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National Machineries for Women in Development: experiences, lessons and strategies

Report prepared for the Ministry of Foreign Affairs, Denmark

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1. Acronyms

ACP	African, Caribbean and Pacific
CEDAW	Convention on The Elimination of All Forms of Discrimination Against Women
DAW	UN Division for the Advancement of Women
DFID	The Department for International Development, UK
ECLAC	Economic Commission for Latin America and the Caribbean
GAD	Gender and Development
NGO	Non-Governmental Organisation
NWM	National Women's Machineries/National Machineries for Women
PRA	Participatory Rural Appraisal
PRSPs	Poverty Reduction Strategy Papers
SWAPs	Sector Wide Approaches
UN	United Nations
UNDP	United Nations Development Programme
UNIFEM	United Nations Fund for Women
WEDO	Women's Environment and Development Organisation
WID	Women in Development

2. Introduction

This report includes salient points and recommendations from the BRIDGE 1996 report on National Machineries for Women (NWMs), up-dated with more recent thinking, policy and practice[1]. Also included are summaries of some best practice examples. The original report reviews the experience of national machineries for women in developing countries, drawing on case study material from African, Caribbean and Pacific (ACP) countries (including Belize, Cameroon, Ethiopia, Jamaica, Namibia, Papua New Guinea, Tonga, Uganda and Zambia) as well as comparative material from Chile and the Philippines where national machineries are well-established.

This report begins with background information on NWMs, followed by an overview of constraints to their effectiveness. Section four explores the implications for NWMs of the changing macro-political and institutional environment, emphasising the current interest in 'good government,' specifically, programmes of decentralisation and civil service reform as well as broader issues of participation and democratisation. Strategies adopted to further the implementation of gender-aware policy are presented in section five, and further case studies make up the final part of this report.

The Ministry of Foreign Affairs, Denmark, aims in its development cooperation programme to strengthen NWMs in respect to good governance and women's Human Rights on the one hand and on the other to enhance the capacity of NWMs to get more involved in overall national policy development, particularly the development of Poverty Reduction Strategy Papers (PRSP's) and Sector Wide Approaches (SWAPs). A central concern is how to link NWMs more strongly with Gender Focal Points in ministries and departments.

Information for this report was gained from a general review of library and internet based resources. Key texts published by development agencies and academics were referred to (see bibliography) as well as a range of internet sites (mentioned in the text). Organisations and individual experts in the field were also contacted. Many of whom provided invaluable information.

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[1] This report has been updated by Emma Bell, Research and Communications Officer with BRIDGE. The 1996 report was commissioned by the Gender and Development Desk of the Directorate General for Development (DVIII) of the European Commission and was written by Byrne, Laier, Baden, and Marcus.

3. Background

In 1962 the United Nations Commission on the Status of Women first identified the value of appointing national commissions on the status of women which were to make recommendations for improving the position of women in their respective countries. The United Nations (UN) defines a national machinery for women as: 'a single body or complex organised system of bodies, often under different authorities, but recognised by the Government as the institution dealing with the promotion of the status of women' (cited in Ashworth, 1994:5).

By the mid 1990s the establishment of government institutions to address women's needs had legitimised a focus on gender in development and in some cases had supported innovative approaches to policy as well as programme and project design, had not met the expectations raised. The slow pace of change in women's status and opportunities, the experience of project and policy 'misbehaviour' and the ghettoisation of women's issues in government structures, called into question the top-down strategy of creating NWMs.

In the 1990s, shifts in the conceptualisation of WID/GAD[2] issues were reflected in new approaches to the state as a vehicle for change. The focus shifted from integration to institutionalisation, or 'mainstreaming'. Mainstreaming looks beyond the promotion of projects and programmes for women, to the consideration of gender issues across all sectors, ministries and departments. This, in turn, implies transformation of the institutional structures of government and the state and requires close attention to the links between national women's machineries, other areas of government and civil society organisations. If gender mainstreaming is the objective, advocacy and the overseeing of policy are vital in order to influence wider government policy and push for legislative change.

The Beijing Platform for Action[3] sets out the role of national machineries in gender mainstreaming. '[The NWM] is the central policy coordinating unit inside the government. Its main function is to support government-wide mainstreaming of a gender-equality perspective in all policy areas'. (United Nations, 1995; para 201).

NWMs are also seen as responsible for ensuring that nations signed up to the Beijing Platform for Action develop and implement a National Plan of Action on Gender/Women. NWMs are also involved in preparing CEDAW country reports (Commonwealth Secretariat, 2000).

The Platform for Action of the Fourth World Conference on Women states that 'In order for the Platform for Action to be implemented, it will be necessary for governments to establish or improve the effectiveness of national machineries for the advancement of women at the highest political level'. (United Nations, 1995: para 296).

Some progress has been made and was recognised at Beijing plus 5 - the Twenty-Third Special Session of the General Assembly, in New York in 2000. Many NWMs, particularly those

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[2] WID – Women in Development, GAD – Gender and Development. In the 1970s, development workers became aware that women had been excluded from much of the benefits of development activity. In response, a 'Women in Development' (WID) agenda was advocated, which aimed to increase local women's involvement in the market economy and project activities. However, problems with this approach soon became apparent. Women were *already* working hard, particularly poor women, and women's labour was already a part of the economy, although not necessarily recognised as such, or remunerated. Increasing women's 'involvement' in project and market at times meant primarily increasing their labour burden. Furthermore, the WID approach focussed on women without looking at their context. Trying to change the situation of a group of women without looking at how the men in their lives might be affected made for an ineffective strategy. In the 1990s 'Gender and Development' (GAD) was touted as the new approach which was to overcome the shortcomings of WID. GAD aims to look at the social relations and interactions between women and men, and the contexts and constructions of masculinities and femininities.
[3] Emerging from the United Nations Fourth World Conference on Women, held in Beijing in 1995

more recently established, engage in advocacy and overseeing policy, as well as direct involvement in 'women's' projects. Formerly, NWMs tended to be marginalised and ghettoised in social and welfare sectors but more recently they have begun to move into central decision-making locations within the bureaucracy, such as ministries of planning or finance, or the President's or Prime Minister's office. In some cases, however, the rhetoric of gender mainstreaming is not translated into practice and NWMs continue to conform to the old welfare-oriented model.

