and climate-just development.

3.2 Mission

To promote the systematic and effective integration of gender and social inclusion throughout the entire cycle of MFC Nyetaa's projects and programmes — from identification to final evaluation — in order to ensure that women, men, young people, persons with disabilities and vulnerable groups benefit equitably from the results of its climate and development interventions.

3.3 Guiding Principles

Principle	Operational Content
Gender Equality and Equity	Guarantee the same rights, opportunities, resources and rewards to all persons, regardless of gender. Recognise structural inequalities and implement targeted corrective measures.
Inclusion and Non-Discrimination	No person shall be excluded from the benefits of MFC Nyetaa's projects and programmes on the basis of gender, age, disability, ethnicity, economic status or any other characteristic. Special attention to doubly marginalised groups.
Participation and Empowerment	Women and other marginalised groups are not merely passive beneficiaries but active actors, decision-makers and drivers of change at all levels of MFC Nyetaa's interventions.
Rights-Based Approach	Gender is a matter of fundamental rights. MFC Nyetaa commits to respecting, protecting and fulfilling women's rights in accordance with international human rights law.
Zero Tolerance for GBV and SEA/SH	MFC Nyetaa enforces a zero-tolerance policy towards all forms of gender-based violence, sexual exploitation and abuse, and sexual

	harassment (SEA/SH), in accordance with AFCPP v2.0 and ESP 2025.
Accountability and Transparency	MFC Nyetaa is accountable for its gender results to its beneficiaries, partners and donors. All gender indicators are made public in annual reports.
Intersectionality	Recognise that gender inequalities are compounded by other forms of exclusion (poverty, disability, age, migration status). Interventions take these intersecting dimensions into account.
Mainstreaming	Gender is not a standalone project or programme, but a cross-cutting dimension integrated into all of MFC Nyetaa's strategies, policies, projects and institutional mechanisms.

IV. SCOPE OF APPLICATION AND KEY DEFINITIONS

4.1 Scope of Application

This policy applies to:

- All permanent, temporary, contractual, intern and volunteer staff of MFC Nyetaa;
- Board of Directors members;
- Implementation partners, sub-contractors, service providers and consultants acting on behalf of MFC Nyetaa;
- All MFC Nyetaa projects and programmes, regardless of the funding source;
- Beneficiaries in their relationship with MFC Nyetaa (respect for their gender rights and access to the GRM).

This policy applies both at the institutional level (human resources, recruitment, internal management) and at the programmatic level (project design, implementation and evaluation).

4.2 Key Definitions

Term	Definition
Gender	The economic, social, cultural and political opportunities, roles, responsibilities and relationships associated with being male or female. Unlike sex (biological), gender is socially constructed and varies over time and across contexts.
Gender Equality	A situation in which women and men enjoy equal rights, opportunities, resources and benefits in society. This implies the transformation of social structures and relationships that perpetuate inequalities.
Gender Equity	Fair and impartial treatment of all persons according to their respective needs, including corrective measures (affirmative actions) to compensate for women's historical and structural disadvantages.
Gender Mainstreaming	The process of systematically integrating gender perspectives into the design, implementation, monitoring and evaluation of all policies, programmes and projects, so that women and men benefit equitably from outcomes.
Gender Analysis	An analytical tool for identifying and understanding differences between men and women in terms of access to resources, control, decision-making, practical needs and strategic interests.

Gender-Based Violence (GBV)	Any harmful act perpetrated against a person because of their gender. Includes physical, sexual, psychological, economic violence and harmful practices.
SEA / SH	Sexual Exploitation and Abuse (SEA): misuse of a position of power to obtain sexual favours. Sexual Harassment (SH): unwanted sexual conduct, explicit or implicit, affecting a person's dignity.
Sex-Disaggregated Indicators	Data collected and analysed separately for women and men to measure progress towards gender equality and identify persistent gaps.
Gender-Responsive Budget	A budgeting process that analyses and allocates resources equitably to meet the needs and priorities of women and men, with dedicated lines for gender activities in each project.
Gender Focal Point (GFP)	A designated person within MFC Nyetaa responsible for coordinating, monitoring and promoting gender integration within the organisation and its projects.

