



United Nations

Department of
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Social Affairs



**Regional Workshop
Promoting the Presence and Leadership of Women
Within Public Institutions at the National and Local
Levels in Africa
Draft REPORT**



4-7 June 2024, Plaine Magnien, Mauritius

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Acknowledgements

This report documents the proceedings of the *Regional Workshop on Promoting the Presence and Leadership of Women Within Public Institutions at the National and Local Levels in Africa*, convened at the Holiday Inn Mauritius Mon Tresor, Plaine Magnien, Mauritius from 4 to 7 June 2024. The four-day regional workshop unfolded under the auspices of the project [“Building capacities for promoting the presence and leadership of women within public institutions at national and local levels”](#). The successful organization of this workshop was made possible through the collaboration of the United Nations Department of Economic and Social Affairs (UN DESA), UNDP and UN Women Senegal.

Ms. Lisa Simrique Singh, United Nations Resident Coordinator in Mauritius and Seychelles, Mr. Veersing Boodna, Permanent Secretary, Administrative and Institutional Reforms, Ministry of Public Service and Ms. Fatuma Hassan Musa, OIC, UNDP Mauritius and Seychelles delivered opening remarks. Ms. Amanda Serumaga, UNDP Resident Representative, delivered closing remarks.

H.E. Ms. Charlotte Pierre, British High Commissioner, Mauritius, and H.E. Ms. Kate Chamley, Australian High Commissioner intervened during the session “Development approach for promoting gender equality in Africa”.

Ms. Renooka Beejan, Head of Socio-Economic Development Unit, UNDP Mauritius and Seychelles co-organized the workshop, led in-country preparatory actions, and moderated the opening and participant introduction sessions.

Aimee Muziranenge, Programme Specialist and Head of Transformational Governance Unit, UNDP Rwanda, shared technical knowledge and facilitated discussions on global practices on gender equality in public administration. Ms. Valentina Resta, Senior Governance and Public Administration Officer, UN DESA, co-facilitated the workshop. Ms. Fanta Sow, Program Officer, Women Political Participation, UN Women Senegal contributed expert knowledge and ensured smooth coordination with the delegation from Senegal.

From the UNDP Mauritius and Seychelles country office, Ms. Manisha Rima Teelokee, Project Assistant, Socio-Economic Development Unit, and Mr. Don Divin Bizimungu, Operations Support, oversaw the Workshop administrative and logistic arrangements including travel arrangements for five participants and procurement services. Ms. Bibi Farzina Lowtun-Boolakee, Gender and Monitoring and Evaluation Officer, coordinated staff access to the [Moodle platform](#). Mr. Jean Yan Norbert, Communications Assistant, Ms. Fatuma Musa, Operations, Ms. Sharon Sunessee, Communication Officer and Mr. Erwyn Veerapen, IT Assistant, assured communication and IT support, respectively throughout the workshop. Mr. Don Divin Bizimungu and Mr. Shadrack Wakhura, Operations Support, were responsible for notetaking.

Ms. Roshini Brizmohun-Gopaul and Ms Ndeye Amy Ndiaye, National Consultants, recruited by UNDP Mauritius and UN Women Senegal, respectively, led the presentations of their countries' draft gender equality action plans and group discussions on policy, institutional frameworks, data gaps and evidence-based interventions to promote and strengthen gender equality in public institutions in Mauritius and Senegal.

Overview of the Workshop

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

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

Since the inception of the project in 2022, key activities have included the completion of a global review of laws, policies, and good practices on gender equality in the public sector; the development and utilization of self-paced capacity-building modules; and an online "[Moodle](#)" [platform](#) designed to ease access to global and national resources while creating a community of practice among peers with opportunities for cross-country learning. At the country level, the project has supported national reviews of the measures for promoting the presence and leadership of women in public administration at the national and local levels in Bhutan, Lao People's Democratic Republic (Lao PDR), Mauritius and Senegal (project countries). Findings of the national reviews were shared and discussed with representatives of civil service during the national capacity development workshops that took place in each of the four countries, which enabled the development of draft gender equality action plans aimed at advancing women's career growth into leadership roles within their public sectors, both nationally and locally. The regional workshop in Mauritius was an important project milestone that brought Mauritius' and Senegal's experiences to a regional forum with participants from Angola, Cape Verde, Lesotho, Nigeria, Sao Tome, Seychelles, Sierra Leone, South Africa, Tanzania and Uganda.

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



The workshop took place from 4 to 7 June 2024 at the Holiday Inn Mon Tresor, Plaine Magnien, Mauritius,

and brought together 23 government officials at senior and mid-level positions in different sectors at the national and local levels, from the continent including Angola, Cape Verde, Lesotho, Nigeria, Sao Tome, Seychelles, Sierra Leone, South Africa, Tanzania and Uganda and two representatives from development partners based in Mauritius. United Nations representatives included the Resident Coordinator of Mauritius and Seychelles, the UNDP Resident Representative and other officials from the RCO and the UNDP country office, one official from UN Women Senegal, one from UNDP Rwanda and one from UN DESA, as well as two consultants recruited by UNDP Mauritius and UN Women Senegal Country Offices, respectively who provided technical presentations (please see Annex 1 for the full list of participants). UN DESA and UNDP Rwanda officials served as resource persons.

The meeting was conducted in English with simultaneous interpretation into and from French. Attendance was by invitation only.

Structure, Methodology and Documents

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

The workshop was structured around key plenary sessions and working group discussions aimed to:

- i. Review draft action plans to enhance the presence and leadership of women in public institutions developed by Mauritius and Senegal.

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



The workshop progressed through sessions that reviewed and discussed the different components of the national action plans for Mauritius and Senegal. Each day included expert presentations that introduced and discussed concepts essential to gender equality in public institutions supported by global and regional examples for visualization and cross-country learning opportunities. The expert presentations were interactive and offered

opportunities for questions and answers.

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

Proceedings of the Workshop

The workshop commenced with self-introductions following welcoming remarks by Mr. Veersing Boodna, Permanent Secretary, Administrative and Institutional Reforms, Ministry of Public Service of Mauritius, Ms. Lisa Simrique Singh, United Nations Resident Coordinator in Mauritius and Seychelles and Ms. Fatuma Hassan Musa, OIC, UNDP Mauritius and Seychelles. Mr. Boodna welcomed the participation of Mauritius in the project "[Building capacities for promoting the](#)



[presence and leadership of women within public institutions at national and local levels](#)” and announced the imminent enactment of a sexual harassment policy by the Ministry of Public Service.



Ms. Simrique Singh recalled that the project is a joint UN initiative and emphasized the importance of gender balance in decision-making, advocating for women's involvement in planning, implementation, and review processes. Highlighting the significance of SDG5 in all SDGs, she stressed the vital role of women in effective institutions. Additionally, she emphasized the need for knowledge networking, citing the example of the peer review process of project countries' action plans promoted by the project, and highlighted the importance of South-South

cooperation. She underscored the necessity of disaggregated data for evidence-based policymaking, urging for a focus beyond national averages to reveal gender disparities. Furthermore, she urged for the inclusion of young women in transformative agendas, encouraging their participation in STEM fields to prepare them as future leaders in public institutions. Finally, she noted the enactment of the sexual harassment policy by the Ministry of Public Service of Mauritius. Ms. Hassan Musa added that the participation and leadership of women in public institutions are essential for enhancing the quality of governance and the responsiveness of the public sector.