Years of experience points to a number of lessons about the creation and support of national machineries and the wider policy context within which they operate, which could usefully inform future financial and technical assistance to NWMs and, more broadly, the project of institutionalising gender in government policy and planning. Examples of bringing together and sharing experiences at the international level include:

- At the Expert Group Meeting in Santiago, 1998, DAW and ECLAC brought together experts working with NWM around the world. The meeting was organised as part of the preparation for the forthcoming forty-third session of the Commission on the Status of Women (DAW/ECLAC, 1999). http://www.un.org/womenwatch/daw/news/natlmach.htm

- In March 1999, the Commission analysed the progress made in implementing the agreements of the Beijing Platform in this critical area. Furthermore, the Commission adopted action-oriented policy recommendations on how to strengthen the capacity of national machineries. You can view the recommendations at: http://www.un.org/womenwatch/daw/csw/thematic99.htm.

- WomenWatch, the UN Internet Gateway on the Advancement and Empowerment of Women, organised a Virtual Working Group as a forum for activists, experts, researchers, government officials and other interested individuals to share concrete ideas and suggestions for the Commission. http://www.un.org/womenwatch/forums/beijing5/natmach/natmach.htm

4. Lessons from Experience of NWMs: Obstacles encountered

> Simar Samar, the minister for women's affairs in interim Afghan administration, has no office, no budget and no staff. She is working out of her front room, and does not have the money needed to pay for international phone calls she could make to raise funds. She is angry at the international community for making a cause celebre of Afghan women and then failing to offer support for her work (Goldenberg, 2002).

A range of political, institutional and financial constraints limit the effectiveness of national machineries. Important among these are:

Conceptual shifts in the discourse on women in development and gender in development
These have created some confusion, for example, between welfare and equality objectives and practical needs and strategic interests, which are rarely translated into clear policy goals. In general, there has been a shift from welfare-based strategies to a more transformative approach. However many NWMs still focus primarily on 'women's issues', such as women's welfare, education and health, and particularly in women's role as mothers. They often sideline issues of political and economic power and control (Tadjbakhsh, 2000). A clear conceptual understanding is particularly important to ensure that ministeries unused to dealing with gender concepts understand why gender is an important consideration in their work.

Unclear roles
It is generally recognised that direct involvement in project implementation is not a crucial part of NWM activity, however NWMs still continue to use projects as a way of gaining visibility for their work. In general, the experience of projects and programmes implemented by NWMs is not very positive, with a predominance of traditional welfare-oriented activities (e.g. mother and child health care) or income generation projects. The implementation of innovative demonstration projects in areas where other ministries are not working or do not have the expertise, has worked successfully in some countries. Where NWMs do implement projects, these should be in conjunction with the relevant specialised ministries. Experience has also shown that NWMs have to be careful of a schism between central advocacy work, informed by a feminist agenda and field-level operations which tend to be more welfare-oriented, with field-level staff lacking awareness of, or interest in, current gender debates.

The participants of the Expert Group Meeting in Santiago discussed whether it is possible for national machineries to combine their function as a policy advisory and advocacy body with the actual implementation of policies and programmes. In the case of Sweden, the progress made so far by the national machinery in promoting gender mainstreaming has been due to separation of the policy advisory function, which is the responsibility of the national machinery, and gender mainstreaming in the sectoral areas, which is the responsibility of the respective ministers. Combining policy and implementation roles may limit the effectiveness of national machineries. For example, while Uganda has developed good policy measures such as the National Gender Policy, the national machinery has spread itself too thinly in an attempt to carry out training in legal literacy. In Chile, however, while the national machinery is primarily a policy body, it successfully takes up projects such as those relating to violence against women and female-headed households.

Locational instability of NWMs
Locational instability and inappropriateness against the establishment of priorities and mechanisms of influence. Given its cross-departmental nature, there is no automatic location for NWMs.

- Location within a single ministry: Some NWMs are located within a single ministry, which may allow a certain autonomy, however this may be offset by lack of influence in other sectors. Where women's issues are competing with other marginalised constituencies (e.g. youth, children) within a single ministry, there is likely to be severe competition for resources.
- Constitution as a central advisory body: The Expert Group Meeting in Santiago recommended that NWMs should be constituted as a central advisory body, usually within the President's or Prime Minister's office or in the central planning or policy coordination area of government, attempting to influence planning process across all departments. This may allow gender issues to gain a higher profile, enhanced access to funding and stronger connections with, for example, the civil service (DAW/ECLAC, 1998). However, there is a danger that NWMs may become overly dependent on one or two key political figures at the centre of government. There is also the danger that NWMs will be disconnected from crucial sectoral planning and policy making within ministeries and departments (Tsikata, 2001).

Focal points
Designating WID/GAD 'focal points' or staff responsible for women's (or gender) issues within each part of the government bureaucracy. This is the main mechanism which has been adopted to create linkages between NWMs and other ministries and departments. In practice, focal points have often been limited in effectiveness because junior female staff tend to be burdened with the responsibility, with few extra resources, and little training, support or clarity about their role.

Underfunding of NWMs
The evidence suggests that NWMs are both underfunded and vulnerable to arbitrary budget cuts, the latter particularly during times of economic and political restructuring and reform (Tadjbakhsh, 2000; DAW/ECLAC, 1998). This is indicative of a lack of priority given to gender issues in the bureaucracy, with a direct impact on staffing levels and quality (which tends to be low, inexperienced and lacking in specialist skills) and on the scope of activities. NWMs cope by diversifying activities, which tend to be skewed in favour of highly-visible projects of a relatively short-term nature, rather than the less visible work of long-term institution building or developing advocacy capacity.

Even where there is strong internal commitment, realistically, low income countries are not in a position to fund their own NWMs and rely heavily on external funding. According to Tsikata, (2001) commenting on a review of national machineries in eight African countries, donor dependency leaves national machineries vulnerable to questions about who is driving their agenda and functions that have not attracted donor support are neglected. It is important to ensure that donor support does not result in lack of internal commitment and accountability.

Insufficient links with NGOs
The report from Beijing plus 5 cites this as a constraint facing national machineries. Tsikata (2001) points out that national machineries have had to compete with NGOs for limited donor funding. Civil society organisations consider many national machineries to be undemocratic, whereas NWMs have questioned the representativeness and integrity of NGOs. NGOs have tended to carry out their work without much interaction with NWMs particularly in situations where there is a history of government cooption and repression. However NGOs need to take NWMs seriously as they themselves do not have the powers that NWMs do. NWMs are part of the broader question of governance and participation that is increasingly concerning civil society (Tsikata, 2001).

Bureaucratic resistance
Sectional interests and rivalries of ministries mitigate against the consideration of cross-sectoral issues such as gender, which require a co-ordinated approach. Women's ministries themselves are often keen to protect their 'turf' and concentrate on highly visible activities which will attract

donor funding. The personal and political nature of gender adds to the resistance of government officers to examining these issues. Making links with key people in ministries, or appointing focal points, may help break down resistance. Bureaucratic resistance can be the result of a lack of knowledge among government officials and parliamentarians of gender issues. Gender is considered as 'not relevant' in areas such as the economy, defence, or energy policy (DAW/ECLAC, 1998). This obviously points to the need for continuous gender training.