V. STRATEGIC AXES AND ACTION PLAN

The 2025 Gender Policy of MFC Nyetaa is structured around five complementary strategic axes. Each axis is broken down into specific objectives, measures to be implemented, monitoring indicators and designated responsible parties.

AXIS 1: Strengthening the Institutional Framework for Systematic Gender Integration

Expected Outcome: *MFC Nyetaa has a robust institutional framework ensuring the systematic integration of gender across all its structures, procedures and documents.*

1.1 Formalisation and Institutionalisation of Gender

Measures to implement:

- Formally integrate the 2025 Gender Policy into the statutes, the Administrative and Financial Procedures Manual, and the terms of reference for all projects;
- Revise the Internal Regulations to include anti-discrimination, anti-harassment and parity provisions, in line with AFCPP v2.0;
- Document and formalise the role of the Gender Focal Point (GFP) with an official job description and a clear delegation of authority;
- Include a gender section in annual activity reports and Board of Directors meeting minutes.

1.2 Inclusive Recruitment and Parity

Measures to implement:

- Systematically apply an inclusive recruitment policy targeting a minimum of 40% women in programmatic and management positions;
- Include gender competency criteria in job profiles for project and programme managers;
- Ensure equal pay for equal competencies and experience (equal pay principle);
- Reserve at least one place for women in the leadership composition of any project team, regardless of the funder.

1.3 Gender-Responsive Strategic Planning

Measures to implement:

- Integrate gender targets and indicators into MFC Nyetaa's Annual Operational Plan (AOP/PTA);
- Allocate specific budgetary resources for gender activities in the annual institutional budget;
- Conduct an annual institutional gender analysis as the basis for the following year's planning.

AXIS 2: Capacity Building for Staff and Partners in Gender Analysis and Integration

Expected Outcome: *All MFC Nyetaa staff and key partners master the tools and approaches for gender integration in the project cycle, in line with GCF requirements.*

2.1 Gender Capacity Building Plan

Measures to implement:

- Develop and implement an Annual Gender Capacity Building Plan for staff, including: gender analysis training, gender integration in the project cycle, E&S and gender safeguards, GCF gender requirements;
- Ensure a minimum of 2 gender training sessions per year for permanent staff, particularly project managers;
- Train all new recruits on the Gender Policy within 3 months of joining;
- Include a mandatory gender module in all training sessions organised by MFC Nyetaa for partners and beneficiaries;
- Support the GFP and other staff in attending international gender and climate finance training events.

2.2 Gender Data Collection and Analysis Tools

Measures to implement:

- Develop and deploy standardised sex-disaggregated data collection tools (collection sheets, databases, monitoring forms);
- Establish a gender-sensitive indicator arbitration mechanism defining a minimum threshold of disaggregated indicators for each project type (threshold: 100% of impact indicators);
- Organise quarterly gender mainstreaming good-practice sharing sessions across project teams.

AXIS 3: Gender Awareness-Raising, Communication and Advocacy

Expected Outcome: *Gender issues are visible, understood and championed by MFC Nyetaa in its communications and advocacy actions, contributing to a change in cultural and institutional norms.*

3.1 Internal Gender Communication

Measures to implement:

- Make the 2025 Gender Policy available to all staff within 30 days of adoption (digital and physical posting in offices);
- Have each staff member sign a commitment to uphold the gender policy, alongside the Code of Conduct;
- Distribute quarterly internal bulletins on progress in gender integration.

3.2 External Communication and Advocacy

Measures to implement:

- Produce and disseminate a minimum of 2 annual publications on gender, climate and sustainable development (articles, brochures, advocacy briefs);
- Organise public events with a strong gender dimension (FENA, International Day of Rural Women, International Women's Rights Day);
- Continue showcasing 'Women Champions of the Environment' on social media and national media;
- Systematically integrate the gender dimension into MFC Nyetaa's advocacy positions before national and international decision-makers (COPs, GCF, AfDB, etc.);
- Train women journalists on gender-environment-climate issues.

