



United Nations

Department of
Economic and
Social Affairs



UN WOMEN



Capacity Development Workshop Promoting the Presence and Leadership of Women Within Public Institutions at the National and Local Levels

REPORT



14 to 17 November 2023, Fleur de Lys Point E Hotel,
Dakar, SENEGAL

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Acknowledgements

This report documents the proceedings of the *Capacity Development Workshop Promoting the Presence and Leadership of Women Within Public Institutions at the National and Local Levels*, convened at the Hotel Fleur de Lys Point E in Dakar, Senegal, from 14 to 17 November 2023. The four-day workshop unfolded under the auspices of the project [“Building capacities for promoting the presence and leadership of women within public institutions at national and local levels”](#). The successful organization of this workshop was made possible through the collaboration of the Ministry of Women, Family and Childhood Protection in Senegal, the country offices of UN Women and UNDP and the United Nations Department of Economic and Social Affairs (UN DESA). Ms. Valentina Resta, Senior Governance and Public Administration Officer, attended as a resource person in her capacity as UN DESA focal point for the implementation of the project.

Special thanks go to Mr. Mohamed Ndiaye, Cabinet Director, Ministry of Women, Family and Childhood Protection, who delivered opening remarks on behalf of the Government of Senegal.

Ms. Dienaba Wane Ndiaye, Director of UN Women Senegal, delivered opening and closing remarks and ensured the entity’s commitment to the seamless organisation of the workshop. Ms. Fanta Sow, Programme Manager, Governance, Leadership and Political Participation at UN Women Senegal, contributed expert knowledge and ideas to the discussions and oversaw the event's administrative and logistics arrangements.

Mr. Medoune Gueye, Governance a.i. Team Leader at UNDP Senegal, delivered opening and closing remarks and participated in the workshop deliberations on 17 November. Ms. Khadijatou Sam, Programme Analyst Governance, Gender Focal Point with UNDP Senegal, oversaw the preparation of the national review on the status of women in public administration in central and local government in Senegal, authored by the national consultant, Ms. Ndeye Amy Ndiaye, which was presented during the workshop.

Mr. Peter Mokwe, UNDP Gender Seal Coordination Specialist, cofacilitated the workshop in collaboration with Ms. Ndiaye and shared technical knowledge on gender equality strategies.

Mr. Samba Dione, a Ph.D. candidate at Gaston Berger University and Ms. Justine Brice, an Intern at the UNDP Office in Senegal, supported and recorded the minutes of the workshop.

Overview of the Workshop

The Capacity Development Workshop in Senegal was organized under the project “[Building capacities for promoting the presence and leadership of women within public institutions at national and local levels](#)”. The project is funded by the Government of Italy and implemented by the United Nations Department of Economic and Social Affairs (UN DESA), Division for Public Institutions and Digital Government (DPIDG) in partnership with UN Women Senegal and the Ministry of Women, Family and Childhood Protection of Senegal. UNDP supported the facilitation of the workshop and the drafting of the national review on the status of women in public administration in central and local government in Senegal.

The project contributes to the call by the 2030 Agenda for Sustainable Development for the achievement of gender equality and the empowerment of all women and girls (Goal 5) based on the importance of “women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.” Commitments to the equal participation of women and men in public life, decision-making and policy development are also included in many international agreements such as the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW, 1979) and the Beijing Platform for Action (1995) and in many regional and national documents such as Constitutions and legislation.

Since the inception of the project in 2022, key activities have included the completion of a global review of laws, policies and good practices on gender equality in the public sector; the development and utilization of self-paced capacity-building modules; and the initiation of an online “Moodle” platform designed to ease access to global and national resources while creating a community of practice among peers with opportunities for cross-country learning. At the country level, the project has supported a national review of the measures for promoting the presence and leadership of women in public administration at the national and local levels in each of the four participating countries (Bhutan, Lao PDR, Mauritius and Senegal), which is followed by national capacity development workshops. The capacity development workshop in Senegal is an important project milestone.

The overall goal of the workshop was to continue to provide guidance to government officials and public servants on their efforts to enhance women’s leadership within public institutions. The event contributed to the development of a draft gender action plan that targets gaps identified in the national review and promotes gender equality and women’s career progression toward leadership positions in the public sector at the national and local levels in Senegal.