Ms. Valentina Resta, UN DESA, recalled the workshop's objectives and shared information on the project, along with key findings from national reviews conducted in the project countries. Ms. Resta presented the project's timeline and expected outcomes, emphasizing its dual goals: (1) Enhancing government capacity to develop and implement action plans prioritizing gender equality in public administration at national and local levels, and promoting women's career progression to leadership positions in the public sector; (2) Stimulating knowledge transfer to enhance awareness across governments. Highlighting the significance of the regional workshop for achieving the second goal, she emphasized how sharing experiences with partnering countries could increase the robustness of the national gender equality action plans in Mauritius and Senegal and facilitate their implementation. UN DESA encouraged all participants to actively engage in group discussions and contribute to refining the list of action points included in the action plans. Ms. Resta also introduced the [Moodle platform](#) developed by the project, which serves as a repository of information and a tool for interaction.



The **first day** of the workshop continued with Ms. Aimee Muziranenge's (UNDP Rwanda) presentation on the significance of gender equality in public institutions. Ms. Muziranenge reviewed key concepts and terminologies on gender equality to enhance the technical understanding of the participants on the application of these concepts in public institutions at the national and subnational levels. In her presentation, Ms. Muziranenge underlined the contributions of gender equality in public institutions to public policymaking through references to the [Global Report on Gender Equality in Public Administration 2021](#). At the end of her



presentation, Ms. Muziranenge 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. She concluded her presentation by noting the importance of gender equality action plans to address these three categories of barriers.

The following two sessions featured country experiences in achieving gender equality in public institutions and identified crucial initiatives from each country. Each speaker was asked to address three questions: 1. What specific strategies is your agency implementing to advance gender equality within public administration, and how do these align with the overarching goal of the action plan? 2. Could you elaborate on the key actions your agency is undertaking to promote gender inclusivity in decision-making processes, workforce representation, and leadership roles within the public sector? 3. What concrete commitments has your agency made to address systemic barriers to gender equality in public administration, and what measures are in place to ensure accountability and progress tracking towards these commitments?



Seychelles referred to its current strides in developing a national plan of action focussing on women. Currently, the country is reviewing its gender policy. Men are encouraged to participate in gender campaigns. The country has a 10-day paternity leave policy and a sexual harassment policy. The gender policy promotes 50-50 representation, but it is not mandatory. **Tanzania** referred to setting quotas, including for local government. The Employment Policy 2008 sets the goal to eliminate discrimination in the public service. Gender focal points are present in ministries. Equal pay and parental leave are pursued. Work-life integration for women in leadership positions is challenging. Other challenges include social biases

and a lack of widespread mentorship to foster an inclusive organizational culture. Creating advisory councils and task forces could help to address existing gaps.

The participant from **Lesotho** highlighted the responsibility of ministries vis-à-vis gender equality, in particular the Ministry of Public Service, the Ministry of Local Government, and the Ministry of Finance, among others. Lesotho looked for guidance from participants from other countries on quotas, as quotas would help to attain higher representation of women in public administration. She also emphasized the need to have data disaggregated by grade, which is important for the analysis of



gaps. She stated that political will is critical to attain progress on gender equality. **Zambia** stated that the coordination of gender equality in the country is under the office of the President. Parity is guaranteed in the Zambian Constitution. The gender policy is currently under review. Recruitment is gender blind. The representative highlighted the need for gender audits and a gender equality code. **Nigeria** highlighted the Gender Equality Seal in Public Institutions and significance of a thirty-five percent affirmative action (quota system) in decision-making processes. She highlighted actions to promote capacity building, but

inconsistent implementation across states due to different levels of commitment. Family-friendly policies are needed. She called for an affirmative action framework and capacity-building programmes. **Cape Verde** highlighted the country's strong legal framework, which since 2019 has included a Parity Law (N.68). In public administration, it sets the need to have balanced representation (between 40 and 60 per cent of males and females). A gender commission supervises the implementation of gender policies. She highlighted the importance of parity laws to specifically include provisions on women in public administration.



The representative from **South Africa** credited the country's success to the 2003 Cabinet resolution on gender parity in senior Management (50/50). Forty-four percent of senior management officials are women (but a regression is being observed). The country has gender-friendly policies, including a code of good practice on the prevention of harassment. Gender



coordination is under the Presidency. The representative also referred to the UNDP Gender Equality Seal. Recommendations from the speaker included enhanced recruitment processes and affirmative action, as well as data collection and analysis.

The representative of **Sao Tome** referred to the country's quota system for political representation, the Parity Law of 2022, and the establishment of an institute for gender promotion and equity in 2007. Four out of 11 ministries are led by women. She highlighted the importance of leadership skills. Challenges

include the lack of knowledge or awareness of legislation. She called for the application of policies in both urban and rural areas and for a quota system for public administration. In **Uganda**, women hold 37 per cent of public service positions. Fifty per cent of Permanent Secretaries are women. Women's movements helped to advocate for allocating funding for gender equality and women empowerment across ministries. The Ugandan representative highlighted the importance of capacity building. However, a case of high-level corruption by a senior woman official hampers advocacy efforts for advancing the representation of women in decision-making. She further recommended a training programme on transformative leadership and referred to the Gender Equality Seal for Public institutions. Finally, she recalled the importance of data, evaluation and impact assessment. The representative of **Sierra Leone** noted that women are still at the bottom of the pyramid of decision-making. He highlighted the importance of extending the frameworks on gender equality to the civil service. He recalled the importance of strong political will for applying a gender lens to all actions, of affirmative action (the country aims at 30 per cent female representation in appointed positions), as well as of a conducive work environment.



Discussions in plenary revolved around various themes. **Mauritius** raised inquiries regarding the implementation of coordinated monitoring mechanisms within the public service. Some participants regretted the absence of a national action plan and reported negative impacts from the lack of coordination between the Ministry of Gender and other ministries.

Senegal referred to the extension of quotas to municipal positions and posed questions about the challenges surrounding coordination within the gender machinery at the national and local levels.

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

The **second day** of the workshop started with a technical presentation by Ms. Muziranenge that reviewed the processes and the checklist for developing and implementing an action plan in public administration. The Q&A session covered various topics related to gender equality, emphasizing that it should not be solely the responsibility of focal points but rather should be promoted by everyone. Additionally, it highlighted the importance of developing institutional and budgetary commitments through specific action lines, identifying



gender risks, and ensuring accessible gender-related reports.



The subsequent presentations were led by senior civil servant representatives from Mauritius – Ms. Nisha Seereekissoon, Coordinator, Ministry of Gender Equality and Family Welfare, and Senegal - Mr. Aboune Diatta, Director of Workforce Management, Employment and Skills Planning, Ministry of the Civil Service and Public Service Reform, who introduced the context and priorities of their country’s gender equality strategies (presentations are available on the [event page](#)).

Reacting to the presentations, **Sierra Leone** noted the high representation of women in Mauritius and sought insights. **Cape Verde** inquired about the reasons behind the statistical evidence of high women representation and asked if public servant training is mandatory. In its reply, **Mauritius** highlighted gender analysis in interventions and plans for a Gender Information System, along with training on gender equality provided to public administration staff by the Civil Service College Mauritius. **Uganda** emphasized the need for strategies to address parity and ensure that such strategies receive financing. Uganda also suggested potential synergies between implementing gender equality action plans in public administration and the Gender Equality Seal for Public Institutions. **Senegal** clarified that its parity law applies only to elected positions.