AXIS 4: Gender Integration in All MFC Nyetaa Projects and Programmes

Expected Outcome: *100% of new MFC Nyetaa projects integrate a gender analysis, a Gender Action Plan (GAP) and a gender-responsive budget, in line with GCF requirements.*

4.1 Gender-Responsive Project Cycle — Mandatory Requirements

Project Cycle Phase	Mandatory Gender Requirements
Identification & Formulation	Contextual gender analysis; identification of the practical needs and strategic interests of women and men; consultation of women in community diagnostics
Design & Planning	Project Gender Action Plan (GAP); sex-disaggregated indicators (100% of impact indicators); gender-responsive budget; female participation targets $\geq 50\%$ as beneficiaries
Implementation	Monitoring of gender indicators in each progress report; application of GBV/SEA safeguards in accordance with ESP 2025; grievance mechanism accessible to women
Monitoring & Evaluation	Systematic collection of disaggregated data; semi-annual gender report; assessment of differentiated impact on women and men
Learning & Documentation	Documentation of gender good practices; sharing with partners and beneficiaries; contribution to MFC Nyetaa's annual gender reports

4.2 Priority Sectoral Gender Themes

In line with MFC Nyetaa's mandate, the following sectoral gender themes are priorities:

- Gender and renewable energy: women's access, productive use and control of RE technologies; women RE technicians;
- Gender and agriculture/agroecology: women's role in food production (80% in sub-Saharan Africa); land access; inclusive agricultural advisory services;
- Gender and climate change: women's differentiated vulnerability; women's role in community adaptation; gender integration in NDCs;
- Gender and natural resource management: women's participation in resource governance bodies (forests, water, soils);
- Gender and green economy: women's access to green finance; female entrepreneurship; inclusive value chains (shea butter, agro-processing, etc.);
- Gender and water and sanitation: water fetching burden borne by women and girls; access to safe drinking water.

AXIS 5: Prevention and Response to Gender-Based Violence (GBV), Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH)

Expected Outcome: *MFC Nyetaa has an effective prevention and response framework for GBV, SEA and SH, in accordance with GCF standards, UN requirements and the provisions of ESP 2025.*

This axis is a non-negotiable requirement of the GCF standards (2023). It is fully articulated with AFCPP v2.0 (zero tolerance), WPP v2.0 (victim-whistleblower protection) and ESP 2025 (social safeguards).

5.1 Prevention Commitments

MFC Nyetaa commits to:

- Enforce a zero-tolerance policy towards all forms of GBV, SEA and SH in all its operations (offices, field sites, partners, beneficiaries);
- Include an anti-GBV/SEA/SH clause in all staff, partner and service provider contracts;
- Conduct a GBV/SEA risk assessment for each new project, in accordance with ESP 2025;
- Train all staff on GBV, SEA and SH prevention at induction and annually thereafter;
- Establish an Internal GBV Prevention Committee, chaired by the GFP.

5.2 Response Mechanism

In the event of an allegation of GBV, SEA or SH:

- Any victim or witness may report confidentially through the G-GRM (see Chapter VI) or the WPP;
- The investigation will be conducted by a trained, independent and impartial person;
- Victims will be referred to appropriate support services (medical, psychosocial, legal) without delay;
- Perpetrators will be subject to the disciplinary measures provided for in AFCPP v2.0, up to and including dismissal and referral to the competent authorities;
- The principle of confidentiality and non-retaliation towards victims and witnesses is guaranteed in accordance with WPP v2.0.

VI. GENDER GRIEVANCE REDRESS MECHANISM (G-GRM)

MFC Nyetaa establishes a Gender-specific Grievance Redress Mechanism (G-GRM), integrated within the general GRM provided for in ESP 2025. This mechanism ensures that any person — beneficiary, staff member, partner or community member — may report a violation of this policy or a situation of gender discrimination or violence, in a safe, confidential manner and without risk of retaliation.

Step	Content	Responsible Party	Timeline
1. Filing of Complaint	Intake channels: (a) in person to the GFP or any manager; (b) by telephone / WhatsApp; (c) by confidential letter; (d) via a physical complaint box in offices and project sites. All	<i>GFP / Any staff member</i>	Immediate

	complaints are logged in the confidential register.		
2. Acknowledgement	Written or oral confirmation to the complainant. Information on the process and their rights.	<i>GFP</i>	48 hours
3. Initial Assessment	Assessment of the nature, severity and urgent protective measures required (particularly for GBV/SEA/SH cases).	<i>GFP + Management</i>	5 working days
4. Investigation	Impartial and confidential inquiry conducted by a competent person. Victims are informed of their rights and referred to support services.	<i>GFP / Internal Committee / External Expert if needed</i>	30 days
5. Decision and Action	Documented decision communicated to the parties. Corrective measures, disciplinary sanctions (AFCPP) or referral to competent authorities.	<i>Executive Management / BoD if needed</i>	15 days post-investigation
6. Follow-up and Closure	Verification of implementation of decisions. Outcome communicated to the complainant. Integrated into the annual gender report (anonymised data).	<i>GFP / Management</i>	60 days post-decision