The four-day workshop took place from 14 to 17 November 2023, at the Fleur de Lys Point E Hotel, in Dakar, Senegal, and brought together fifty-two government officials in senior decision-making and mid-level positions across different sectors at the national and local levels, including the ministries of Civil Service and Public Sector Transformation; Women, Family and Childhood Protection; Oil and Energy; Urban Planning, Housing and Public Hygiene; Interior; Air Transport and Airport Infrastructure Development; Local Government, Planning and Development; Communication, Telecommunications and Digital Economy; Health and Social Action; Education; Commerce, Consumer Affairs and Small and Medium-sized Enterprises; Mines and Geology;

Crafts and Transformation of the Informal Sector; Finance and Budget; Vocational Training, Apprenticeship and Integration; Microfinance and Social Solidarity Economy; Agriculture, Rural Equipment and Food Sovereignty; Infrastructure, Land Transport and Public Works; Culture and Historical Heritage; Water and Sanitation; and Justice. Participants also included officials from the former administration of Dakar City Hall, the National Observatory for Parity, the High Council of Local Authorities, the Court of Auditors, the Senegalese Human Rights Committee, the Cheikh-Anta-Diop University, the Association of Senegalese Jurists, the ECOWAS Region Peace and Security Network for Women, UN Women and UNDP and a national consultant who co-facilitated workshop sessions. Officials from UN DESA and UN Women served as resource persons.

The workshop was conducted in French, and attendance at the workshop was per invitation only. At the end of the workshop, participants received training completion certificates.



Structure and Methodology

The four-day workshop was designed to increase both the participants' awareness of existing gaps in gender equality in public administration in Senegal and their capacities to prioritize actions to advance gender equality in public administration.



The event was structured around key plenary sessions and working group discussions which:

- i. Reviewed the status of gender equality within the civil service at both national and local levels in Senegal;
- ii. Assessed gender equality policies, strategies and implementation mechanisms in public administration;
- iii. Examined the gaps identified in the national review;
- iv. Explored ways to enhance policies, practices and initiatives that address those gaps and foster women's career advancement toward leadership roles in the public sector; and
- v. Elicited inputs for the drafting of a national action plan (Annex 1).

The workshop progressed through sessions that cumulatively built the capacities of participants around the essential elements to design and implement a gender equality action plan for public institutions in Senegal. Each day of the workshop included expert presentations that introduced and discussed concepts essential to gender equality in public institutions supported by global examples for visualization and cross-country learning opportunities. The expert presentations were interactive and offered opportunities for questions and answers.

Following expert presentations, each day included sessions dedicated to small group discussions. The participants were divided into groups to ensure a breadth of expertise and experiences

related to the specific workshop themes within each group. With the guidance of facilitators, the groups discussed topics presented by experts and reflected on their potential applications in Senegal's public institutions. The groups presented the findings of their discussions in the plenary. Workshop documentation and presentations are available on the [Moodle platform](#).



[Proceedings of the Workshop](#)

The workshop commenced with the opening remarks delivered by Ms. Dienaba Wane Ndiaye, Director of UN Women Senegal, Mr. Medoune Gueye, Governance a.i. Team Leader in UNDP Senegal, Ms. Valentina Resta, Senior Governance and Public Administration Officer, UN DESA and Mr. Mohamed Ndiaye, Cabinet Director, Ministry of Women, Family and Childhood Protection. The latter intervention aligned the workshop with Senegal's National Strategy for Gender Equality (SNEEG) and the Head of State's commitment to empowering women. The Cabinet Director acknowledged the goal of the workshop to accelerate national efforts, creating favourable conditions for women in leadership roles. UN Women announced that the workshop would assess current efforts and recommend measures to reduce gender inequalities, tackling stereotypes hindering the achievement of equal rights in public administration. UNDP highlighted barriers such as compensation and work-life balance, emphasizing partner engagement to address data challenges and reinforce women's presence and leadership. UN DESA highlighted the crucial role of governments, at the national and subnational levels, in fostering gender equality, urging gender-sensitive policies and equitable representation in public administration.

After the opening ceremony, Ms. Resta provided an overview of the project [Promoting the presence and leadership of women within public institutions at the national and local levels](#), and briefed the participants on its timeline and expected outcomes. She emphasized the project's twin goals: 1. To enhance government capacity to develop and implement an action plan to prioritize gender equality in public administration at the national and local levels and promote women's career progression to leadership positions in the public sector; 2. To stimulate knowledge transfer to enhance awareness across governments. Her presentation underscored the importance of a carefully designed and implemented gender equality action plan to achieve gender equality in public institutions and encouraged all participants to actively engage in the sessions to help draft a list of action points for Senegal at the end of the workshop. In the follow-up presentation, Ms. Resta introduced the "[Moodle Platform](#)," an online platform created to support the implementation of the project that provides access to relevant resources.



The **first day** of the workshop continued with two presentations of Mr. Peter Mokwe, UNDP Gender Seal Coordination Specialist. The first presentation focused on the significance of gender equality in public institutions, explained why it is a priority and how it can be achieved. Mr. Mokwe

reviewed key concepts and terminologies on gender equality to enhance the technical understanding of the participants on the application of these concepts in public institutions at the national and subnational levels. The second presentation underlined the contributions of gender equality in public institutions to public policymaking through references to the [Global Report on Gender Equality in Public Administration 2021](#). At the end of his presentation, Mr. Mokwe referred to three categories of barriers to women's participation and leadership in public administration globally: 1. legislation, policies and processes; 2. institutional culture and gender stereotypes; and 3. access to leadership training and capacity building. He then presented global examples of legislative and policy frameworks as well as national gender action plans with their specific target areas to inspire reflective discussion among participants.