The afternoon session started with Ms. Muziranenge’s presentation on the first set of actions included in the gender equality action plans, which focuses on the *Institutional and Policy Framework for Women's Participation and Leadership in Public Administration*. During the discussion, **Sierra Leone** inquired about the strength of the gender machinery in ensuring gender equality in public administration and its appropriate placement. Ms. Muziranenge stressed the importance of synergies in responses across the institutional framework for gender equality. **Uganda** highlighted the need for a community of practice and raised the issue of funding mechanisms for the gender machinery. **South Africa** emphasized the importance of addressing contextual issues and advocated for a comprehensive action plan. **Senegal** suggested including risk factors in the action plan template and emphasized communication and the monitoring of action plans, considering subnational differences. **Zambia** emphasized the importance of statistics for measuring progress. The representative of **Tanzania** mentioned that upon return, she would seek UNDP’s support to draft an action plan to promote women's leadership in the public sector in the country.

The following presentation was led by the two national consultants of Mauritius and Senegal who shared information on the institutional and policy frameworks of their countries’ action plans (including action points, indicators of success, means of verification, timeframe, resource requirements, agency responsibilities and capacity requirements). The



discussion highlighted various approaches to integrating gender equality into government institutions. **Uganda** sought clarification from **Mauritius** on which entity is leading on gender equality in the public sector. Mauritius replied that this issue is not yet finalized, as all ministries need to have an opportunity to comment on the draft action plan before it is approved, and another stakeholder meeting is needed to finalize institutional arrangements.



South Africa recalled the process the country followed, with the Ministry of Women driving the initiative which was approved by the cabinet. She suggested that having the process driven by the Ministry of Women would facilitate the provision of specific technical capacities by the public service. The representative from **Zambia** mentioned the mandate for line ministries' gender divisions to take up gender audits. The country developed tailored tools for staff at different seniority levels. She also shared the challenges faced with data accuracy and institutional readiness to provide information. The

national consultant for Senegal shared that regular gender audits are being conducted by public agencies. **Sierra Leone** referred to legal provisions to enhance accountability through tasking steering committees to conduct gender audits and report to parliament annually. The speaker from **Mauritius** mentioned the review of performance of the gender machinery by technical committees composed of gender focal points. She also referred to sectoral gender policies, with high-level focal points in each ministry. **Cape Verde** referred to gender markers for evaluation and accountability, supported by a gender commission and regular meetings aimed at reviewing performance reports.

Group discussions allowed participants to comment and provide feedback to Mauritius and Senegal. The second day ended with groups reporting in plenary. During the reporting back in plenary, the group led by Mauritius reported discussing the process involved in adopting the action plan at national and subnational levels, emphasizing the importance of sensitization and training provided by the Civil Service Commission. Participants highlighted the need for quantitative indicators. The group led by Senegal reported discussing the performance of gender cells and emphasized the importance of enhancing their capacity, asserting that these cells should not be the “poor relative” of the system. Ms. Muziranenge emphasized that the process of adopting the action plan is as important as its outcome. She stressed the need for ownership of the process at various levels to ensure its implementation.



The **third day** of the workshop commenced with a presentation by Ms. Muziranenge on *Human Resource Policies and Practices* that included examples of good practices, including from the region. During the interactive session, participants contributed examples of human policies and

practices. Strategies to encourage women's participation in recruitment were discussed, including the description of skills required to avoid discouraging female candidates, and actively encouraging women to apply. Discussions highlighted the importance of ensuring fairness in human resources policies. Participants emphasized the need for capacity building and training for recruitment panel members to ensure fair and inclusive hiring processes. They also stressed the importance of leadership and specialized training to enable women to compete in fields dominated by men. Additionally, discussions included the importance of creating conducive working environments, such as providing good sanitation and changing rooms for mothers with babies. Participants also mentioned the consideration of extending maternity leave, as is being discussed in Mauritius. National consultants' presentations described human resources practices and policies in Mauritius and Senegal.

Breaking into group sessions, country representatives shared their experiences in implementing human resources policies and practices that have been found effective in increasing women's representation and leadership in public administrations.



The afternoon session started with a discussion led by Ms. Muziranenge on the importance of high-quality gender-disaggregated *data and evidence-based analysis in efforts to increase women's representation in decision-making levels in public administrations*. She shared the latest publicly available data on African countries and invited all countries to make available data accessible. Subsequently, the two

national consultants described efforts in data collection and utilization to enhance gender equality in public administrations in Mauritius and Senegal. During the discussion, **Sierra Leone** highlighted the challenges associated with the cost of data and the importance of understanding the stories behind the data. In **Cape Verde**, it was noted that the National Statistical Agency lacks a focus on sex-disaggregated data, which has led to pressure from the Institute for Gender Equality to prioritize this aspect. As a result, the Institute now produces reports to address this gap. **Senegal** emphasized the critical significance of contextualizing data with narratives for interpretation. The Senegalese delegation noted that subnational statistics reveal a gender distribution of 64 per cent male and 36 per cent female officials, mirroring the representation at the national level. Ms. Resta emphasized the importance of supplementing data on women's representation with information on their presence in leadership roles at both national and subnational levels to gain a comprehensive understanding of possible disparities. Furthermore, there was a consensus on the importance of fostering partnerships between data producers and users to ensure effective utilization and interpretation of data.



The final group work focused on innovative approaches to data and evidence-based analyses of gender gaps in participating countries and discussed the potential for Mauritius and Senegal to integrate applicable strategies into their action plans. The day concluded with groups reporting back on their discussions of human resources policies and data analysis. The group peer-reviewing the action plan of Mauritius highlighted how affirmative action in the country has increased representation in top decision-making positions, suggesting a need to extend such initiatives to lower hierarchical levels and address

barriers like glass ceilings, particularly in engineering. Participants emphasized the importance of supporting women through policies, structural changes, and organizational culture adjustments, with suggestions for implementing performance contracts and conducting deeper analyses to understand underlying trends Ms. Brizmohun-Gopaul suggested adopting a dashboard system like New Zealand's [Public Service Leadership Dashboard](#), with plans for an observatory in progress.

Peer-reviewers of Senegal's action plan proposed enhancing capacity development, making statistics more accessible and raising awareness about the importance of data. They recommended conducting online surveys on organizational climate and establishing a database of women for potential outreach efforts, managed by HR offices in each ministry. Regarding human resources practices, they suggested developing a manual on sexual harassment, communication strategies, and mentorship programmes, along with documentation to track the recruitment and advancement of women into leadership roles. Responding to a request by participants in both groups, UN DESA engaged to explore New Zealand's availability to share information on the process followed to set up the country's Public Service Leadership Dashboard via the [Moodle platform](#).

The single goal of the sessions in the morning of the **fourth day** of the workshop was to elicit final feedback and suggestions for the refinement of the gender equality action plans of Mauritius and Senegal. After the two national consultants shared the revised drafts approved by their country representatives, the final group work aimed at providing the last comments toward the implementation of the two national plans. In the afternoon, UNDP Mauritius and Seychelles convened a session titled "Development approach for promoting gender equality in Africa", moderated by Ms. Resta. Panellists included H.E. Ms. Charlotte Pierre, British High Commissioner, Mauritius, H.E. Ms. Kate Chamley, Australian High Commissioner, and Ms. Amanda Serumaga, UNDP Resident Representative in Mauritius. Speakers highlighted the priorities in addressing the underlying drivers of gender inequality in Africa to



promote transformative policymaking and development programmes, particularly, to advance women's representation in decision-making. The session highlighted experiences, including the Australian Government Department of Foreign Affairs and Trade 2018-2019 strategy that saw the number of woman Australian ambassadors rise to almost 50 per cent during its implementation.