In the event of a complaint for SEA/SH, timelines are shortened and protective measures for the victim are taken immediately. The principle of non-retaliation is guaranteed by WPP v2.0. No victim or witness identity shall be disclosed without their explicit consent.

VII. GENDER-RESPONSIVE BUDGETING

Gender-responsive budgeting (GRB) is an approach that ensures the allocation of adequate financial resources to gender objectives and activities, at both the institutional and programmatic levels. It is an explicit requirement of the GCF for all accredited entities.

7.1 Institutional Level

- MFC Nyetaa allocates each year a dedicated budget line for gender activities in its institutional budget (staff training, GFP operations, gender communication, policy evaluation).
- This line is visible, separate and reported in the annual financial report in accordance with the Financial Disclosure Policy (2020).
- Target: a minimum of 3% of MFC Nyetaa's annual operational budget is allocated to gender mainstreaming activities.

7.2 Project and Programme Level

- Each MFC Nyetaa project with a budget exceeding 10 million FCFA includes a dedicated budget line for gender activities (gender analysis, GAP, training, disaggregated data collection, communication).
- This line represents a minimum of 5% of the total project budget for projects specifically targeting rural communities, and 3% for other types of projects.
- Project proposals submitted to the GCF include a detailed and justified gender budget, in accordance with the GCF budget template.

7.3 Monitoring of Gender Budget Allocation

- The Chief Financial Officer (CFO/RAF) produces a quarterly report on the execution of gender budgets (institutional and projects);
- Significant variances between planned and executed budgets are addressed in an explanatory report submitted to the GFP and Executive Management.

VIII. MONITORING, EVALUATION AND ACCOUNTABILITY FRAMEWORK

8.1 Architecture of the Gender MEAL System

Level	Responsible Party	Frequency	Tool / Deliverable
Operational (projects)	Project Managers + GFP	Monthly	Sex-disaggregated data collection forms; gender indicator dashboards
Programmatic (MFC Nyetaa)	GFP + MEAL Officer	Quarterly	Quarterly monitoring report on institutional gender indicators
Strategic (Management / BoD)	Executive Management + GFP	Semi-annual / Annual	Annual Gender Policy implementation report; BoD report
External (partners / GCF)	Executive Management + CFO	Per donor requirements	Annual GAP report; update of GCF indicators; audit reports

8.2 Principles of Gender Monitoring and Evaluation

- 100% of project impact indicators are disaggregated by sex;
- Qualitative data (testimonies, case studies) complement quantitative data;
- Mid-term reviews and final project evaluations include a dedicated section on the analysis of gender results;
- Complaints received through the G-GRM are counted and analysed (anonymised data) in annual reports;
- The gender policy is subject to an external evaluation at least every 3 years.

8.3 Annual Gender Reporting (GCF Requirement)

MFC Nyetaa produces an annual Gender Policy Implementation Report, presented to the Board of Directors and shared with key partners. This report includes:

- Progress status of the results matrix indicators (Chapter IX);
- Key achievements and challenges encountered;

- Data on beneficiaries (total, of which women, of which young women);
- Status of gender complaints received and processed (G-GRM);
- Execution of the gender budget (institutional and projects);
- Planned adjustments for the following year.