Complementing Mr. Mokwe's presentation, Ms. Ndeye Amy Ndiaye, the national consultant, facilitated discussions around strategies and policies for promoting gender equality in public administration in Senegal. Participants acknowledged established mechanisms, including the SNEEG, a dedicated women's ministry, gender units in all ministries, the parity law, and the National Observatory on Parity. Efforts were highlighted in line ministries, with progress in health, higher education, and, notably, the Ministry of National Education, among others.



The first day concluded with the first group work session, in which the participants discussed challenges and opportunities for gender equality in public institutions at the national and subnational levels. Specifically, participants responded to two questions: *1. In which ways does gender equality in public administration (or lack of) affect the quality of governance in Senegal? 2. What are examples of policy and process enhancements that have or could improve gender equality outcomes in Senegal?* Groups then reported the outcome of their discussions back in plenary.

After participant's feedback on day one, the **second day** of the workshop focused on improving participants' understanding of challenges to advancing gender equality in public administration while addressing national and subnational differences in practices and gender equality outcomes. Ms. Ndiaye presented the national review findings which highlighted that although rules governing Senegal's civil service appear to be egalitarian and non-discriminatory, they do not



often take gender into account. Thus, the review underscored the need to examine gender-neutral policies more closely and understand that in order to increase the proportion of women in decision-making positions, deeper gender stereotypes, preventing women from access to competitive positions, must be examined. The presentation of the findings of the national review concluded with several recommendations: 1. Train and strengthen the capacities of women civil servants; 2. Communicate to support behaviour change in favour of gender, fight stereotypes and gender-based violence; 3. Further

institutionalize and encourage gender policies within the public service; 4. Support women in reconciling family and professional life.

The afternoon group session invited the participants to address three questions: 1. *Are there any gender gaps that may have been overlooked/ not discussed in the national review?* 2. *What are institutional challenges, capacity needs and resource requirements at national and subnational levels?* 3. *What concrete responses would be effective and applicable to address the challenges identified in the previous question?* Discussions in plenary after group work highlighted the lack of availability of disaggregated data, the excessive politicization of the administration, the low budgets of the gender units, the poor consideration of gender and vulnerable people in public policies, the need to integrate paternity leave into public administration and the absence of gender units at the level of local authorities and decentralized structures.



After participants recapped day two, the workshop's **third day** focused on training on action planning to tackle gender equality gaps and address priorities emerging from the national review. The presentations were structured to offer relevant good practices as action planning references and to increase participants' ownership and capacity to collectively discuss and agree on gender equality priority points and identify implementation risks. Mr. Mokwe presented the fundamentals of action planning for gender equality in public administration including a checklist

extracted from the self-paced capacity building module three (available on the "[Moodle Platform](#)"). The checklist underscored the necessity to make the process of action planning participatory, inclusive and consultative. It also focussed on the alignment with specific country contexts and the need to adhere to [2030 Agenda for Sustainable Development](#).

This session was followed by a presentation by Mr. Peter Mokwe. The presentation provided global examples of institutional and policy frameworks to advance women's participation and leadership in public administration and discussed priorities, action lines, measurable indicators and accountability mechanisms. It also highlighted the need to examine differences at the national and local levels. Among the specific examples discussed were the [Australian Public Service Gender Equality Strategy 2021-2026](#); the [Malaysian National Women's Policy and Women's Development Action Plan](#); the [Canadian School of Public Service Digital Academy](#); the [Seoul Metropolitan Government](#); and the [Cambodian Ministry of Civil Service \(MCS\) and National Programme for Public Administrative Reform \(NPAR\)](#).



The presentation underscored the need to urgently invest in capacity building for human capital development as well as to improve the accessibility and availability of disaggregated data of quality at the local and central levels. Mr. Mokwe then brought attention to human resource policies and practices to encourage gender equality and gender parity in leadership positions. His presentation reviewed policies on recruitment, retention, remuneration, allowance and benefits, work-life balance policies, and workplace harassment protection, and called for SMART (Specific, Measurable, Attainable, Realistic and Time-bound) indicators to measure progress in gender equality goals.