The session concluded that women wield significant influence when occupying decision-making positions. This isn't merely a matter of human rights; it also catalyses economic and social development within countries. To effectively advance women's representation in decision-making roles, transformative strategies and action plans must be meticulously crafted to dismantle institutional and policy barriers. This requires adequate resources and robust monitoring mechanisms, including the collection of disaggregated data and leadership development with a focus on the sensitization of both men and women. Furthermore, partnerships and stakeholder engagement, encompassing men, are crucial not only for implementation but also for enhancing accountability and ensuring lasting change.

During the discussion on next steps, UN DESA outlined the organization of a global workshop in the Republic of Korea in June 2024 to exchange lessons learned during project implementation. Several participating countries encouraged Mauritius and Senegal to adopt and implement their respective action plans and promised their support through knowledge-sharing beyond the workshop. They urged the project countries to coordinate with stakeholders in all phases of finalization, implementation, monitoring and evaluation, emphasizing the importance of courage and unity in the shared goal to advance gender equality in public administration. Attendees underscored that Mauritius and Senegal are champions for other countries in Africa, and the rest of the continent will closely observe their progress to glean lessons they can apply in their

national contexts. The representative of **Tanzania** reiterated the country's intention to begin developing an action plan with support from the United Nations.

Ms. Vandana Jodhoa, Head Gender Unit of the Ministry of Gender Equality and Family Welfare of **Mauritius**, recognized that the action plan developed with the support of the United Nations is an ambitious initiative and expressed gratitude to the other government representatives for their support throughout the workshop. He said that Mauritius benefited from the experiences shared at the workshop, and the government is committed to implementing and monitoring the action plan after its approval.

Senegal stated that even if other countries consider them as pioneers, they learned a lot from each other and also from the action plan developed by Mauritius. Senegal is progressing towards implementing the action plan through deliberate and anticipatory transformations, as well as collaborative efforts.

UNDP and UN Women reaffirmed their commitment to supporting the implementation and dissemination of plans in the region, emphasizing that ownership processes are just as crucial as their outcomes. As a final task, participants reflected on their experiences during the workshop and completed an evaluation survey (please see Annex 4).

Deliberations and Conclusions



Participants were encouraged to actively engage in discussions, which took place both in plenary sessions and within smaller working groups. Plenary and group sessions provided opportunities for participants to reflect on the specific themes covered in expert presentations and contribute their own country experiences.

Participants further engaged in group work to review the action plans of Mauritius and Senegal and suggested recommendations to strengthen the plans as part of the collaborative process. The exchange of knowledge among countries and the peer review of the project countries' action plans considered contextual elements, including social, cultural and political norms that shape workplace environments, especially at the subnational levels of government.

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

- *Institutional and policy frameworks and accountability mechanisms* to enhance gender equality, including organizational structures and processes that promote a gender-responsive and accountable environment.
- *Human resource policies and practices* to ensure inclusivity and equal opportunities for all, including recruitment, retention, promotion, and professional development practices that foster gender balance, particularly at the leadership levels.
- *Evidence and data-based analysis* to monitor progress towards gender parity and the impact of measures aiming to improve gender equality, especially in leadership positions.

Groups were encouraged to pay specific attention to differences at the national and subnational levels.

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



Day one: For the first group work, countries were divided into two groups, each led by one of the two project countries. Group 1, led by Mauritius, included representatives of Angola, Cape Verde, Lesotho, Nigeria and São Tomé. Group 2, led by Senegal,

included representatives of Seychelles, Tanzania, Uganda, Zambia, South Africa. Each group discussed what they found to be effective policy experiences towards gender equality in public administration and focused on enabling factors for their success, as well as difficulties faced in their implementation.

Participants agreed that robust legal frameworks promoting gender equality and the elimination of discrimination were crucial. A highlighted measure was the institutionalization of Parity Laws, which vary by country but all aim to increase women's participation in decision-making roles. In **Angola**, for example, the law mandates that women should occupy 30 per cent of leadership positions, but the country has already reached 39 per cent of female representation. Other success factors identified include a strong legal framework, specific government structures to

coordinate gender issues, and political will at all levels. In **Mauritius**, all ministries have integrated gender statements in their annual reports and receive funding to support gender issues. Challenges include the implementation and follow-up of laws, engaging men in gender equality efforts, and cultural, social, and religious pressures on women. Examples provided included how the Prime Minister's leadership on gender issues has spurred other ministries to follow suit, with parliament approving a gender-responsive budget in **Sao Tome**. In **Nigeria**, challenges revolve around implementing existing policies, necessitating champions to drive gender issues forward. At the local level, challenges are compounded in some countries by lack of capacity due to the recent introduction of decentralization legislation, limited resources and policy discontinuity. The subnational experience varies, with difficulties in ensuring equal representation due to elite capture and entrenched stereotypes.

Day two: Group work dived into the first part of action plans presented by Senegal and Mauritius. The two groups discussed: 1. What recommendations on institutions and/or policy frameworks do you propose for Mauritius/Senegal to improve gender equality in public administration both at the national and subnational levels? 2. What specific actions do you recommend for enhancing coordination and accountability mechanisms in Mauritius/Senegal at the national and subnational levels? Countries kept the same grouping as on day one, with the addition of Sierra Leone to the group led by Mauritius. Suggestions made by participants included: establishing an inter-ministerial working group tasked with overseeing all actions related to the action plan and incorporating gender equality aspects into public administration reviews; strengthening the performance of gender units in terms of capacity-building, leadership, profiling, and resources; and replacing "gender unit" with "gender directorate".



Day three: Country representatives were asked to switch groups and focus on two questions in separate sessions: 1. What recommendations on human resource policies do you propose for Mauritius's and Senegal's action plans to increase women in leadership positions at the national and subnational levels (with a focus on retention, work-life

balance, and workplace harassment)? 2. What recommendations on data and evidence-based analyses do you propose for Mauritius's and Senegal's action plans to increase women in leadership positions at the national and subnational levels? Group work focused on gender gaps, why they exist and how they can be addressed.

In discussing human resources policies, **Sao Tome** recalled its policy mandating 40 per cent female representation in recruitment for both public and private entities. **Senegal** advocated for merit-



based recruitment using accurate data to achieve genuine gender equality. Ms. Resta reminded participants that quotas do not need to contradict meritocracy; this is evident when special HR measures allow the selection of women when they are equally qualified as men.

Cape Verde emphasized the importance of transparent recruitment criteria and public acceptance of women in leadership roles. There was a consensus on the significance of mentorship programmes to empower women and help them gain qualifications and confidence. **Nigeria** specifically suggested establishing such programmes for women in leadership roles. Addressing harassment was also discussed. Countries stressed the importance of accurately recording harassment cases. **Cape Verde** mentioned developing a programme to address the prevalence of harassment by higher-ranking individuals and women's fear of reporting. **Senegal** noted the silence on harassment within human resources departments. **Lesotho** reported progress in educating both men and women about acceptable and unacceptable behaviours related to harassment.