IX. RESULTS MATRIX AND INDICATORS 2025–2028

Axis / Objective	Expected Result	SMART Indicators (M/F disaggregated)	2028 Target	Responsible	Period
AXIS 1 – Institutional	Gender Policy integrated in all institutional documents	<i>No. institutional documents integrating gender (Procedures Manual, Internal Rules, project ToRs)</i>	100% of key documents	<i>GFP / Admin</i>	2025
AXIS 1 – Institutional	Gender Focal Point formally designated and operational	<i>GFP designated; job description validated; budget allocated</i>	GFP operational by Q2 2025	<i>Executive Management</i>	2025
AXIS 1 – Institutional	Parity in recruitment	<i>% women in programme and management team</i>	≥ 40% women	<i>HR / Management</i>	2025–2028
AXIS 2 – Capacities	Staff trained on gender analysis and integration	<i>No. staff trained / Total staff; of which % women; No. sessions per year</i>	100% staff trained; ≥ 2 sessions/year	<i>GFP / HR</i>	Annual
AXIS 2 – Capacities	100% of impact indicators disaggregated by sex	<i>% impact indicators disaggregated in project reports</i>	100%	<i>GFP / MEAL Officer</i>	2026
AXIS 3 – Communication	Gender visible in MFC Nyetaa's communication	<i>No. gender publications per year; No. gender events per year</i>	≥ 2 publications; ≥ 3 events/year	<i>Communication/GFP</i>	Annual
AXIS 4 – Projects	All new projects integrate a	<i>% new projects with gender</i>	100% of new projects	<i>Project Managers/GFP</i>	2026

	GAP and gender budget	<i>analysis + GAP + gender budget</i>			
AXIS 4 – Projects	Women's participation in projects	<i>% women among direct beneficiaries; % women in community leadership</i>	≥ 50% women beneficiaries ; ≥ 40% leadership	<i>Project Managers</i>	Annual
AXIS 4 – Projects	Women's economic empowerment	<i>No. women entrepreneurs supported; No. women's cooperatives strengthened</i>	≥ 500 women/year ; ≥ 20 cooperatives	<i>Project Teams</i>	Annual
AXIS 5 – GBV/SEA/SH	GBV/SEA/SH framework operational and known by all	<i>% staff trained on GBV/SEA/SH; anti-GBV clause in 100% of contracts</i>	100% staff; 100% contracts	<i>GFP / HR</i>	2025
AXIS 5 – GBV/SEA/SH	G-GRM operational and accessible	<i>G-GRM operational; No. complaints received and processed within deadlines</i>	100% complaints within deadlines	<i>GFP / Management</i>	2025
Gender Budget	Gender budget allocated and executed	<i>% institutional budget allocated to gender; % project budget allocated to gender</i>	≥ 3% institutional ; ≥ 5% community projects	<i>CFO / GFP</i>	Annual
GCF Reporting	Annual gender report produced and presented to BoD	<i>Existence of annual report; BoD presentation; partner sharing</i>	Annual report before 31 March N+1	<i>GFP / Management</i>	Annual

X. ROLES AND RESPONSIBILITIES

Actor	Roles and Responsibilities
Board of Directors (BoD)	<ul style="list-style-type: none"> • Adopt and revise the Gender Policy • Oversee implementation through the annual gender report • Approve institutional gender budgets • Ensure moral leadership and exemplary conduct on gender equality

Executive Management	<ul style="list-style-type: none"> • Ensure policy implementation at the highest level • Formally designate the GFP and allocate the necessary resources • Integrate gender in all strategic and operational decisions • Present the annual gender report to the BoD • Ensure compliance with GCF gender requirements
Gender Focal Point (GFP)	<ul style="list-style-type: none"> • Coordinate the implementation of the Gender Policy and Action Plan • Support project teams in gender integration (analysis, GAP, indicators) • Organise staff gender training • Manage the G-GRM and complaints received • Produce quarterly and annual reports on gender indicators • Liaise with external partners on gender issues • Monitor evolving GCF gender standards and propose policy updates
Chief Financial Officer (CFO/RAF)	<ul style="list-style-type: none"> • Integrate gender budget lines in all budgets (institutional and projects) • Produce quarterly reports on gender budget execution • Ensure transparency and traceability of gender expenditure (Financial Disclosure Policy)
Project and Programme Managers	<ul style="list-style-type: none"> • Conduct the gender analysis at project design stage • Develop the project Gender Action Plan (GAP) • Systematically collect sex-disaggregated data • Integrate gender in quarterly monitoring reports • Apply GBV/SEA safeguards in accordance with ESP 2025 • Inform beneficiaries of the G-GRM at project start-up
All Staff	<ul style="list-style-type: none"> • Comply with this Gender Policy and the Code of Conduct at all times • Report any observed violation through the G-GRM or WPP • Participate in gender training organised by MFC Nyetaa • Promote a culture of gender equality in professional interactions
Implementation Partners	<ul style="list-style-type: none"> • Comply with the gender provisions of this policy in their activities • Implement the GAP applicable to their project component • Report GBV/SEA incidents to MFC Nyetaa in accordance with procedures • Participate in gender training organised by MFC Nyetaa for its partners