In the first working session the group discussion centred around four questions: *1. Which specific institutional and/or policy frameworks (including coordination and accountability mechanisms) are proposed for Senegal to improve gender equality in public administration? 2. What are the most urgently needed human capital development investments for improving gender equality in the public administration in Senegal, thinking about the capacity needs at all levels, and for both women and men? 3. What investments are needed to improve the accessibility and availability of quality disaggregated data at both central and local levels? 4. What institutional and/or policy framework, including coordination and accountability mechanisms, is recommended for Senegal to improve equality in its local public administration? Additionally, what are the identified capacity-building needs and strategies for improving data accessibility in this context?*

Discussions in plenary noted the lack of disaggregated data, posing challenges for accessing information from gender units and human resources in ministries. While the National Agency for Statistics and Demography (ANSD) does commendable work, there's a need for better data dissemination. Suggested solutions include establishing departmental statistics services at all

levels and acknowledging the efforts of the National Parity Observatory to update public administration data annually.



In the second group session, participants discussed two questions: *1. Which human resources and practices need to be addressed to improve gender equality and achieve gender parity at all levels but most importantly at senior levels of public administration in Senegal? Participants were asked to focus on recruitment, retention, remuneration, allowances and benefits, work-life balance, and workplace harassment protection. 2. What investment is needed to improve the accessibility and availability of data at both central and local levels?*

Plenary discussions delved into gender equality in public administration, focusing on policy and human resource aspects aimed at laying the groundwork for a national action plan. Participants stressed the need for transparent recruitment, enhancing women's skills for promotions, and discussed replacing quotas with parity in decision-making roles. Addressing sexual harassment and exploring teleworking for professional balance were key concerns. Telecommuting, tested at the National Parity Observatory during COVID-19, demonstrated increased productivity.

Participants discussed a proposal for paternity leave to comprise a six-week period synchronized with maternity leave. Conversations underscored evolving roles for men in childcare, urging gender equality principles starting from the family unit.

The **fourth day** of the workshop pursued two goals: 1. to showcase the increased capacity of the participants and their ownership of the process to translate collectively agreed gender equality priority gaps into actionable measures; and 2. to identify the next steps for the implementation of these action points to increase women's presence in the decision-making positions in Senegal's public administration both at the national and local levels.



For the final working session of the workshop, the participants were divided into four groups and asked to discuss action points to include in a gender equality action plan in public administration in Senegal to increase women's representation in decision-making positions both at the national and local levels of the government.

Following a presentation by Ms. Resta on next milestones in the implementation of the project, participants reflected on their experiences during the workshop and completed an evaluation survey (Annex 2).

The workshop ended with closing remarks by Ms. Wane Ndiaye, Mr. Gueye and Ms. Resta on behalf of UN Women, UNDP and UN DESA, respectively. Participants were then awarded training completion certificates.



Deliberations and Conclusions

Throughout the workshop, group deliberations played a significant role, giving participants an opportunity to reflect on the specific themes covered in expert presentations. These deliberations focused on identification of gender equality gaps across different institutional structures and policies and encouraged participants to bring in their own lived experiences and reflect on lessons learned from global practices. The following is the summary of the outcome of the group discussions on each day.

Day one group session and plenary discussions: Participants focused on how gender equality in public administration affects the quality of governance in Senegal. They discussed their own experiences and listed policies and processes that can help further improve gender equality at the national and local levels. The reports from the groups underscored the important adoption of the Parity Law and a National Parity Observatory which monitors and evaluates the implementation of this law as well as the integration of gender in public policies. It was noted that parity has a positive result in local authorities, because it allows women to participate in budgetary orientation debates, budgetary voting, execution and in all development projects of their locality. The 2013 Decree which established gender and equality units within the general secretariat of ministries was also highlighted as a positive policy in place, but participants suggested the need for more effective implementation and institutionalization of this policy. For example, it was suggested that gender units in each ministry, supported by focal points in all directorates, should be reporting to the Ministry of Women. The participants also recommended finalizing the bill on the establishment of childcare facilities. Among other points discussed were the need to focus on the capacity building of women to promote their access to decision-making positions, salary equity and protection against sexual harassment at the workplace.

Day two group sessions and plenary discussions: During group work, participants were asked to identify gender gaps that have been overlooked in the national review, and why they exist and how they can be addressed. The groups noted the negative impact of gender-neutral leave policies on women's work and the receipt of pensions, highlighting inequality in family allowances, and called for implementation of paternity leaves in addition to emphasizing again the need for childcare facilities in government offices and greater protection against sexual harassment in the workplace. In terms of how to address these gaps, the groups recommended making gender-responsive budgeting a priority within ministries and territorial public administration and strengthening the capacities of gender units to better handle planning issues.



Day three group sessions and plenary discussions: The first group session focused on four dimensions: 1. institutional and policy frameworks; 2. human capital development; 3. data availability; and 4. local public administration in Senegal.

In terms of institutional and policy framework, the groups suggested the installation of gender units in sectoral ministries that do not yet have them, supporting gender audits and the implementation of gender institutionalization plans. For those cells already in place, they suggested revitalizing them with increased resources and possibly turning the gender and equality units into management units. The groups noted that the SNEEG (National Strategy on Gender Equity and Equality) could be updated to take into account the promotion of female leadership in public administration.