Regarding data and evidence-based decision-making, groups noted challenges with accessing government data on public servants. **Sierra Leone** highlighted that administrative data, particularly payroll information updated monthly, is the most reliable and accessible. **Senegal** highlighted the critical role of accurate data in avoiding biased decisions and promoting gender equality. **Tanzania** emphasized the importance of data validation by the government. Participants stressed the necessity of data protection laws to facilitate access. **Cape Verde** emphasized the importance of educating policymakers on interpreting statistical data accurately to avoid misinterpretation and ensure effective policymaking.



Day four: Group work focused on providing concrete suggestions and feedback to help refine the draft action plans of Mauritius and Senegal. In two group sessions, the project countries discussed strategies for the effective implementation of

their action plans with participating countries. The final report back to the plenary underscored the positive and collaborative environment of the workshop and the importance of sharing experiences and mutual learning for capacity enhancement.

Action Points Recommended for Implementation by Participating Countries

After having peer-reviewed the draft gender equality action plans of Mauritius and Senegal, participants commended the two project countries for undertaking such an important step. Several countries mentioned that these strategies will be looked at carefully as pioneering examples in the African continent. Countries noted that the two action plans have identified and attempted to address significant barriers to women’s career progression in the civil service. Participants highlighted the following points for consideration during the refinement of the two action plans and for their successful implementation:



Institutional Framework and Policy Implementation

- Emphasize robust legal frameworks like Parity Laws and the enactment of quotas at national and subnational levels to promote gender equality, equal remuneration for equal work and eliminate discrimination.
- Ensure effective government structures, financial resources, political will, and recognize the need to address the broader cultural, social, and religious determinants of gender norms.
- Strengthen synergies across the various elements of the institutional framework for gender equality.
- Include risk factors in the action plan template developed by the project, emphasize communication and monitoring, and consider subnational differences in implementation strategies.

- Implement gender audits, develop tailored tools for staff at different seniority levels, and ensure accountability through legal provisions and regular reporting to parliament.
- Review the performance of the gender machinery through technical committees composed of gender focal points and establish sectoral gender policies with high-level focal points in each ministry.
- Establish gender markers for evaluation and accountability, supported by a gender commission, and conduct regular performance review meetings to track progress.

Human Resource Policies and Practices

- Mandate female representation in recruitment processes while emphasizing transparent and merit-based recruitment practices.
- Ensure fairness in human resources policies by providing capacity building and training for recruitment panel members to ensure fair and inclusive hiring processes.
- Document and track the recruitment and advancement of women into leadership roles for accountability and progress monitoring.
- Implement leadership and specialized training programmes to enable women to compete in fields dominated by men.
- Implement measures to support work-life balance for women and create conducive working environments, such as providing good sanitation and changing rooms for mothers with babies and extending parental leave.
- Address harassment by improving reporting mechanisms, better recording cases, developing manuals on sexual harassment and educating both genders on acceptable behaviour.
- Conduct online surveys on organizational climate and establish databases of women for potential outreach efforts.

Data and Evidence-Based Analysis

- Utilize statistics – including sex-disaggregated data by grade of civil servants – to measure progress in the implementation of the action plans and assess their impact on advancing gender equality both at the national and subnational levels. Validate the data that is collected to ensure accuracy and reliability.
- Explore innovative approaches to data and evidence-based analyses of gender gaps and integrate applicable strategies into the action plans.
- Consider adopting dashboard systems like New Zealand’s Public Service Leadership Dashboard to track progress and performance related to gender parity.
- Enhance capacity development and make statistics more accessible to raise awareness about existing gender gaps in public administration.
- Address challenges in accessing government data on public servants.
- Implement data protection laws to facilitate access.

Countries commented on the effectiveness of cross-learning, sharing of experiences and peer reviewing, as demonstrated during the four days of the workshop, and asked that refined gender equality action plans by Mauritius and Senegal be shared upon completion. Ms. Resta invited all

participants to continue to refer to the [Moodle platform](#) for sharing and disseminating knowledge.

ANNEXES

ANNEX 1 Participant List

N.	Name, title	M/ F	Agency	Country
1	Kamutondo Manuel, Chief of Departamento da Direcção Nacional do Trabalho	F	Ministry of Public Administration, Labour and Social Security	Angola
2	Marisa Carvalho, Chairwoman	F	Cape Verdean Institute for Gender Equality and Equity Public Sector, Ministry for Family, Inclusion and Social Development	Cape Verde
3	Tankiso Masao, Deputy Principal Secretary	F	Ministry of Public Service	Lesotho
4	Vandanah Jodhoa, Head Gender Unit	F	Ministry of Gender Equality and Family Welfare	Mauritius
5	Nisha Seereekissoon, Coordinator, Gender Unit	F	Ministry of Gender Equality and Family Welfare	Mauritius
6	Valerie Antoinette, Coordinator, Gender Unit	F	Ministry of Gender Equality and Family Welfare	Mauritius
7	Anjiv Ramdhany, Senior Government Official, Administrative and Institutional Reforms,	M	Ministry of Public Service	Mauritius
8	Lina Pyneandee, Human Resource Management Officer	F	Ministry of Public Service Administrative & Institutional Reform	Mauritius
9	Anne Onyinye Onyiah, Senior Technical Specialist to the Minister of Women Affairs	F	Ministry of Women Affairs	Nigeria
10	Eloísa Cabinda, Adviser to the Minister	F	Ministry of Justice, Public Administration and Human Rights	São Tomé
11	Aboune Diatta, Director of Workforce Management, Employment and Skills Planning	M	General Directorate of the Civil Service, Ministry of the Civil Service and Public Service Reform	Senegal
12	Haby BA, Gender Communication and Advocacy Officer	F	Ministry of Family and Solidarity	Senegal
13	Aminata Ndoye, Coordinator, gender cell	F	Ministry of town planning, Local authorities and Regional Planning	Senegal

14	Marthe Eugene Khady, High School Principal	F	Municipality of Niomre	Senegal
15	Jane Larue, Director-General	F	Ministry of Family Affairs	Seychelles
16	Charles B. Vandi, Chief Director	M	Ministry of Gender and Children's Affairs	Sierra Leone
17	Yoliswa Makhasi, Director General, and Administration of South Africa and AAPAM's Vice President for Southern Africa	F	Department of Public Service and Administration	South Africa
18	Rennie Varian Gondwe, Assistant Director for Gender	F	Gender Development Department, Ministry of Community Development, Gender, Women and Special Groups	Tanzania
19	Angela Nakafeero, Commissioner, Gender and Women Affairs	F	Ministry of Gender, Labour and Social Development	Uganda
20	Limpo Sishekanu, Principal Gender Officer	F	Office of the President	Zambia
21	Charlotte Pierre, High Commissioner	F	British High Commission, Mauritius	United Kingdom
22	Kate Chamley, High Commissioner	F	Australian High Commission, Mauritius	Australia
23	Kiran Seetohull, Political Officer	F	Australian High Commission, Mauritius	Australia

United Nations

24	Lisa Simrique Singh, Resident Coordinator Mauritius & Seychelles	F	United Nations Resident Coordinator's Office (UNRCO) for Mauritius and Seychelles.
25	Amanda Serumaga, Resident Representative	F	UNDP Mauritius and Seychelles
26	Fatuma Hassan Musa, OIC	F	UNDP Mauritius and Seychelles
27	Renooka Beejan, Head of Socio-Economic Development Unit	F	UNDP Mauritius and Seychelles
28	Valentina Resta, Senior Governance and Public Administration Officer	F	UN DESA