National machineries in both developing and developed countries have been affected by economic and government restructuring. This is certainly exacerbated by donor stipulations on aid and debt relief. Failure to develop support across the ministeries, departments and different political parties can also make national machineries vulnerable to political change (DAW/ECLAC, 1998).

Lack of autonomy
Political patronage and interests and electoral demands can be very influential over appointments of ministers and the activities of NWMs. Women's ministries, are notoriously tied to the political interests of ruling parties, often through the parties' women's sections, or to ruling families. Women ministers are often relatives of heads of state or government, or other important political figures. In this scenario, the NWM can simply become a vehicle for promoting and legitimising the ruling party. Such connections make relations with the autonomous women's movement very difficult.

Inadequate human resources
National machineries often face the problem of inadequate human resources. They often have very few staff or staff who has little motivation or knowledge of gender issues (DAW/ECLAC, 1998).

Lack of a strong mandate
The above problems are all partly the result of a lack of a strong mandate. This often results from the lack of a high-level commitment or a strong internal constituency and a dependence on external funding. *If NWMs are to be effective, a solid constitutional and legal status is crucial, as is a policy which specifies goals and clear lines of organisational responsibility and accountability. These need to be backed by planning procedures and management support structures which can transform policy into practice. Where a NWM does not currently exist or is no longer functioning, there is little point in establishing such a structure in a vacuum. Attention is first needed to consultation and building support both within government and wider civil society for the project of gender mainstreaming.*

5. Globalisation, Restructuring and Good Governance: New Opportunities for NWMs?

Beyond these specific constraints on the effectiveness of NWMs and in their relations with the wider government apparatus and civil society, it is important to look at the wider policy environment and the political factors which might underpin a strategy for institutionalising gender.

Economic restructuring

One key issue here is the increasing irrelevance of development plans in countries undergoing economic restructuring, as five year plans are suspended in favour of adjustment policies. In this context, there is a tendency for gender issues to be relegated to social programmes attached to adjustment packages, rather than informing the design of adjustment packages themselves. There is also the tendency within social programmes, for women to be characterised as an undifferentiated 'vulnerable group'. *Gender issues should be a consideration in the design of broad economic policy and sectoral adjustment policies. Analytical tools and the information base for assessing the gendered impact of liberalisation and gender-based constraints to adjustment are available. There is a need to build coalitions which can influence the economic policy process. A more sophisticated approach to gender considerations in social programmes should also be adopted, within a clear policy framework.*

PRSPs

With their emphasis on civil society participation in the creation of national action plans against poverty, PRSPs may provide new opportunities for gender mainstreaming. NWMs can take advantage of this new emphasis and mobilise the connections they have with civil society. However to date the evidence for civil society participation and gender mainstreaming in the PRSP process is less than encouraging (Social Development Department, DFID, Colloquium on PRSPs, December 2001). Best case examples show that the push has been from civil society itself to try and open up political processes, however NWMs should be involved in creating a genuinely enabling environment by advocating for civil society access to decision-making processes in governmental and fiscal sectors (see WEDO web site: www.wedo.org). There is little information on NWM's involvement in the PRSP process, however according to UNIFEM NWMs have been involved in assessing the gender awareness of PRSPs (http://www.worldbank.org/poverty/strategies/review/unifem1.pdf).

Good Governance

Another key factor is the current donor concern with 'good government'. Paradoxically, the mainstreaming of gender into government bureaucracies is being promoted at a time when down-sizing of the bureaucracies and the decentralisation of service provision is the dominant approach to government. Civil service reform and decentralisation affect NWMs directly and indirectly, by shifting the locus of decision-making and resource allocation and changing the institutional structure, rules, culture and practices of government. They open the opportunity for increasing accountability of government service provision to women. At same time, there is a danger that gender issues will become further marginalised in government, unless attention is paid to this in the design of reform packages.

NWMs have often been criticised for having been developed from outside pressure rather than established democratically. The democratisation of the process of conceptualisation, establishment and governance of national machineries is critical in light of the importance of good governance and democratic participation. Democratisation of NWMs should address the questions of effectiveness and stability of national machineries as well as promoting accountability to, and better relations with civil society (see next section). It is particularly important that national machineries are non-partisan so they can represent the views of women across the political spectrum (Tsikata, 2001).

With increased global governance through multilateral institutions, both economic and social, NWMs have to keep up to date with demands from bilateral and multilateral institutions. For example it is NWMs that are given the primary responsibility to put together National Plans of Action under the Beijing Platform for Action and to report back at international and regional review sessions. At the same time NWMs need to remain connected with the grassroots and local level action.

Civil service reform
Civil service reform provides a new opportunity for the institutionalisation of gender, through the restructuring of ministries, redirection of resources, introduction of new mechanisms and procedures to take gender issues into account. Such mechanisms include those which give enhanced control over gender procedures and those which implement gender training as part of reform packages. There is also the danger that when restructuring occurs, gender issues could be marginalised, existing informal gender equality practices could be squeezed out and that a new culture of efficiency will erode concerns with social justice and equality. *Gender mainstreaming needs to be brought to the forefront of the good government debate and integrated into programmes of civil service reform and decentralisation.*

There is also a need for empirical research on the gender-differentiatied impact of civil service reform. Retrenchments, rationalisation of departments, changing institutional cultures, job regrading and training programmes all have the potential to exacerbate existing inequalities, particularly where there is strong competition for resources.

Decentralisation
Decentralisation provides an opportunity to make service provision at local level responsive to women's needs, especially since they are often the main consumers of local services. However, it may also be associated with a tendency to 'pass the buck' on issues such as gender, to which there is little commitment; especially if there is no reallocation of resources. Decentralisation can also lead to intense competition over resources between competing local interest groups. *In order to ensure local level implementation of gender policies and to increase accountability of service provision to women, gender units or women's committees within local government are required.* Just as at national level, however, there is a danger of such bodies not being integrated into local level politics and to being under-resourced.