To increase human capacity, the groups agreed on the need for investment at the national and subnational level in training on gender-sensitive planning, budgeting, monitoring and evaluation and gender-sensitive results-based management. They also suggested prioritizing trainings of gender resource persons in symposium participation, workshops, forums and training in international languages.

Regarding data availability, the groups suggested benchmarking of best practices for obtaining quality data from local authorities and setting up a computerized database for gender units. Finally, participants in the group that was tasked to discuss improving gender equality in local public administration agreed to focus on public administration in general, as opposed to the local

civil service. The group underscored the need for a decree to ensure effective consideration of gender equality in public administration.

The second session focussed on human resource development and related data requirements. The groups emphasized the need to make recruitment and promotion processes transparent and to introduce gender quotas to ensure balanced representation in recruitment (based on professional competence) at all levels and called for equal opportunities for advancement. They highlighted the need to put in place 'career plans,' ensure pay equity, and focus on work-life balance policies including paternity leave, teleworking and crèches in the workplace. They also suggested introducing pregnancy, breastfeeding allowances and family allowances for women civil servants. Participants also agreed on the need to introduce a national policy to prevent sexual harassment in the workplace and called for setting up a mechanism for reporting and denouncing harassment in each ministry and the enforcement of article 319 bis of the Labour Code to address discrimination on the basis of sex. Participants also acknowledged specific budgetary needs for these initiatives to be implemented and monitored.



Day four group session and plenary discussions: The group work focused on defining lists of concrete actions along with measurable indicators of success to increase women at leadership levels in public administration at the local and national levels in Senegal. Participants were encouraged to consider resource and capacity needs for those actions and the potential supervisory agency. Four groups developed list of actions and reported to the plenary (Annex 1 contains a consolidated list of action points recommended by the groups).

Action Points Recommended for Implementation

Workshop participants agreed that the drafting of an action plan to target gaps identified in the national review and promote gender equality and women's career progression toward leadership positions in the public sector at the national and local levels in Senegal will continue in 2024. The consultative framework will be supported by UN Women.

They recommended a list of actions which can be grouped around four dimensions (Annex 1):

- Gender equality policies
- Institutional arrangements
- Human resources mechanisms
- Data collection



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Annex 1. Inputs for a national action plan on gender equality in public administration in senegal

Baseline: 2024 - 2030*

Target: male-female public administration officials

ACTION	INDICATOR	MEANS OF VERIFICATION	TIMELINE (4 Q)	REQUIRED RESOURCES	RESPONSIBLE STRUCTURES	REQUIRED BUT MISSING CAPABILITIES
Gender equality policies						
Finalize the process of updating the SNEEG 2016-2026	Availability of the updated SNEEG document	Document availability	Q1 (2024)	Human resources - financial - material resources	Ministry of Women, Family and Childhood Protection (MFFPE)	Insufficient disaggregated data - financial resources
Create a Decree implementing the effective consideration of gender equality in public administration	100% application of the decree by various public administration structures	Organizational audit	2024	Financial	Presidency of the republic	Political will
Continue the process of institutionalizing gender in sectoral ministries	Proportion of gender equality cells (CGE) established	Reports available	Q2 (2025)	Human resources - financial - material resources	MFFPE- Direction for Equity and Gender Equality (DEEG) Sectoral Ministries	Insufficient financial and human resources
	Proportion of gender audits carried out	Reports available	Q2 (2025)	Human resources - financial - material resources	MFFPE-DEEG SECTORAL MINISTRIES	Insufficient financial and human resources

	Proportion of implementation of the gender institutionalization process	Reports available	Q2 (2025)	Human resources - financial - material resources	MFFPE-DEEG SECTORAL MINISTRIES	Insufficient financial and human resources
Promote access to management positions in public administration through legal mechanisms	% of women and men in management positions	Nominative acts	Q4 (2024)/ Q2 (2025)	Payroll	PRESIDENT OF THE REPUBLIC	Poor consideration of the gender dimension
	% of women and men recruited	Acts of commitment	Q4 (2024)/ Q2 (2025)	Payroll	PUBLIC SERVICE/FINA NCE/ National Observatory for Parity (ONP)	Poor consideration of the gender dimension
Establish a quota during competitive and professional recruitment in sectors where women do not represent at least 15% of the workforce	The percentage of women integrated into the civil service during each recruitment exercise	Data from the civil service recruitment platform	Q4 (year?)	Technical resources: Min Civil Service, Ministries in charge of higher education and vocational training	Ministry in charge of the civil service	
Create public crèches and make them functional in administrative structures	Number of public crèches set up	Reports	Q4 (2024)	Human resources - financial - material resources	SECTORAL MINISTRIES	Delay in procedures, lack of space
Put in place human, material and financial resources	Operational efficiency at 80%	Report, monitoring system, evaluation, control body,	Q? (2024)	100 million	Société Générale (CGE, Research and Planning Unit (CEP)/ General Direction of	Qualified human, material and financial resources