29	Aimee Muziranenge, Programme Specialist & Head of Transformational Governance Unit	F	UNDP Rwanda
30	Fanta Sow Program Officer, Women Political Participation	F	UN Women Senegal
31	Manisha Rima Teelokee, Project Assistant, Socio-Economic Development Unit	F	UNDP Mauritius and Seychelles
32	Mithulina Chatterjee Head of UN Resident Coordinator's Office	F	RCO Mauritius and Seychelles
33	Ndeye Amy Ndiaye Independent Consultant	F	UN Women Senegal
34	Roshini Brizmohun-Gopaul, Senior Lecturer	F	University of Mauritius and National Consultant, UNDP Mauritius
35	Bibi Farzina Lowtun-Boolakee, Gender and Monitoring and Evaluation Officer	F	UNDP Mauritius and Seychelles
36	Jean Yan Norbert, Communications Assistant	M	UNDP Mauritius and Seychelles
37	Fatuma Musa Operations In Charge UNDP Mauritius	F	UNDP Mauritius and Seychelles
38	Don Divin Bizimungu, Operations Support	M	UNDP Mauritius and Seychelles
39	Shadrack Wakhura, Operations Support	M	UNDP Mauritius and Seychelles
40	Erwyn Veerapen, IT Assistant	M	UNDP Mauritius and Seychelles
41	Sharon Sunessee, Communication Officer	F	UNDP Mauritius and Seychelles

Annex 2: Draft National Action Plan, Mauritius

Goal: To ensure equitable participation and representation of men and women in governance

Baseline: proportion of women in leadership positions in public administration in Mauritius in 2023: 39%

Timeline: From January 2025 to 2030

Target: 50% of women in leadership positions reached by 2030

National gender policy objective 4.2.3: To ensure equitable participation and representation of men and women in governance in the public sector.

Strategy (vi): promote representation of men and women in all areas of decision making including special measures where there is a need to bring women into the decision-making levels.

Action	Indicators	Means of Verification	Time Frame	Required Resources	Responsible Party	Required but missing capacities	Budget (USD)
Institutional and policy framework							
Raise awareness continuously on equal representation and participation of men and women in all areas of decision-making through gender-responsive training programmes and awareness raising using innovative tools Target audience: Civil servants	Number of training programmes (online and face-to-face) organized annually Percentage of participants reached across different ministries and departments: 10% of public servants reached per year. Number of innovative tools developed	<ul style="list-style-type: none"> - Attendance sheet, disaggregated by sex, of attendees at the working groups; gender sensitization dialogues/ training sessions. - Feedback from male and female attendees/ viewers - Record of distribution across ministries, local government, and Regional 	On-going over the 5 years	Trainers; IT equipment; logistics	MPSAIR and MGEFW in collaboration with Civil Service College Mauritius	<p>Ensure presence of men in sensitization dialogues</p> <p>To be funded by Development partners</p>	60,000

		Rodrigues Assembly					
To ensure that the recruitment legislation in public administration is gender sensitive	Number of recruitment legislations revised (at levels of PSC, LGSC).	Recruitment regulations reviewed and revised through a gender lens	2025-2028	Technical assistance; funding	Prime Minister's Office		
To ensure gender parity in the posting of senior officials across all ministries	Number of male and female senior officials distributed across ministries	HR of ministries and departments	2025-2028	Funding; human resources;	Secretary to Cabinet	Committee to be set up at highest level	
Local authorities: To develop a common gender action plan to promote women in all areas of decision-making for local authorities with collaboration of the Association of Urban Authorities and Association of District Council	Number of recommendations of action plan implemented	One common gender action plan drafted and validated	2025-2030	Technical assistance	Ministry of Local Government	Ensure a representative of MGEFW in gender cell committee	
Human resource policies and practices							
Possible lead: Ministry of Public Service, Administration and Institutional Reforms							
To build the capacity of women in executive managerial/	Number of female employees trained in executive	Annual reports of Ministries/ Local Authorities	Annually	Existing / new staff recruited for training purposes	MPSAIR in collaboration with CSCM	Funding allocation	

leadership skills for women	managerial/ leadership by ministries/ local authorities						
To consider extending maternity leave from 14 weeks to up to six months on full pay	Representation made to Pay Research Bureau	Public Research Bureau Report	Next PRB report	Funding	Ministry of Labour Human Resource Development and Training; PRB		
To advocate paternity leave for 5 days on full pay (outside from vacation leave) to encourage men to share responsibilities for childcare.*	Representation made to PRB	PRB Report	Next PRB report	Funding	Ministry of Labour, Human Resource Training and Development; PRB		
Conduct trainings needs assessment at decision making position for women.	Number of training needs assessment report published	Training committee report with gender-disaggregated information on recommendations	Yearly	Dedicated training needs assessors	MPSAIR		
Improve mechanism for Family leave to care for elderly persons and children	3 days allocated for family care (not from casual leave)	PRB Report	Yearly	Committee set up MPSAIR to make recommendation	MPSAIR		
To put in place a mechanism (sensitization; raising awareness; possibility of toll-	Number of sensitization conducted	Reports compiled at the level of Ministry of LHRTD	2025-2030	Technical support	Ministry of Labour, Human Resource Training and Development		

free line and gender desk) to address gender based violence at the work place	Number of reported cases of GBV at the work place						
Evidence and data-based analysis							
Build capacity of Statistics unit in each ministry to collect, analyse and share gender data using e-HR systems	Number of trainings conducted	Attendance sheet of training sessions	Half yearly	Trainers	Statistics Mauritius and MGEFW	Technical expertise	
Establish a monitoring system at the level of MGEFW for the collection of accurate, relevant and adequate data (for evidence-based gender policy making)	One gender monitoring system established	Reports published from Gender Information system	2025	IT systems; software development; trained personnel	MGEFW; Ministry of Information Technology, Communication, and Innovation	Technical expertise	
Collect sex-disaggregated data for the publication of a Gender Statistics in Public Administration Yearbook	Availability of sex-disaggregated data	Gender Statistics in Public Administration Yearbook published	Annually	Trained statisticians	Statistics Mauritius		

* The latest Budget speech includes paternity leave that has been extended to 4 weeks!