Mongolia – ensuring women's involvement at the provincial level
After the national machinery developed a national action plan for the advancement of women, each province designed its own sub-programme to ensure the active involvement of a broad cross-section of women.
Source: http://www.onuitalia.it/calendar/women2000i.html

Decentralisation allows for increased representation of women in local government and for mechanisms of accountability to women. However, there are a range of reasons why women tend not to participate in local government and where they do, to subsume their gender interests to class or political interests. Local government is often more hierarchical and embedded in local social structures than national government and so it is difficult for women to penetrate as independent political actors, or for them to raise controversial gender issues. A*ttempts to increase women's representation in government have shown that quotas and reservations alone are insufficient: what works best is party lists in conjunction with quotas as well as training and support networks for women both as candidates and elected representatives[4]. (See BRIDGE bulletin In Brief for a case study on the work of PRIA).*

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[4] See BRIDGE bulletin 'In Brief' No. 9 on Gender and Participation, 2001, for a case study on the work of PRIA in India. See: http://www.ids.ac.uk/bridge/dgb9.html

Women's under-representation is often structured into bodies such as regional development councils. This is largely because they tend to be under-represented in, for example labour and business associations which make up such bodies. *Local-level bodies inviting participation from civil society organisations should ensure they include representation from women's organisations, and participating institutions should take measures to increase female representation and voice in their organisations.*

Uganda – mainstreaming gender into decentralisation policy
In Uganda the Ministry of Gender has incorporated a directorate of women's development. This includes two departments, legal affairs and gender. The gender department is in particular a catalyst and facilitator, which lobbies other sectors of government to mainstream gender in their policies and programmes. The government decentralisation policy has now made a commitment to integrate gender into development plans at all levels, ensuring that programmes address women's multiple roles and reduce their work burden. It also promotes gender awareness among local politicians and bureaucrats.
Mary Busulwa, Secretary to the Women's Sub-committee, Manufacturers Association Uganda
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Participation and democracy
More broadly, issues of participation and democracy underlying the 'good government' agenda require a gender analysis. NGOs and participatory methods (e.g. Participatory Rural Appraisal - PRA), as vehicles for popular or community participation cannot be assumed to be sensitive to gender. Processes of public consultation may impose particular constraints on women. *Special measures are required to facilitate women's participation in public consultation processes, such as separate women's meetings. In processes of democratisation,* t*he implications of different types of electoral system for female voter and candidate participation and representation also require consideration.*

Transitions to democracy and post-conflict reconstruction
Transitions to democracy and periods of post conflict reconstruction can provide new opportunities for institutionalising gender and raising public awareness of gender issues. The mobilisation of women and women's organisations for democracy or during conflict provides the basis for a new awareness and shift in perception of gender issues. Such situations also pose questions for women's organisations as to how to adapt goals and strategies to a new context which may result in a decline in activity or disorientation, particularly where outside agencies shift financial support from NGOs to government and former activists are absorbed into the bureaucracy. *It is important that donor agencies continue to support the development and capacity of women's organisations in civil society, as well a government structures, in post-transitional situations.*

6. Towards the Mainstream: Making NWMs More Effective

A range of measures have been adopted to overcome some of the above constraints and to promote the 'mainstreaming' of gender in development policy and planning. This section gives some examples of best practice. For more extensive case studies see section six.

6.1 Defining a clear role and mandate

At the Expert group meeting in Santiago it was emphasised that a clear mandate was a prerequisite for the efficient functioning of national machineries. The national machinery at the governmental level is a catalyst for gender mainstreaming, not an agency for policy implementation. It may, however, choose to be involved in particular projects. Its mandate should include:

- developing policies (in collaboration with appropriate ministries);
- policy advocacy;
- co-ordinating policy;
- monitoring policy for gender impact, in particular, monitoring all Cabinet submissions;
- reviewing legislative and policy proposals from all ministries to ensure inclusion of a gender perspective;
- initiating reforms to create more gender sensitive legal systems;
- co-ordinating gender audits of implementation of policies;
- ensuring that constitutional and other framework debates include a gender perspective.

Experts noted that national machineries should undertake the following functions:

- ensuring appropriate gender training for top-level government management;
- encouraging gender training at all levels of government;
- developing methods and tools for gender mainstreaming such as gender impact assessment, guidelines for gender training, and for gender audit across all government activities;
- collecting and disseminating models of best practice in gender mainstreaming;
- co-ordinating the development and regular updating of national action plans to implement the Beijing Platform for Action and reporting on their implementation to parliaments and international bodies;
- co-operating with the mass media to mobilise public opinion on gender issues.

(DAW/ECLAC, 1998)

It maybe that NWMs are not strong enough to cover all the roles mentioned above and they would be better focusing on one or two rather than spreading themselves too thinly (Women Watch, 2000).

6.2 How can NWMs fulfil their role?

In order to effectively influence policy, in particular to integrate gender into development plans, there is a need for:
- political and economic ground work by gender advocates;
- top level commitment;
- action programmes and earmarked funds;
- gender-disaggregated data and indicators on issues such as violence, reproductive health etc.;

- concrete targets and progress indicators at both macro- and sectoral levels. Often sound policies are not followed through with action plans and these in turn are not directly linked to resource allocations with specified targets and time frames.

Focal Points

Designation of WID/GAD focal points can make an important contribution to the institutionalisation of gender issues in the national planning process. Most members of the Commonwealth with NWMs have focal points (Commonwealth Secretariat, 2000). However, focal points in themselves are insufficient without a clear process for involvement in developing gender policy or gender mainstreaming. Gender focal points should not be solely responsible for gender mainstreaming in their department and accountability should lie with senior staff. In Swedish ministries, gender mainstreaming is the responsibility of the highest administrative officer (the Minister) and not of the gender focal points within the ministries. In countries such as Australia, Uganda and Canada, responsibility rests with senior executives in departments, assisted by gender focal points or women's units (DAW/ECLAC, 1998). However caution is urged when assigning senior government figures an overseeing role as they may lack vision and commitment to gender equality (Tsikata, 2001).

In large departments gender units should be established as gender mainstreaming can not be achieved by one or two people alone.

The responsibility of gender focal points can include the following:
- sitting on the Inter-ministerial co-ordinating committees;
- providing support for gender sensitive policies and programmes;
- serving as in-house gender experts or resource persons, sharing information, advocating the implementation of Gender Action Plans within their ministry/department;
- conducting sector specific analyses of gender disparities;
- assisting in monitoring and evaluating progress in the implementation of the Gender Action Plan.

Efforts to strengthen the capacity of focal points are:
- The designation of 'Gender Focal Points' - senior members of staff within each ministry/department who are directly involved in or able to influence their sector's planning process.
- The provision of gender training to increase competence in gender analysis and to provide the analytical tools necessary to engender ministry/department's policy and planning processes and programme implementation.
- Provision of expertise in the area of monitoring and evaluation.
- Employment of additional gender experts with sector-specific skills or engaging qualified external gender experts.
- Ensuring that the work of Gender Focal Points is written into their terms of reference and reflected in resource allocation.