XI. TRAINING AND AWARENESS

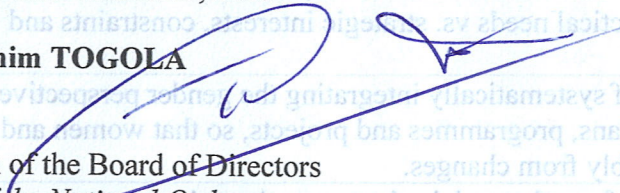
The management will ensure that this policy is widely disseminated to all stakeholders and that mandatory and periodic training sessions are organized for staff. These training sessions aim to strengthen the team's understanding of gender and encourage the systematic integration of gender considerations into all internal and external activities within Mali-Folkecenter Nyetaa.

XII. ENTRY INTO FORCE, REVIEW AND APPROVAL

This Gender and Social Inclusion Policy — Version 2025 — supersedes and repeals the version adopted on 24 March 2020.

Aspect	Provision
Date of Entry into Force	From the date of signature by the President of the Board of Directors
Dissemination	Distributed to all staff within 30 days of adoption; published on MFC Nyetaa's website
Periodic Review	Every 3 years, or sooner if significant changes occur in GCF standards, national legislation or the organisational context
Revision Coordinator	Gender Focal Point (GFP) in coordination with Executive Management
Approval of Revisions	Any substantive revision is submitted for approval by the Board of Directors
Compliance Monitoring	The GFP produces an annual implementation report presented to the BoD and shared with key partners, including the GCF after accreditation

Approved by:
 The Board of Directors of Mali-Folkecenter Nyetaa
 Effective date: March 11, 2025

Dr. Ibrahim TOGOLA

 Chairman of the Board of Directors
 Knight of the National Order

Gender Equity	Fair treatment of persons according to their respective needs, including corrective measures to compensate for structural disadvantages. Equity is the means; equality is the end.
Gender Analysis	Application of a gender-based division of labour issues: gender-based division of labour issues: practical needs vs. strategic interests, constraints and opportunities.
Gender Mainstreaming	The process of systematically integrating gender perspective into all policies, plans, programmes and projects so that women and men benefit equitably from changes.
Practical Gender Needs	Needs arising from the social roles currently held by men (e.g. access to water, healthcare, energy). Addressing them improves living conditions without challenging existing gender relations.
Strategic Gender Interests	Interests aimed at transforming power relations between women and men and achieving equality (e.g. land rights, participation in decision-making, elimination of GBV). Their realisation produces lasting structural changes.
Empowerment	The process by which women and men acquire the capacity to make strategic life choices and act as agents of their own development, at the individual, collective and institutional levels.
Gender-Based Violence (GBV)	Any harmful act perpetrated against a person because of their gender, including physical, sexual, psychological, economic violence, and harmful practices such as child marriage and female genital mutilation.
SEA (Sexual Exploitation and Abuse)	Sexual exploitation: any abuse or attempted abuse of a position of vulnerability, power imbalance or trust for sexual purposes. Sexual abuse: actual or threatened physical sexual intrusion by force, under coercion or in unequal conditions.
Sexual Harassment (SH)	Any unwelcome sexual advance, request for sexual favours or other verbal or physical conduct of a sexual nature, when such conduct has the purpose or effect of violating a person's dignity or creating an intimidating, hostile or humiliating environment.
Gender-Sensitive Indicator	An indicator that measures progress towards gender equality by revealing differences between women and men through sex-disaggregated data.
Gender-Responsive Budget	A budgetary analysis and planning process that integrates a gender perspective to ensure that financial resources equitably meet the needs

ANNEX A — GLOSSARY OF GENDER TERMS

The definitions below constitute the common conceptual basis for the application of this policy within MFC Nyetaa and with its partners.