Annex 3: Draft Action Plan, Senegal

Base de référence : 2024 - 2030* **D'ici 2030, un leadership féminin affirmé dans l'administration publique sénégalaise pour assurer une gestion équitable des ressources par des hommes et des femmes jouissant des mêmes droits et devoirs.**

Action	Indicateur	Moyens de vérification	Délai (4 T)	Ressources requises	Structures responsables	Partenaires techniques et financiers	Budget* (CFA francs)
Politiques et institutions							
Mener une Campagne de sensibilisation et de vulgarisation pour que les acteurs et les destinataires s'approprient de la SNEEG	Le document SNEEG actualisé est disponible. 1- Niveau de connaissance du contenu de la SNEEG. 2- Nombre de cibles touchées	Les rapports d'activités des différentes sessions de vulgarisation	Année 1	RH - Ressources financières - matérielles	Ministère de la Femme et de la Solidarité	ONU FEMMES PNUD AMC(PRIEEG) Banque mondiale Collectivités territoriales	10 millions par région : 140 millions
Élaborer un projet de loi sur la prise en compte effective de l'égalité Homme-femme dans l'administration publique	Adoption du projet de loi	Journal Officiel	Année 1 et 2	Plaidoyer – Ressources Financières	Présidence de la république Assemblée nationale Primature Ministère de la justice (DDH), Fonction publique, MFS, MCT	ONU FEMMES PNUD USAID AFD	50 millions (plaidoyer, pour les consultations, les ateliers de rédaction, suivi, évaluation et audits d'application)

Prendre le décret d'application de la loi pour une prise en compte effective de l'égalité des sexes dans le secteur du travail, qui crée l'Observatoire national sur la discrimination au travail	Mise en place de l'observatoire	JO	Année 1 et 2	Plaidoyer – Ressource financières	Présidence de la république Ministère du travail	Présidence de la république Ministère du travail	30 millions
Poursuivre le processus d'institutionnalisation du genre dans les ministères sectoriels	Pourcentage de cellules genre et équité mis en place	Rapports disponibles	Année 1 et 2	Ressources humaines - ressources financières matérielles	MFS MFP MINISTERES SECTORIELS	ONU FEMMES PNUD USAID AFD	50 millions
	Nombre d'audits genre réalisé	Rapports disponibles	Année 2	Ressources humaines – ressources financières - matérielles	MFS DEEG MINISTERES SECTORIELS MCT	ONU FEMMES PNUD USAID AFD	30 millions par Ministère / 750 000 000
Mettre en place d'un système d'information opérationnel	Existence d'un dispositif opérationnel	Production de rapports Statistiques Bulletins de liaison Plateforme	2026	Ressources humaines qualifiées, financières et logistiques	Ministères sectoriels		1 000 000

Cible : agents de l'administration publique homme-femme

Action	Indicateur	Moyens de vérification	Délai (4 T)	Ressources requises	Structures responsables	Budget (CFA francs)
Données						
<p>Mettre en place une plateforme nationale d'information et de gestion des données désagrégées en genre</p> <ul style="list-style-type: none"> - Signer une convention de partenariat entre l'ANSD et le ministère de la famille et des solidarités pour la mise en place de la plateforme - Atelier de partage, d'information et de collecte des contributions des acteurs ; - Atelier de présentation de la maquette de la plateforme ; - Atelier de validation technique de la plateforme ; - Atelier de validation politique 	<p>Existence d'une plateforme fonctionnelle</p> <ul style="list-style-type: none"> - Convention signée - Rapport d'atelier - Rapport d'atelier - Rapport d'atelier 	<p>Plateforme opérationnelle</p> <p>Disponibilité du rapport</p>	Année 1	Ministère de la famille et des solidarités, ANSD, PTF	<p>MFS</p> <p>ANSD</p> <p>Coordonnatrice</p> <p>Cellules Genre des sectoriels</p> <p>Institutions universitaires</p> <p>PTFs</p> <p>Commission de données personnelles</p> <p>ONP</p> <p>Sénégal numérique</p> <p>Société civile</p> <p>Université</p> <p>Think tank ADIE</p> <p>Collectivités territoriales</p> <p>Etc.</p>	
Renforcer les capacités des acteurs	Nombre d'acteurs formés	Rapports de formation	T3 (2025)	Ressources humaines qualifiée -	Ministères sectoriels	

dans la production de données désagrégées sensible au genre				ressources financières - matérielles	DEEG ONP	
- Session de formation des acteurs au niveau central () - Session de démultiplication au niveau territorial	Taux de participation des acteurs au niveau central Taux de participation des acteurs au niveau territorial	Rapport de formation	Année 2 Année 1	Ressources humaines qualifiées Ressources financières et matérielles	MFS MFP CEPS Coordonnatrice Cellules Genre des sectoriels Institutions universitaires PTFs Etc.	
- Mettre en place un mécanisme de suivi évaluation de la plateforme - Effectuer une mission de supervision ; - Élaboration des rapports périodiques	- Existence d'un dispositif de suivi évaluation - Rapport de mission - Rapport périodique - Rapport d'étude	Rapport disponible	Année 2	Ressources humaines qualifiées Ressources financières et matérielles	MFS ANSD	10 000 000
Réaliser des études sectorielles sensible au genre	100%	CEPS, CGE, Rapport de suivi et évaluation	Année 1	Ressources humaines qualifiées Ressources financières et matérielles	CEPS CGE ANSD	100 000 000
Financer des bourses de recherche doctorale, des	25 bourses de recherche octroyées à	Rapports de performance du	Année 2	Ressources financières	MESRI MCT	75 000 000

articles ou des certifications sur la production de données sur des sujets spécialisés qui ne sont pas couverts par les enquêtes standard	des femmes sur des sujets spécialisés qui ne sont pas couverts par les enquêtes standard	ministère de l'Enseignement supérieur, de la recherche et de l'innovation (MESRI)		Ressources techniques	MFP	
Renforcer les capacités : Renforcer les capacités des agents sur les outils de collecte et d'analyse des données Renforcer les capacités des consultants sur la méthodologie d'analyse des données sensibles au genre	-Nombre de personnes/ agents capacités -Volume horaire des modules de formation -Contenu des modules	Compte rendu Rapports	Année 2 Année 3 Année 4	Ressources humaines qualifiées Ressources financières et ressources logistiques	MFP MFS MCT	4 000 000
Renforcer le plaidoyer pour la consolidation des données sensibles au genre au niveau central	Nombres de plaidoyers menés Nombre de personnes touché par le plaidoyer	Rapport Fiche de présence Nombre d'activités de plaidoyers menées	Année 2 Année 3 Année 4	Ressources humaines qualifiées Ressources financières et ressources logistiques	ANSD MFS Primature	50 000 000

Ressources Humaines

Action	Indicateur	Sources/moyens de vérification	Délai	Ressources requises	Structures responsable	Partenaires Techniques et Financiers	Budget
Généralisation de la désignation des PFG AU NIVEAU DES CL	100% des CL disposent de PFG	Lettre de désignation et actes de mise en place	Année 1	Cellules genre des Ministères	MCT MFS	USAID, coopération italienne, allemande, canadienne	Sans coût
Sensibiliser les Collectivités et les autorités administratives sur les enjeux de l'intégration du genre dans les commissions	Nombre de collectivités sensibilisés	Compte-rendu des activité	Année 2	Ressources techniques Ressources financière	MFP MFS MCT	USAID, coopération italienne, allemande, canadienne, projets et programmes	84 000 000
Organiser des ateliers au niveau local et des foras au niveau national	Nombre de personnes touchées	Compte rendu des ateliers	Année 2	Ressources techniques Ressources humaines	MCT MFP MFS	USAID, coopération italienne, allemande, canadienne, projets et programmes	150 000 000
Instaurer une présidence tournante au sein des jurys de concours et des commissions de recrutement	% de femmes représentées	Liste des membres de la commission ou du jury	Année 2	Primature MFP Bureau Organisation Méthode	MFP MFS	USAID, coopération italienne, allemande, canadienne, projets et programmes	
Installer des mécanismes de contrôles et de régulation au niveau national et local avec l'intégration des cellules genre des ministères	Nombres de mécanismes de contrôle et de régulation mis en place	Acte de désignation des membres	Année 2	Ressources financières et techniques	MFP MFS	USAID, coopération italienne, allemande, canadienne, projets et programmes	140 000 000
Mener une campagne de communication pour susciter la	50 % des femmes	Supports de communication (banderoles et Kakemono)	Année 2	Ressources humaines qualifiées en genre	MFP MFS ONG	USAID, coopération italienne, allemande, canadienne, projets et programmes	100 000 000