(Commonwealth Secretariat, 1999)

Inter-ministerial co-ordinating committees

These are another mechanism to overcome bureaucratic resistance and co-ordinate policy on gender issues. Such committees are made up of representatives from a range of ministries and sometimes non-government experts, and are chaired or co-ordinated by the NWM. Here, the status of the NWM is crucial in terms of its ability to call meetings and influence other ministries and civil servants. Ministers may be reluctant to attend without additional incentives.

Most national machineries are part of government. However, in some cases, the national machinery is established as a statutory commission outside government or as an advisory body (DAW/ECLAC, 1998). In some countries civil society members sit on co-ordinating committees (Tadjbakhsh, 2000).

Bangladesh – working with different sections of the government
Efforts to involve line ministries in the task of gender mainstreaming have yielded encouraging results. Five ministries to date have undertaken sub-projects under the Gender Facility, including key ministries such as the Planning Ministry (the Bangladesh Bureau of Statistics will be preparing a WID compendium of gender-disaggregated statistics), the Ministry of Labour and Manpower and the Ministry of Local Government, Rural Development and Cooperatives. The NWM are expecting others to follow suit.
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Of the different parts of a NWM one should be a constitutional body with powers to enforce its decisions and perform a watchdog role. This is necessary to prevent arbitrary government interference, protect its autonomy and allow it wide effective powers (Tsikata, 2001).

National development plans
The development of a national policy and/or action plan on gender issues (possibly as an interim measure) should be conducted in tandem with the integration of gender into the main planning process. It is important that the first is clearly articulated with the second, otherwise the gender-related goals and objectives can simply be ignored or diluted in the main plan. The sustainability of NWMs are highly dependent on the national context. The formulation of development plans should be sensitive to existing social and cultural norms while at the same time ensuring a transition towards equality between men and women (DAW/ECLAC, 1998).

Influencing national development plans – some examples
- In **Kenya**, the **Maldives** and **Tunisia**, among others, the national machineries helped to ensure that the governments' commitments to gender mainstreaming was incorporated into their national development plans.
- In **Swaziland**, a Gender Sector Committee was one of eight sector-based committees established to prepare input for the National Development Strategy.
Source: http://www.onuitalia.it/calendar/women2000i.html

Guidelines and checklists
The utility of checklists and guidelines for pre-investment planning and monitoring and evaluation purposes rests on the willingness of planning officers to use them. Guidelines and checklists need to be devised in consultation with the people who will apply them and should be used early in the planning cycle. The effective use of guidelines and checklists also requires analytical skills, an information base which is gender-disaggregated and incentives or vetoes to encourage their application.

Guides and tools for gender mainstreaming

Canada: Diversity and Justice : A Guide in Gender Equality to Gender Analysis: Economic Gender Equality Indicators, 1997.
Cida guide to gender-sensitive indicators and Handbook: The Whys and Hows of Gender sensitive indicators, 1996

Guyana: Gender Mainstreaming of the National Development Plan

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> **Philippines:** The National Commission on the role of Filipino Women (NCRFW have produced a number of guides featured at http://www.ncrfw.gov.ph/publication/publication.htm
> At an APDC **Asia-Pacific** Gender Training Assessment Meeting for National Machineries held in Gurgaon, India, 16 to 19 November 1999, guidelines were developed for gender training effectiveness for National Machineries for dissemination in the region.
> http://www3.jaring.my/apdc/programme/gad/gadtraining.html
>
> **The Commonwealth Secretariat** based in **the UK** has developed an innovative approach to gender mainstreaming entitled Gender Management System (GMS). A series of guides focusing on a number of different areas has been produced and can be found at http://www.thecommonwealth.org/gender. A GMS seeks to coordinate efforts among all stakeholders involved in gender equality and equity (government and non-state), with the NWM acting as the lead agency in the process.

Gender training

Gender training is particularly important in overcoming bureaucratic resistance and affecting attitudinal change. Because of the deep-seated beliefs associated with gender relations, in order to be effective, gender training needs to be ongoing and to be targeted at all levels of the bureaucracy, including senior civil servants and/or ministers. Conceptual clarity about gender is important in gender training. Furthermore, training is not likely to be effective in isolation, without changes to institutional structures, rules and culture. Incentives are required for changed behaviour.

> **Gender training**
>
> **Trinidad & Tobago**
> A programme of training and sensitising in gender and development was implemented by the Gender Affairs division in March 1997. The Division, with an expert facilitator, focused on explaining gender concepts to a number of key individuals and groups in Trinidad & Tobago. The major objective was to equip participants with the knowledge and skills they need to be able to incorporate and address the issues of gender in the country's development policies, plans and programmes. The target group for these training sessions included Permanent Secretaries, Cabinet Ministers, Members of the Legislature, and protective and judicial services. Participants also included individuals from the private sector, as well as the media, NGOs, unions etc. The Division produced a gender training manual and a gender training video. Their aim is to disseminate these training tools to colleagues locally, regionally and internationally.
> Aileen Clarke, Gender Affairs Division of the Ministry of Culture and Gender Affairs, Trinidad & Tobago gender@opus.co.tt
>
> **Asia-Pacific**
> APDC Asia-Pacific Gender Training Assessment Meeting for National Machineries held in Gurgaon, India, from 16 to 19 November 1999
> The Gender and Development Programme organised a four day Asia-Pacific Gender Training Assessment Meeting for National Machineries in collaboration with the Government of India, Ministry of Human Resource Development, Department of Women and Child Development and the National Institute of Urban Affairs in Gurgaon, India.
> Source of Information: http://www3.jaring.my/apdc/programme/gad/gadtraining.html

Human resources

In an ideal world the following recommendations should apply to all government staff, but it is certainly crucial that they should be effected at least for staff of NWMs, in particular gender focal staff in ministries and departments and high level staff in ministries that are responsible for gender mainstreaming.

Staff need to be selected based on their commitments and potential to pursue gender activities. In order to ensure efficiency, regular training should be provided for the staff in order to update their skills on:

- gender analysis, policy development and planning, appraisal and mainstreaming;
- sex-disaggregated data collection and management of information systems;
- social research and policy analysis;
- health and social services planning;
- gender integration into major sectors e.g. industry, science and technology, trade and globalisation;
- strategic negotiation and networking, advocacy and networking/lobbying;
- communications and media training;
- legal literacy and application of CEDAW and other international conventions relating to women's rights, politics and governance;
- personal development, leadership and confidence-building skills;

(Commonwealth Secretariat, 2000)

Specific work plans need to be developed for all staff members, for which they need to be accountable individually and collectively. A system of accountability, incentives and requirements that enforce and encourage new policies and programmes needs to be included in the work plans. These include performance indicators, expert scrutiny and regular public reporting as well as transparency as key elements. The staff need technical capacity to mainstream gender. This would include skills in gender analysis, development of gender sensitive tools and procedures and availability of gender disaggregated data through cooperation with state statistics agencies, to use as the basis for planning, resource allocation and accountability (Tadjbakhsh, 2000).