					Administration and Equipment (DAGE)	
Increase the gender-sensitive budget	80%	Reports and monitoring and evaluation system	Q1 (2024)	150 million	Presidency (SGG)	Planning, monitoring-evaluation, financing
Strengthen capacities of members of the Gender and Equity Units within the PPBSE	100% of CGEs are trained	Number of sessions and modules delivered, number of CGEs actually trained	Q1-Q4 (year?)	Financial resources: PTF, MFB \$\$ Technical resources: MFFPE, MFB	MFFPE	
Accelerate the ratification process of ILO Convention 190 and Recommendation 206 on violence and harassment in the workplace	The law is ratified in the national assembly	Existence of an implementing decree/law	2024	Financial	Presidency of the Republic/National Assembly	Political will, funding
<i>Institutional arrangements</i>						
Establish gender and equity units in management	% of CGEs established as directorates 100%	Decrees/Reports Supervisory ministries, monitoring and evaluation report	Q1 (2025)	Qualified human resources - financial - material resources 600 million	Prime Minister's office MFFPE/SECTORIAL DAGE/International inspection/CGE/Legal Affairs Unit (CAJ)	
Make the DEEG an independent and autonomous structure	Existence and functionality of the DEEG as an	Draft decree	Q1 (2025)	Qualified human resources -	Prime Minister's office	

	independent and autonomous structure			financial - material resources		
Generalize technical gender audits in ministries	100%	Supervisory ministries/PTF	Q1 (2024)	60 million	CGE	Funding
Develop and implement gender-sensitive communication plans	100%	CGE/ com services/ Cabinet, monitoring and evaluation system	Q1 (2024)	100 million	CGE/com cell	Funding
Improve the legal framework promoting gender equality in public administration	Adoption of 2 laws in favor of gender equality	Publication in the Official Journal	Q4 (year?)	Financial resources: Technical and Financial Partners (PTF), Ministry of Finance and Budget (MFB) and Technical resources: Min Justice, MFFPE, Min Civil Service, National Assembly	Ministry of Justice, MFFPE, Ministry of Civil Service, National Assembly	
Develop and redevelop an inclusive and gender-sensitive infrastructure within public administration institutions	30% of the institutions of public administration	Reports from the Ministry in charge of town planning	Q1-Q4 (year?)	Financial resources: PTFs, MFB and Technical resources: Min Urban Planning, Min Civil Service	Min Urban Planning, Min Civil Service	

Extend gender strategies to all sectors	100% strategies	Strategy document	2024	Qualified human resources/Financial and logistics	Sectoral ministries	Budget increase/promote internal expertise
Extend gender audits to all sectors	100% audited	Reports	2024	Qualified human resources/Financial and logistics	Sectoral ministries	Financial resources
Human resources mechanisms						
Mandate gender parity in all recruitment committees	50% women in all recruitment committees	Reports of recruitment committee meetings	Q3 (year?)	Technical resources: Min Civil Service,	Min in charge of the civil service	
Establish a gender-equal entity for the control and regulation of recruitment and career management of the public service	Existence of a regulatory authority	Decree creating the regulatory entity	Q4 (year?)	Financial resources: PTFs and Technical resources: Min Civil service, BOM, SGG	General Secretariat of the Government (SGG), Organisation and Methods Office (BOM), Min Civil service	
Promote applications from and recruitment of women	% of women recruited	Ministry of Public Service and Public Sector Transformation (PGDE), the Ministry's website	2024	Qualified human resources/Financial and logistics	Presidency, Ministry of Public Service, Sectoral Ministries	Transparency in the process
Promote quality human resources comprising competent men and women	% of female senior executives present in decision-making bodies	Surveys/Interviews/Information sheets with HR managers	2024	Qualified human resources	Presidency of the Republic, Sectoral Ministries	Transparency in the process

Recruit qualified resource persons	70%	Ministry of Labor/Civil Service/ Human Resources Department (HRD), (DAGE or General Administration and Equipment Department (SAGE)	Q2 (2024)	500 million	Ministry of Civil Service/Ministry of Finance	Qualified staff
Strengthen capacities of agents	100%	DRH/ DAGE, Report and monitoring and evaluation system	Q2 (year?)	100 million	DAGE	Adequate training (local and foreign languages, monitoring-evaluation, planning).
Insert contract agents into the public service	100%	Ministry of Labor/Public Service/DRH	Q? (year?)	300 million	Ministry of Civil Service/Ministry of Finance	Qualified staff
Data collection						
Strengthen the capacities of stakeholders in the production of gender-disaggregated data	Number of actors trained	Training reports	Q4 (2024)	Qualified human resources - financial - material resources	Sectoral Ministries/DEEG/ONP	