participation des femmes dans les instances de prise de décision							
Favoriser des ressources humaines de qualité composées d'hommes et de femmes compétents	% de femmes cadres supérieures présentes dans les instances de décision	Enquêtes Interviews Fiches de renseignement auprès des chefs		Ressources humaines qualifiées	Présidence de la république, Ministères sectoriels	État du Sénégal MFP MFS	15 000 000
Renforcer les capacités des agents		Direction des Ressources Humaines DAGE Rapport et système de suivi et évaluation	Année 2		DAGE		
Elaborer un manuel sur le harcèlement sexuel dans l'environnement du travail	-Qualité du manuel -processus de validation -Nombre d'ouvrage imprimé et vulgarisé	Rapport de la commission de sélection Rapport de validation Rapport du nombre de documents disséminé	Année 2	Ressources humaines qualifiées Ressources financières	MFS MCT MJ	USAID, coopération, canadienne, projets et programmes	20 millions
Développer un programme de mentorat	Qualité du programme, Nombre de personnes appropriant le programme (acteurs et bénéficiaire)	Rapport d'activités Rapport d'orientation méthodologique	Année 1 Année 2 Année 3	Ressources humaines Ressources techniques et logistiques	Tous les sectoriels	USAID, coopération italienne, allemande, canadienne, projets et programmes	50 millions

Développer un programme de conciliation de la vie familiale et professionnelle	Nombre de secteur touché Nombre de personnel féminin bénéficiaire Nombre de textes adopté en ce sens	Rapport d'activités Textes adoptés	Année 1 Année 2 Année 3	Ressources humaines Ressources techniques et logistiques	MFP MFS Tous les sectoriels	USAID, coopération italienne, allemande, canadienne, projets et programmes	50 millions
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Senegal action plan: Acronyms and abbreviations

ADIE	Agence de l'Informatique de l'Etat
AFD	Agence Française de Développement
AMC	Affaires Mondiales Canada
ANSD	Agence Nationale de la Statistique et de la Démographie
ARD	Agence Régionale de Développement
CDP	Cellule de Planification
CEPS	Cellule des Etudes de la Planification et du Suivi Evaluation
CGE	Cellule Genre et Equité
CL	Collectivité local
DAGE	Direction de l'Administration Générale et de l'Equipement
DEEG	Direction de l'Équité et de l'Egalite de Genre
DRH	Direction des Ressources Humaines
DDH	Direction des Droits Humains
JO	Journal Officiel
MFS	Ministère de la Famille et des Solidarités
ONP	Organisation Nationale de la Parité
ONG	Organisation Non Gouvernementale
MCT	Ministère des Collectivités Territoriales
MFP	Ministère de la Fonction Publique
MESRI	Ministère de l'Enseignement Supérieur de la Recherche et de l'Innovation
MJ	Ministère de la Justice
PGF	Points Focaux Genre
PNUD	Programme des Nations Unies pour le Développement
PRIIEG	Projet de renforcement institutionnel pour l'équité et de l'égalité de genre
PTF	Partenaires Techniques et Financiers
RH	Ressources Humaines
SNEEG	Stratégie Nationale pour l'Equité et l'Egalité de Genre
UAEL	Union des Associations des Élus Locaux
USAID	Agence Américaine pour le Développement International

SAGE Secrétaire de l'Administration Générale et de l'Équipement

Annex 4: Participants' Evaluation Report

Background Information

The Capacity Development Workshop titled “Promoting the presence and leadership of women within public institutions at the national and local levels in Africa” was held in Mauritius from 4 to 7 June 2024. The workshop was attended by 23 officials and experts from 15 countries (20 female and three male officials).

Evaluation by Participants - Quantitative Assessment

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

- Overall satisfaction: 60 per cent of the respondents were very satisfied with the overall meeting, and 40 per cent were satisfied.
- Clarity of the meeting objectives: 80 per cent of the respondents were very satisfied.
- Organization and management: 67 per cent of the respondents were very satisfied, and 33 per cent were satisfied with the organization of the sessions.
- Quality of presentations: 67 per cent of the respondents were very satisfied, and 33 per cent were satisfied.
- Sharing of knowledge: 60 per cent of the respondents were very satisfied, and 40 per cent were satisfied with the sharing of knowledge on strategies to advance gender equality in the public sector.

Number of participants	Very satisfied	Satisfied	Neutral	Unsatisfied	Very unsatisfied	Total
Overall satisfaction with the meeting	9	6	0	0	0	15
Clarity of the meeting objectives	12	3	0	0	0	15
Organization and management of the sessions	10	5	0	0	0	15
Quality of presentations	10	5	0	0	0	15
Sharing of knowledge on strategies to advance gender equality in the public sector	9	6	0	0	0	15

Evaluation Survey of Africa Regional Workshop, 4-7 June 2024



Evaluation by Participants - Qualitative Assessment

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

The meeting significantly enhanced participants' understanding of gender parity in public institutions by highlighting the importance of adopting strategies and tools in their respective countries to better address the challenges faced by women. Many attendees found the meeting crucial for focusing on efforts towards gender equality in public administration, which are less known than those to enhance political representation. They emphasized that while challenges may be similar across countries, the approaches and action plans can differ significantly. The meeting provided a valuable opportunity to learn from the experiences of other Member States, particularly regarding women's participation in decision-making processes and the structural changes brought about by greater gender parity in public institutions. Overall, participants found the meeting enriching and appreciated the prospects and avenues it opened for future action.

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

Key takeaways from the review included the importance of measures at the legal, institutional, political, human resources, and data levels. The need for stakeholder identification and the use of sex-disaggregated data to inform policy programming and decision-making, as well as the engagement of men in addressing gender inequality, were highlighted. Participants emphasized

the necessity of identifying gaps and coordinating efforts at all levels. The peer review also underscored the positive aspects of increasing the representation of women in decision-making roles. Additionally, there was recognition of the importance of engagement at national and subregional levels, including with other countries on the continent. Learning from other countries' experiences, such as implementing a quota system and addressing financial constraints, was seen as particularly valuable.

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

Respondents commented that the action plans of Mauritius and Senegal were strengthened after the peer review. The external perspective offered by the meeting helped attendees understand the strengths and weaknesses of their action plans, underscoring the importance of data, unified action, and competent human resources. The meeting was pivotal in illustrating the process to attain gender equality in public administration and providing participants with knowledge regarding action plans, feasibility of actions, identification of indicators, as well as new ideas and experiences that could be applied locally. It helped many realize the necessity of learning from others to refine their measures. The meeting was especially effective in emphasizing the need for women in leadership roles and the positive impact of group exercises conducted by Senegal and Mauritius. Several participants expressed plans to implement similar initiatives in their own countries, inspired by the discussions and having received the know-how.

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

Suggestions included:

- Involving more countries and organizing similar meetings at local levels.
- Providing more information on paper, logistical notes and sharing documents like the draft action plans before the meeting¹.
- Allowing for more time for exchanges during sessions and improving interpretation services.
- Organizing meetings in locations near urban centres to avoid the feeling of being confined to a hotel.

¹ Both draft documents were e-mailed to participants before the meeting