Links with women's organisations and NGOs
The legitimacy and accountability of NWMs are dependent in part on the quality of their links with women's organisations and NGOs representing women's interests. A number of factors influence this relationship, such as the degree of autonomy granted to NGOs co-operating with the state, and how women's organisations themselves view the state and its sectors. A variety of mechanisms, both formal and informal, have been tried for consultation between NWMs and women's organisations. These range from seats on government committees, to public hearings and informal consultation. A system of formal representation is likely to exclude small and weak organisations so that where women's organisations are diverse (e.g. ethnically, socially or politically) public hearings combined with wider consultation may work better. In order to reach women who are not part of formal organisations or the organised women's movement (often the most marginalised groups), resources are needed for outreach work by field level staff and an openness to working with loose structures is required.

Eastern Europe – working with NGOs
Women's NGOs play an active role in Eastern Europe. Without their pressure there would not be any national machinery or a National Action Plan (NAP) in most of the countries. The NGOs remind governments about the commitments to act on women's affairs that they made at the Beijing conference.
POSITIVE EXAMPLES OF PARTNERSHIP OF NATIONAL MACHINERIES AND NGOs:
- In **Bulgaria**, an inter-ministerial working group headed by the Secretary General of the Ministry of Labour and Social Affairs succeeded in developing a National Action Plan after consultations with women's NGOs, which was then adopted by the Government in October 1996.
- In **Slovakia**, representatives of NGOs are part of the national machinery, including members of the Coordination Committee for Women's Issues, together with the

> representatives of research community, trade unions, churches and other relevant organisations.
>
> For more examples from Eastern Europe see Kinga Lohmann, KARAT Coalition - a network among women's NGOs from Central and Eastern Europe (Womenwatch, 1999).

To expand support in civil society for its mandate, national machineries can use the media and other channels such as workshops and the education system to raise awareness on gender inequality and mechanisms to address such inequality.

Information sharing

Sharing ideas, information and examples of good practice beyond national borders is crucial for strengthening national machineries. Many national machineries lack know-how, especially in the area of mainstreaming gender, and need to build on the experiences of other countries. Bilateral and multilateral agencies have a particularly important role to play in this area. They can:

- Provide further assistance to national machineries, for example through compiling best practices and preparing a handbook;
- Provide assistance for regular regional networking between national machineries, in order to facilitate the exchange of experience and the dissemination of best practices and strategies for mainstreaming;
- Assist national machineries with establishing electronic networks, for example through creating links between the web sites of different national machineries.

(DAW/ECLAC, 1998)

> **The Expert Group Meeting in Santiago, Chile**, 31 August - 4 September 1998 was organised as part of the preparation for the forthcoming forty-third session of the Commission on the Status of Women. In March 1999, the Commission analysed the progress made in implementing the agreements of the Beijing Platform in this critical area. Furthermore, the Commission adopted action-oriented policy recommendations on how to strengthen the capacity of national machineries. See appendix one
> Source: http://www.un.org/womenwatch/daw/news/natlmach.htm

Mechanisms for accountability

National machineries need mechanisms to hold governments accountable for mainstreaming gender and the advancement of women such as sex-disaggregated data and budgets, performance indicators, reporting to legislative bodies, and reporting under international agreements (DAW/ECLAC, 1998).

> **Mechanisms for governmental accountability**
> - In **Belarus**, progress reports on the implementation of the national action plan for gender equality are submitted to the Ministry of Social Welfare and the Council of Ministers. A biannual report is also submitted to the President of the Republic.
> - In **Finland**, the national machinery has co-ordinated an internal follow-up system that operates within each ministry.
> - In the **United States**, through the national machinery, government agencies produce annual progress reports on the implementation of the Beijing Platform for Action.
> - In **Rwanda**, a committee composed of members of the national machinery, United Nations agencies, bilateral agencies and non-governmental organisations monitors implementation of the Platform for Action.
> - In **Jordan**, where the national machinery is composed of high-level government officials and representatives of civil society, each participating government and civil society body is required to submit regular progress reports.
>   Source: http://www.onuitalia.it/calendar/women2000i.html

- Since 1995, the **Philippines** has implemented a gender and development budget policy, mandating all divisions of the Government to set aside a minimum of 5 per cent of their total annual budget for gender issues. Although implementation of that policy encountered a number of problems, it has succeeded in generating action among agencies that used to have no programmes for gender and development.
Source: http://usinfo.state.gov/usa/womrts/mtg299.htm

Budgets

Gender budgets can mean analysing budgets from a gender perspective, or taking a more proactive role by developing alternative budgets and economic policies that meet women's needs (Terry, 2001).

Advances have been made in integrating a gender perspective into budgeting, accountability and auditing functions. Tying gender concerns to budgeting and auditing can prove to be an effective tool for holding governments accountable and to raising awareness of the different impact that seemingly neutral budgetary decisions can have on women and men. There is a need for people with budgetary skills in order to follow through these processes. For information on gender budgeting see http://www.gender-budgets.org/.

Enhancing the Capacity of National Machineries for Gender Equality
12 - 16 November 2001, Dar Es Salaam, United Republic of Tanzania
Sponsors/Hosts: DAW, DPEPA
DAW and DPEPA conducted a Regional Training Workshop on Gender-Sensitive National Planning and Budgeting in Dar Es Salaam. Funded under the United Nations Development Account, the workshop aimed to provide technical advice and capacity building for the preparation of national strategies on strengthening the capacities of institutional mechanisms for gender equality. This training targeted representatives of national machineries from Anglophone African countries.
Contact: Tsu-wei Chang, GASU/DAW, Tel. (212) 963-8370, E-mail: changt@un.org
Fatiha Serour, Tel. (212) 963-8379, E-mail: serour@un.org
Source of information: http://www.un.org/womenwatch/news/calendar/nov01.htm

No single measure to promote gender mainstreaming in itself provides a solution. Gender mainstreaming will occur through a co-ordinated process, based on the building of alliances both within and outside government, towards the development and implementation of gender policies. While the process itself will be outside the direct influence of external agencies, there is certainly scope for strategic technical and financial support in such areas as training, establishment of focal points and co-ordinating committees, convening policy workshops, data gathering exercises, coalition building, and policy advocacy. It is important that different elements are co-ordinated within an overall process.