Term	Definition
Gender	The economic, social, political and cultural opportunities and attributes associated with being male or female. Unlike biological sex, gender is socially constructed, variable over time and across societies.
Sex	The biological and physiological characteristics that define men and women. Unlike gender, sex is generally immutable.
Gender Equality	A situation in which women and men enjoy the same rights, opportunities and conditions. Implies the transformation of social structures and relationships that perpetuate inequalities.
Gender Equity	Fair treatment of persons according to their respective needs, including corrective measures to compensate for structural disadvantages. Equity is the means; equality is the end.
Gender Analysis	Application of a gender perspective to the analysis of development issues: gender-based division of labour, access to and control over resources, practical needs vs. strategic interests, constraints and opportunities.
Gender Mainstreaming	The process of systematically integrating the gender perspective into all policies, plans, programmes and projects, so that women and men benefit equitably from changes.
Practical Gender Needs	Needs arising from the social roles currently assigned to women and men (e.g. access to water, healthcare, energy). Addressing them improves living conditions without challenging existing gender relations.
Strategic Gender Interests	Interests aimed at transforming power relations between women and men and achieving equality (e.g. land rights, participation in decision-making, elimination of GBV). Their realisation produces lasting structural changes.
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Gender-Sensitive Indicator	An indicator that measures progress towards gender equality by revealing differences between women and men through sex-disaggregated data.
Gender-Responsive Budget	A budgetary analysis and planning process that integrates a gender perspective to ensure that financial resources equitably meet the needs

	and priorities of women and men, with dedicated budget lines for gender activities.
Intersectionality	An analytical concept recognising that individuals may face multiple and compounded forms of discrimination based on gender, age, disability, ethnicity, economic status, etc. These intersecting forms of discrimination create specific forms of exclusion requiring targeted responses.

ANNEX B — REVIEW OF THE GENDER ACTION PLAN 2020–2025

The table below summarises the main results of the Gender Action Plan 2020–2025, as documented in the GAP Implementation Report (MFC Nyetaa, 2025). This review directly informed the revision of this policy.

Axis	Indicator	2020 Baseline	2025 Progress (est.)	Observations
AXIS 1 – Institutional	% projects integrating gender	<i>Low (not tracked)</i>	> 70% of projects	Significant improvement. Procedural formalisation strengthened in 2025.
AXIS 1 – Institutional	Existence of a formal gender policy	<i>Not formalised</i>	Policy adopted (2020) + revised (2025)	GCF-aligned policy adopted in 2025.
AXIS 1 – Institutional	Gender in recruitment	<i>Limited</i>	Considered but not yet systematic	Quantitative targets introduced in Version 2025.
AXIS 2 – Capacities	No. staff trained on gender	<i>Sporadic</i>	Regular training (Innov-ReC, FENA projects)	Annual training plan formalised in v2025.
AXIS 2 – Capacities	Sex-disaggregated data	<i>Limited</i>	Growing, but not yet systematic	100% disaggregated impact indicators required from 2026.
AXIS 3 – Communication	No. gender sensitisation activities	<i>Moderate</i>	Strong (FENA, Rural Women's Day, journalists)	Strong gender visibility in public communication.
AXIS 3 – Communication	% women participants in activities	<i>Variable</i>	≥ 40–50% in general	Particularly strong in community-level projects.
Programmatic results	Women beneficiaries of projects	<i>Not tracked systematically</i>	Significant women's participation	Especially in agroecology, shea butter, agrivoltaics (Ouré).
Programmatic results	Girls in environmental education	<i>Not tracked</i>	Approximate parity (environmental clubs)	Thousands of students reached, including girls.
Governance & GRM	Annual gender reporting system	<i>Non-existent</i>	Introduced in 2025 Policy	Annual GAP report required from 2025.
Governance & GRM	Gender grievance mechanism	<i>Non-existent</i>	Introduced in 2025 Policy	G-GRM operational by Q2 2025.

Challenges identified in the GAP Report 2020–2025 and addressed in this policy: (1) absence of systematic disaggregated data → 100% disaggregated indicators required; (2) absence of a formalised GFP → formal designation mandatory; (3) absence of dedicated gender budget → GRB mandatory; (4) absence of a gender GRM → G-GRM created; (5) absence of annual gender reporting → annual GAP report required.