



DRAFT AGENDA

**ADDRESSING GENDER
IN PUBLIC MANAGEMENT**

2nd October 2009 Paris, France



8.30-9.00	Registration and welcome coffee in the OECD Conference Centre, 2 rue André Pascal, 75016 Paris, France
9.00-9.30	Opening Session
<p>Opening statements</p> <ul style="list-style-type: none"> • Mr. Azzeddine Diouri, Secretary-General, Ministry for Public Sectors Modernisation, Morocco • Eng. Ghada Labib Abdel Ghany, Minister’s Assistant for Institutional Development Affairs, Ministry of State for Administrative Development, Egypt • Mr. Martin Forst, Head, Public Sector Management and Performance Division, Public Governance and Territorial Development Directorate, Organisation for Economic Co-operation and Development • Dr. Soukeina Bouraoui, Executive Manager, Centre for Arab Women Training and Research, Tunisia • Ms. Taghreed H. Badawoud, Head of Arab and International Relations, Arab Administrative Development Organisation 	
9.30-11.30	Session 1: Personnel policies: Addressing gender objectives in the management of human resources
<p>Objectives and structure:</p> <p>Based on the presentation of country case studies, discussants will examine which human resource management arrangements have been developed to respond to gender objectives and what are the main benefits for the performance of the public service.</p> <p>The objective of gender-sensitive personnel policies is to ensure the adequate representation of women within the public sector. Participants are invited to present their national strategies and experiences in order to ensure (i) women’s employment in the public sector, notably the adequate representation of women in decision-making posts, (ii) the provision of equal and merit-based employment opportunities in terms of legal rules, selection, advancement and promotion; (iii) the provision of specific capacity-building to support women’s professional development, notably at middle and senior level, (iv) flexible working procedures to deal with professional and private life.</p> <p>Presentations of country case studies</p> <p>Questions from the audience and discussion</p>	
11.30-12.00	Coffee break
12.00-13.00	Session 2: Gender-tests of existing and new legislation: Introducing gender analysis into regulatory quality frameworks
<p>Objectives and structure:</p> <p>Based on the presentation of country case studies, discussants will explore the importance of reviewing existing and intended regulations that may contain direct or indirect discriminations, or, on the contrary, contribute to an enabling environment for gender equality. Participants will discuss the use of legal measures and regulatory provisions to promote gender-friendly administrative structures and mechanisms. They will report on their national policies and experiences with analysing the impact of existing and new legislation on women and men (Regulatory Impact Assessment).</p>	

<i>Presentations of country case studies</i>	
<i>Questions from the audience and discussion</i>	
13.00-14.30	<i>Lunch</i>
14.30-16.30	Session 3: Gender responsive budgeting: Integrating the gender dimension in public budgets
<p><i>Objectives and structure:</i></p> <p>Gender responsive budgeting takes into account the differential direct and indirect effects of government expenditures and revenues on women and men. It recognises that women and men have different needs, interests and priorities that should be equally addressed by fiscal policy and government budgets. Gender responsive budgeting is not about separate budgets for women or men, or about budgets divided equally. Gender responsive budgeting specifies the proportions of the national budget that are used to benefit women and men, respectively.</p> <p>Participants will present their national strategies for incorporating a gender perspective into different levels of the budgetary process. They will reflect on whether gender budgeting is a universally applicable policy instrument, and to what extent the use of gender budgeting can promote gender equality.</p> <p><i>Presentations of country case studies</i></p> <p><i>Questions from the audience and discussion</i></p>	
16.30-17.00	<i>Coffee break</i>
17.00-18.00	Session 4: Wrap-up discussion on achievements and directions
<p><i>Presentation of the findings of the OECD questionnaire and the chapter on Addressing Gender in Public Management. Discussion of the draft work programme on gender to be presented at the upcoming MENA Ministerial Conference on 23th November in Marrakech, Morocco.</i></p> <p>Participants are invited to:</p> <ul style="list-style-type: none"> • translate the information shared in the preceding sessions into work proposals which could be included in the work programme for 2009-14; • bring ideas to the discussion on the types of intermediate outputs which would meet countries' interests and needs; • consider how they might contribute to the implementation of the work programme for 2009-14; • identify opportunities for future co-operation on this thematic issue within the framework of the OECD-MENA Governance Programme; <p><i>Conclusions and next steps</i></p> <ul style="list-style-type: none"> • H.E. Mr. Chris Hoornaert, Ambassador, Permanent Representative, Delegation of Belgium to the Organisation for Economic Co-operation and Development • Mr. Azzeddine Diouri, Secretary-General, Ministry for Public Sectors Modernisation, Morocco • Mr. Carlos Conde, Co-ordinator, OECD-MENA Governance Programme, Organisation for Economic Co-operation and Development 	

NOTES

Background:

Governments in Arab and OECD countries increasingly develop and introduce strategies, policies, and initiatives which pay attention to equality and equal opportunity objectives in the public sector. Public policies can promote gender equality and by this means have an impact on social and economic development.