7. Case Studies

The following case studies are adapted from presentations and reports by representatives of NWMs or organisations and agencies supporting NWMs.

7.1 South Africa – UNDP support for the Office on the Status of Women

The national gender machinery in South Africa was established in 1996 to support the constitutional imperative of a 'non-racial and non-sexist' nation. The established structures allow for transparent and cross-sectoral advocacy and action on gender issues.

Key Players

- The Office on the Status of Women, located in the Presidency, is responsible for coordinating gender mainstreaming through Gender Focal Points in each of the national ministries and Provincial OSW representatives in the Offices of the Premier.
- The Commission on Gender Equality is an independent statutory body which serves as a watchdog to monitor the policies and practices of the state, public bodies and private institutions. The CGE has investigative authority of gender-related issues, can receive complaints, can summon persons to appear before it, and can mediate in the event of disputes.
- The Parliamentary Committee on the Quality of Life and Status of Women is responsible for assisting the co-ordination efforts of the OSW and CGE, and supporting gender-specific legislation and policies that are presented to Cabinet.
- Civil Society plays an active role in South Africa's progression to gender equality through collective advocacy, research, technical assistance, and direct support for women's empowerment.

Developing national plans of action

- Since its inception five years ago, the national gender machinery can claim many achievements, including the recent release of a National Policy Framework for Women's Empowerment and Gender Equality.

- The UNDP in South Africa is committed to supporting gender equality in the country, and has worked in partnership with the Office on the Status of Women (OSW) to help identify and reduce barriers to the effective implementation of the national gender programme.

Supporting skills development in decentralised government

In August 2000, UNDP signed a project with the OSW to facilitate its capacity to support gender mainstreaming in the provinces. The project is implemented through a three-year 'capacity building programme' which focuses on training and on-the-job mentoring and support of provincial OSW staff. The concept of 'capacity' to implement a gender mainstreaming programme can be seen in four key elements:

1. Commitment: a commitment to gender equality as an essential human right and a component of the broader transformation of South Africa.
2. Analysis: important analytical principles relate to gender roles and gender needs, and to control over resources and decision-making in the household, civil society and the state.
3. Skills: to effectively influence gender mainstreaming, one must be able to work comfortably across sectors, and have skills in planning, policy, monitoring, communication, advocacy, organisational change, among others.

4. Co-ordination: the aim is not an 'adding-on' of gender, but an institutionalising of gender in all aspects of government.

On May 21st 2001, after a period of consultation and design, the national OSW hosted the first training session for provincial OSW staff. The Minister in the Office of the Presidency, Mr Essop Pahad, officially opened the session. In his presentation, he stressed the importance of the national gender machinery in ensuring that the goal of transformation is achieved.

UNDP expects that through this project, the provincial OSW staff will be equipped with the personal and professional skills to effectively plan, implement and monitor a provincial gender programme.

For further information on this project, please contact Melissa Roche at UNDP-South Africa (melissa.roche@undp.org).
UNDP works with NMW in other countries including Malawi, Azerbaijan and many Eastern European countries

7.2 Uganda - Ministry of Gender

In Uganda, the ministry of Gender has incorporated a directorate of women in development. This includes the departments of legal affairs and gender. The gender directorate is in particular a catalyst and facilitator, lobbying other sectors of government to mainstream gender in their policies and programmes. It has achieved success in a range of areas.

National gender policy

- Formulating a national gender policy aimed at providing policy makers and other key actors in the development field with reference/guidelines for identifying and addressing gender concerns.

Developing human resources

- The directorate has organised training in gender planning and analysis skills for stakeholders. To date, the training has been targeted at permanent secretaries, heads of departments, district technical staff, magistrates and state attorneys. In addition, five training manuals have been developed for the different target groups. A detailed interview of 25 key civil servants testified that this has made a change in their general outlook towards gender and other forms of inequality.

- It has also developed the capacity of civil services staff to address the issue of gender and women in development. They provide technical support in government ministries and development agencies.

Mainstreaming gender in Sector policy

- Five sectors' policies have been reviewed from a gender perspective. The ministry has initiated a programme aimed at making sector policies and plans gender responsive. It examines whether women and men participate and benefit equally from the development process.

Sex disaggregated data

- Publication of sex disaggregated data: Publishing facts and figures on the situation of men and women to substantiate arguments on the disadvantaged position of women in relation to men.

Gender budgets

- The ministry works to mainstreaming gender in national and district programmes and budgets through planning mechanisms which support the integration of gender and develop indicators on how women and men are benefiting. This is very important under the new decentralised system.

Working with civil society

- Legal education for women: A programme to sensitise women on their legal rights has been on-going for at least five years.

- Advocacy/awareness on gender issues: Much awareness has been created among the Ugandan public on gender issues. This is reflected in the level of discussion that goes on both in the media and other fora. Evidence of this is the public outcry at current attempts to marginalise the gender component of the restructured Ministry. The visible national machinery has played a strong part in stimulating such concerns.

Source: from a paper by Ms. Joy Kwesiga – an extract of the paper can be found at http://www.un.org/womenwatch/forums/beijing5/natmach/finalreport.htm

The Ministry of Foreign Affairs, Denmark, have cooperated with the Uganda NWM for several years.

7.3 The Philippines - The National Commission

A Presidential Decree in 1975 created the National Commission on the Role of Filipino Women (NCRFW). http://www.ncrfw.gov.ph/aboutus/aboutus_home.htm. The national machinery is not just the NCRFW, but a composite of entities, individuals, and adhoc mechanisms that are enlisted.

Initiating organisational change

- In the Philippines, staff and senior officials learnt the theories and principles of change management from organisational development experts and obtained the services of experts on organisational development to clarify the role and strategic development of the Commission. All of this was done in a very participatory process so as to generate a sense of ownership.
- Second, organisational development experts helped check the fitness of the existing organisational framework for catalysing action to attain the gender and development (GAD) vision and adjusted it, including initiating a capacity building program for the staff and NCRFW.

Create a culture that values women's perspectives

- The Commission has a 'creative minds' circle' which optimises the talents of staff and low ranking staff have representation in all decision making bodies within the office.