<p>Establish a gender-disaggregated information and data management platform in each ministerial department</p> <p>Establish a platform on gender-specific data</p> <p>Disaggregate statistical data according to gender (sex, age, socio-economic situations, etc.)</p> <p>Establish a platform for compiling quality disaggregated data already available at national and local level</p>	<p>Number of ministries with an Information System</p> <p>100%</p> <p>100%</p> <p>75% of existing data grouped on a platform</p>	<p>Study reports</p> <p>HSE, monitoring and evaluation system,</p> <p>HSE, monitoring and evaluation system,</p> <p>National Agency for Statistics and Demography (ANSD) and SENUM reports</p>	<p>Q2 (2025)</p> <p>Q2 (2024)</p> <p>Q2 (2024)</p> <p>Q3 (year?)</p>	<p>Qualified human resources - financial resources - materials</p> <p>80</p> <p>150</p> <p>Financial resources: PTFs, SENUM, MFB \$\$ Technical resources: Min Civil service, ANSD, SENUM</p>	<p>SECTORAL MINISTRIES/ DEEG/ONP</p> <p>CEPSE. CGE, ANDS</p> <p>CEPSE. CGE</p> <p>Min Civil service, ANSD, SENUM</p>	<p>Funding</p>
<p>Carry out gender-sensitive sectoral studies</p>	<p>100%</p>	<p>Research, planning and monitoring-evaluation unit (CEPSE), CGE, Monitoring and evaluation report</p>	<p>Q? (2024)</p>	<p>140</p>	<p>CEPSE, CGE? ANSD</p>	<p>Funding</p>
<p>Fund doctoral research grants for data production on specialized topics that are not covered by standard surveys</p>	<p>25 research grants awarded to women on specialized topics not covered by standard surveys</p>	<p>Ministry of Higher Education Research and Innovation (MESRI) performance reports</p>	<p>Q3 (year?)</p>	<p>Financial resources: PTFs, MESRI and Technical resources: MESRI</p>	<p>MESRI, Territorial authorities</p>	

Strengthen the capacities of agents on data collection and analysis tools	Number of capable women	Minutes/reports	2024	Qualified human resources/Financial and logistics	Sectoral ministries	Training plans
Establish an operational information system	Existence of an operational mechanism	Production of reports/statistics/liaison bulletins/platform	2024	Qualified human resources/Financial and logistics	Sectoral ministries	Harmonization of extension mechanisms

* Missing vision and general objective of the action plan



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Economic and
Social Affairs



Annex 2. Participant evaluation report

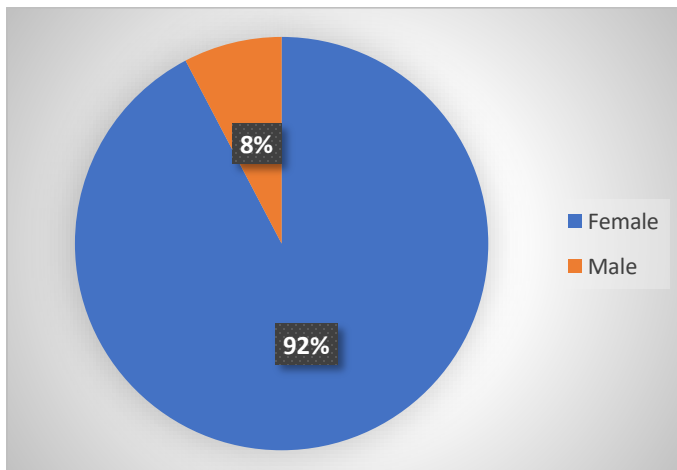
Background information

A Capacity Development Workshop titled “Promoting the presence and leadership of women within public institutions at the national and local levels” was held in Senegal from 14 to 27 November 2023 under the project [“Building capacities for promoting the presence and leadership of women within public institutions at national and local levels”](#). The project is funded by the Government of Italy and implemented by the United Nations Department of Economic and Social Affairs (UN DESA), Division for Public Institutions and Digital Government (DPIDG) in partnership with the United Nations Development Programme (UNDP) and other UN entities. The workshop was organized by UNDP and UN DESA in collaboration with the Ministry of Women, Family and Childhood Protection in Senegal.

Participation

The workshop was attended by 52 (48 F and 4 M) officials from the following ministries: Civil Service and Public Sector Transformation; Women, Family and Childhood Protection; Oil and Energy; Urban Planning, Housing and Public Hygiene; Interior; Air Transport and Airport Infrastructure Development; Local Government, Planning and Development; Communication, Telecommunications and Digital Economy; Health and Social Action; Education; Commerce, Consumer Affairs and Small and Medium-sized Enterprises; Mines and Geology; Crafts and Transformation of the Informal Sector; Finance and Budget; Vocational Training, Apprenticeship and Integration; Microfinance and Social Solidarity Economy; Agriculture, Rural Equipment and Food Sovereignty; Infrastructure, Land Transport and Public Works; Culture and Historical Heritage; Water and Sanitation; and Justice. Participants also included officials from the former administration of the Dakar City Hall, the National Observatory for Parity, the High Council of Local Authorities, the Court of Auditors, the Senegalese Human Rights Committee, the Cheikh-Anta-Diop University, the Association of Senegalese Jurists and the ECOWAS Region Peace and Security Network.