Addressing the question of gender in public management is critical for the empowerment of women and for the promotion of good governance. The public sector remains the main employer for both men and women in the Arab region. It's therefore crucial to analyse how and to what extent public administrations in Arab countries allow for the participation of women in decision making, foster a gender balanced environment within public management structures and consider the specific needs of women as beneficiaries of public services and policies.

Among the total active female population of Arab countries a high proportion of women work in the public sector. The very high concentration of women in the subsectors of health and education across Arab countries reflects the role traditionally assigned to women in the areas of care and education. Statistical data reveals an underrepresentation of women in senior management positions in the public sector across Arab countries. Despite these persisting disparities in terms of access to decision making positions and sector of activity, decision making is no longer a male monopoly. Arab countries have made considerable progress over the past decades in improving the role of women in the public sector.

The OECD-MENA Governance Programme seeks to take stock of the ongoing policy efforts in Arab countries and to identify current gender initiatives. To this end, the programme facilitates regional policy dialogue and transversally addresses gender questions, in accordance with the strategic directions and programme of work for 2008-10 as approved by Arab and OECD governments at the MENA Ministerial Meeting in November 2007.

Within the context of the OECD-MENA Governance Programme a first meeting on Addressing Gender in Public Management took place on 18 May 2009 in Cairo, Egypt. At the meeting, participants exchanged their experiences on empowering women in public decision making and fostering a gender balanced environment in the public sector by considering the specific needs of women within public management. The meeting was organised by the Egyptian Ministry of State for Administrative Development, the Arab Administrative Development Organization (ARADO), and the Organisation for Economic Co-operation and Development (OECD). On this occasion, representatives from Arab and OECD countries established a Gender Focus Group with the task to reflect on the concrete measures required to introduce the gender dimension in activities undertaken within the OECD-MENA Governance Programme. Based on the presentation of position papers and the following brainstorming exercise, the Gender Focus Group identified the below thematic priorities for the regional policy dialogue between Arab and OECD countries on addressing gender in public management during the next two years:

- Personnel policies: Addressing gender objectives in the management of human resources
- Gender Budgeting: Integrating the gender dimension in public budgets
- Gender-tests of existing and new legislation: Introducing gender analysis into regulatory frameworks

The Gender Focus Group also agreed that the OECD Secretariat would submit a questionnaire to several Arab countries and undertake fact-finding missions. The responses to the questionnaire will provide information on gender equality policies in the public sector that are under development or were recently implemented or evaluated by Arab countries. This input will contribute to a chapter on "*Addressing Gender in Public Management*" in the OECD Report "*Modernising Public Management in Arab Countries*" that will be presented to ministerial delegations participating in the next MENA Ministerial Conference on 23th November 2009 in Marrakech.

Objectives, structure and intended outcomes of the meeting on 2 October:

The meeting on 2 October 2009 in Paris provides an excellent opportunity to present the findings of the questionnaire and the chapter on *“Addressing Gender in Public Management”*. The discussions in session 4 are expected to result in a concrete proposal of regional activities (programme of work for 2010) to support Arab countries in their ongoing efforts to introduce the gender approach in public management. The outcomes of these discussions may also result in the subsequent organisation of a high-level meeting at political level in spring 2010.

The meeting takes place back to back with the meeting of the OECD’s Working Party on Public Employment and Management on 1st October 2009, entitled *“Building a stronger and fairer public service by strengthening diversity”*. Taking advantage of the presence of the OECD experts on Human Resource Management attending the meeting on 1st October, the meeting on 2nd October will thematically pay special attention to the question of addressing gender in Human Resource Management (HRM).

In the effort to provide a comprehensive and whole of government perspective of addressing gender in public management, the meeting will also address the two other priority themes that have been identified by the Gender Focus Group: Session 2 is dedicated to the question of *“introducing gender analysis into regulatory quality frameworks”*, while session 3 focuses on the question of *“integrating the gender dimension in public budgets”*.

In the sessions 1-3, case study presentations will give a comparative overview on gender approaches to public management in Arab and OECD countries. The speakers will draw on their experiences with national strategies, action programmes and pilot projects for the promotion of gender equality in the public sector and present recent trends, key developments, lessons and challenges. Participants will address budgetary and regulatory instruments as well as organisational policies and procedures that can contribute to counteracting inequalities in the public sector. They will identify key factors which aid in overcoming obstacles to introducing gender initiatives in the public sector along with main institutional barriers encountered. The audience will be invited to interact with the speakers in subsequent rounds of questions and answers.