Creating the political will for gender mainstreaming

- The Commission made the most of national political events. These include the people power revolution, having a first woman President, changing of the Constitution, having a first woman head of national planning body, etc.
- Pressures from the women's movement have been an important factor. The national machinery and focal points prompt them when, where and how to 'make noise'.
- A sound rationale is spelled out to convince the administration that the women's agenda enhances its core programs.
- Regular meetings are held with the Cabinet to report to the President on the accomplishments of his cabinet (who is performing and who is not);

Promoting government accountability

- The Philippines has been implementing a gender and development (GAD) budget policy since 1995. This a policy under the annual General Appropriations Act (GAA) that directs all instrumentalities of the government to allocate a minimum of five percent of their total annual budgets for programs and projects on women/gender. In a situation of tight competition for the national funds, the GAD budget policy ensures that agencies will have no "convenient" excuse (of not having funds) not to implement GAD mainstreaming.

Developing staff skills

- The Commission ensures that it only employs individuals committed to gender mainstreaming.
- Staff receive appropriate training.
- In-house sessions are held on a range of issues and concepts related to gender.
- There is an on-the job mentoring system.
- Much exposure to and engagement with partners takes place.
- A bi-annual performance assessment is carried out which is participatory and consensual.

Source: from a paper by Ermelita Valdeavilla, National Commission on the Role of Filipino Women (NCRFW), The Philippines, ncrfw@mnl.sequel.net
– an extract of the paper can be found at
http://www.un.org/womenwatch/forums/beijing5/natmach/finalreport.htm

7.4 Denmark – Gender Mainstreaming As an Overall Strategy For the Government

In May 2000 the Danish Parliament passed a law on gender equality between women and men. The law states that gender mainstreaming is the overall strategy for promoting gender equality in Denmark. The law commits all public authorities within their portfolio to promote gender equality and to integrate gender equality in all planning and administration.

The Minister for Gender Equality has set up a steering committee, where all ministries are represented. The committee's task is to monitor the implementation of the strategy. The Minister for Gender Equality has also established a cross-ministerial network to support and train the employees who are working with implementing the strategy. All ministries have initiated mainstreaming projects.

Examples of mainstreaming projects

- As a part of a large study on nutrition initiated by the Ministry of Food, Agriculture and Fisheries, the differences in women and men's eating habits are being examined. The information is of importance for the ministry in order to be able to target future information on nutrition towards the different needs of women and men, and thereby making information campaigns better and more effective.

- The Ministry of Defence has initiated a project in order to make sure that the personnel development and evaluation system in the armed forces provides equal opportunities for women and men, in order to make sure that the quality is maintained within the armed forces' area of responsibility now and in the future.

- The Ministry of Foreign Affairs is focusing on developing a framework for the future Danish strategy on gender and development. The ministry is currently gathering experiences and lessons learned in Denmark, in programme cooperation countries and multilateral organisations. The aim is to formulate an effective policy that will promote gender equality between women and men and contribute to reducing poverty.

- The great challenge is to expand the gender mainstreaming strategy from individual projects to a generally integrated principle in the public administration.

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9. Appendix 1 - DAW Proposal

The Expert Group Meeting in Santiago, Chile, 31 August - 4 September 1998 was organised as part of the preparation for the forthcoming forty-third session of the Commission on the Status of Women. In March 1999, the Commission analysed the progress made in implementing the agreements of the Beijing Platform in this critical area. Furthermore, the Commission adopted action-oriented policy recommendations on how to strengthen the capacity of national machineries.

The sample proposal on 'Strengthening National Machineries for the Advancement of Women' highlights major areas of concern and provides the relevant framework that National Machineries can use to address the constraints they currently face. The focus is on gender mainstreaming, monitoring progress in the implementation of the Beijing Platform of Action and funding.

The proposal can be adapted to national priorities. In this connection, it is recommended that donor countries, the United Nations and its agencies, funds and programs respond positively to national machineries when they request funding under this or similar proposals.

The proposal can be found at - http://www.un.org/womenwatch/daw/news/natlmach.htm

10. Appendix 2 - DAW/DPEPA Programmes to Support NMWs

http://esa.un.org/techcoop/regional.asp?ID=global

1. Capacity-building for promoting gender equality in Africa: a DAW/DPEPA joint venture
Start date: 1 July 2000
Partners: ESCWA, ESCAP, ECE, ECLAC, UNIFEM, UNFPA and UNDP
Total budget: USD 1,241,000

Objectives:
The project aims to (i) enhance the capacity of national machineries for the advancement of women and mainstreaming of the gender perspective; and (ii) increase women's ability to participate in and have influence over the policy-making process.

The project will contribute to strengthening cooperation among national machineries in the African region, reinforcing South/South networking and creating opportunities to learn from international experience. Regional resources will play a crucial role in the regional/national needs assessment in information exchange and in developing country specific proposals for capacity building of NWMs.

Background:
The project will facilitate the establishment of new national machineries through the elaboration of country-specific profiles. It will strengthen the capacity of existing national machineries and enhance their self-reliance in compliance with the recommendations of the Beijing Platform for Action through training and the elaboration of guidelines and manuals. It will also increase the participation of women in policy-making bodies through career-advancement programmes, training in decision-making, leadership, administrative reform and management of change. This will facilitate women's upward mobility and advancement in national executive, legislative, judicial bodies and local administrations.

The attainment of the project objectives will be evaluated through feedback from participating representatives from the national machineries of the selected countries.

2. Women and the economy, strengthening the capacity of national machineries
Start date: 1 January 2000
Total budget: USD 405,000

Objectives:
The project is aimed at capacity building in various aspects of the implementation of global programmes and platforms of action, especially the follow-up to United Nations conferences in the economic, social and environmental spheres. Activities will be regional and subregional, using the expertise most relevant and available at this level to help the beneficiary countries meet the broader commitments agreed upon during the conferences.

Background:
The project will support efforts of Member States to strengthen the capacity of national machinery for the advancement of women, enhance the use of new technologies by women, and support the increased role of women in leadership and public life, as recommended in the Beijing Declaration and Platform for Action.

11. Appendix 3 - Strengthening NWMs in Africa

Following the Beijing Conference, the Africa Secretariat of Third World Network initiated a Project aimed at strengthening national machinery for women in Africa. The project had two main components. First, research on the current state of national machineries in a number of African countries; second a workshop to discuss research findings and plan the dissemination and advocacy stages of the project. For more information write to TWNAFRICA@IGHMAIL.COM

12. Appendix 4 - Danish Support to NWMs in the Southern Africa Region

Denmark is considering support to NWMs in the Southern Africa region. The main emphasis will be on capacity building in NWMs and sector ministries (e.g. gender focal points) at central and decentralised levels. The focus will be on mainstreaming gender equality into policy processes and poverty reduction strategies and the creation of linkages with sector programme development.

For further information, please contact Birgit Madsen at the Ministry of Foreign Affairs, Denmark (bimade@um.dk).