Participation by gender



Satisfaction with the workshop

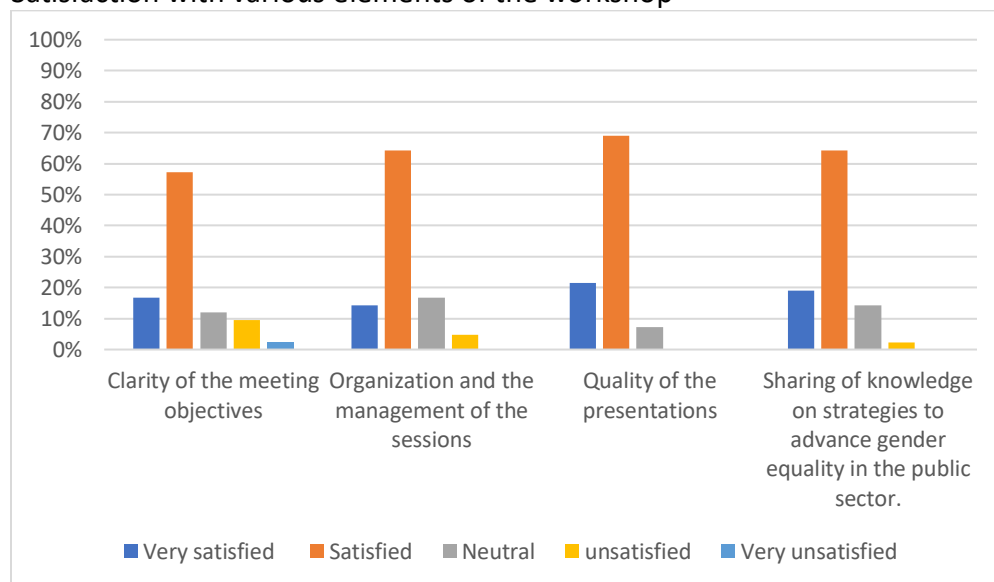
The workshop received feedback from 42 participants. Ninety per cent of the respondents expressed satisfaction with the quality of the presentations. Eighty-three per cent were satisfied with the sharing of knowledge regarding strategies to advance gender equality in the public sector. Seventy-nine per cent were satisfied with the organization and management of the sessions; while 74 per cent expressed overall satisfaction with the meeting, including clarity of the meeting objectives.

Analysis of responses based on the degree of satisfaction

	Very satisfied	Satisfied	Neutral	unsatisfied	Very unsatisfied	No response	Total
Clarity of the meeting objectives	7	24	5	4	1	1	42
Organization and management of the sessions	6	27	7	2	0	0	42
Quality of the presentations	9	29	3	0	0	1	42
Sharing of knowledge on strategies to advance gender equality in the public sector	8	27	6	1	0	0	42

Evaluation by participants - quantitative assessment

Satisfaction with various elements of the workshop



Evaluation by participants - qualitative assessment

Clarity on the project milestones

Most respondents pointed out that, after the workshop, they were clearer about the main steps of the project and the country's participation in it.

Results of the national review

Most respondents acknowledged that the findings of the national review helped pinpoint the areas that need improvement and actions to promote gender equality in public administration in Senegal.

Additional observations by individual respondents:

- The national review overlooked the subnational dimension of gender equality in public administration.
- Sharing the national review findings would have been more effective if participants had accessed the report prior to the workshop.
- Some fundamental concepts require revision.

Relevance of the meeting in planning measures needed to increase the presence and leadership of women to achieve gender equality in public administration

Most respondents agreed that the meeting helped to plan measures to increase the presence and leadership of women to achieve gender equality in public administration.

A participant pointed out that the meeting offered a chance to address knowledge gaps related to the initiatives of other ministries in promoting gender equality.

Some respondents mentioned that they gained considerable knowledge through group work and their interactions with representatives from other sectors.

Recommendations on the organization of future workshops

In the comment box, some respondents praised the workshop's coordination and presentation content, while others offered recommendations for improving the organization of future workshops:

- Include additional presentations focused on women's leadership.
- Share workshop documents before the meeting.
- Decrease the frequency of group work.
- Allocate more time for drafting the action plan.
- Share the outcomes of both groupwork and presentations.
- Consider arranging the meeting in a retreat format to enable a more concentrated focus on both theoretical and practical aspects.