

# Exchange of good practices on gender equality

## Gender Impact Assessment

Austria, 3-4 June 2014

## Summary Report

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## Summary of the exchange seminar

The first good practice exchange seminar of 2014 was held in Vienna on the 3-4<sup>th</sup> of June and focused on Gender Impact Assessment (GIA). Austria presented its approach to Gender Budgeting and regulatory gender impact assessment. Finland, acting as associated country, described its tools for gender impact assessment in law drafting. Besides Austria and Finland, 15 further countries participated in the debate: Belgium, Cyprus, the Czech Republic, Denmark, Estonia, France, the former Yugoslav Republic of Macedonia, Germany, Greece, Lithuania, the Netherlands, Poland, Romania, Sweden and the United Kingdom.

### 1. The good practices in the host and associate country

#### Austria

Austria presented its approach to **gender impact assessment** within the overall performance budgeting of the country. Since 2009 all governmental levels (i.e. federal, state, and municipality) are legally required to achieve effective gender equality budgeting. This obligation is anchored in Article 13 of the Austrian Federal Constitution as a central aim of budgeting and, according to Article 51(8) of the Austrian Federal Constitution, federal budget policy must consider performance targets, including the effective equality of women and men as a fundamental principle.

Within this basis, since 2013 performance budgeting including gender responsive budgeting is obligatory for all federal ministries. This means that within the Austrian multi-annual and annual regular budgeting process, a performance-oriented budgeting exercise is carried out. In effect each ministry and supreme state body is required to define for each budget chapter a maximum of five outcome objectives, with firm measures to realise these, along with appropriate indicators to measure implementation. Gender responsive budgeting is one element of this budgeting exercise and forms the first objective of the five outcomes objectives included in the outcome objectives. The approach centres on an analysis of the status quo and the identification of gender equality outputs and outcomes. Following this, specific measures to achieve these outputs and outcomes are identified together with indicators appropriate for an evaluation of the implementation of the measures.

Alongside this development, in 2013 reforms were made to important elements for the introduction of performance budgeting and the assessment of regulatory impact. Along with the specific rules for the Federal Budget to be outcome focused, the obligation to prepare an impact assessment applies only to draft legislation and projects at federal level. The impact assessments are simultaneous with the draft legislation, running from preparation to parliamentary procedure and to evaluation. This reformed regulatory impact assessment will be applied to all new laws, regulations and directives as well as other larger projects and forms part of the explanatory notes to (draft) bills. The gender dimension, which had already been considered in the former regulatory impact assessment, was reformulated making very clear that the impact on the “effective” equality of women and men should be assessed.

Gender impact assessment as part of regulatory impact assessment is set out in the Federal Budget Act (Bundeshaushaltsgesetz) 2013. The new legislative and practical framework comprises detailed directives, a software programme (IT-tool), handbooks, information and training material, as well as compilations on gender data and statistics to enable an in-depth analysis of expected and unexpected impacts. All new laws, regulations and bigger projects are to be checked against their impact on gender equality and other defined policy areas (financial, economic, environmental and social impacts as well as impacts on consumers, citizens and children). If substantial impacts in one of the areas are identified, laws will be subject to an in-depth assessment. A gender equality directive specifies that the impact aspects must be assessed and comprises six areas forming the focus of the analysis as follows:

- Payments to natural or legal persons:
  - Who is the target group for subsidies, allowances, etc.?
  - Who actually benefits from these payments?
  - Are there any effects on gender equality expected?
- Education, employment and income:
  - Are any effects on access to education expected and at which level?
  - Are any changes in female and male employment expected?
  - Are effects on the gender pay gap expected?
- Unpaid work:
  - What effects are expected on the distribution of unpaid work of women and men?
  - Will time spent on unpaid work such as childcare, housework, care for the sick and elderly etc. change?
- Public revenue:
  - What effects are expected regarding taxes, duties and fees paid by women and men?
- Decision-making processes and decision-making bodies:
  - Are women and men represented equally?
  - Will access to decision-making processes be made easier for the underrepresented gender?

- Health:
  - Which areas of life will be affected by the new legislation, for example prevention, medical products, physical and psychological stress factors, life-habits, etc.?

To limit the administrative burden material thresholds are applied to ensure that only new laws and projects of substantial size and impact are assessed. After a maximum of five years, an internal evaluation is planned which will assess effective impacts and identify potential and options for further development of the legislative measures.

As for the results so far, according to the first report of the Federal Chancellery on the implementation of regulatory impact analysis, the great majority of new laws comply with the obligation to conduct a regulatory impact analysis. However, out of 59 regulatory impact assessments provided in the first quarter of 2013, only three addressed the effective equality of women and men; the remaining 56 impact assessments fell below the gender-related material threshold.

## Finland

For Finland the measures taken by the National Government since 2000 to enhance gender impact assessment (GIA) in the drafting of laws were presented. The first well-documented GIA was conducted on the Act on Employment Contracts. The central body with responsibility for gender equality, the Government Gender Equality Unit (TASY) located in the Ministry of Social Affairs and Health, conducted the GIA ex-post, with the aim of identifying the unintended gender impacts of laws and demonstrating that GIA could make a difference.

According to the official definition, gender impact assessment in law drafting has two main aims. Firstly it is a means to promote gender equality and, secondly, it is a way to ensure the quality of the legislative process and promote good governance. In terms of the gender equality aim, the idea is to overcome gender-neutral procedures in law drafting, which may often involve a gender bias.

GIA is integrated into ordinary legislative work and is part of the general impact assessment procedure. As such, those normally in charge of legislative preparation should also carry out gender impact assessments. The government's central gender equality structure coordinates all process and may give some support if consulted, but it does not conduct the GIAs itself.

GIA development is based on the design and implementation of several instruments aimed at increasing capacity building at central government level, principally the following: (i) gender guidelines and handbooks; (ii) gender training and institutional capacity and these are explained in greater detail below.

## Gender guidelines and handbooks

Since 2002, the Gender Equality Unit within central government offices drafted specific guidelines to support civil servants and legislators in gender mainstreaming (GM) implementation and specifically with regard to the use of gender impact assessment (GIA) as a tool to enhance GM, as summarised below:

- Guidelines on gender impact assessment: drafted in 2003, they provide helpful questions and background material for assessment;
- The general directives for formulating the Budget: drafted in 2006, they provide indications on how budget proposals from ministries must present the operations that have a significant gender impact;
- Bill Drafting Instructions: drafted in 2007, they provide indications on how Government proposals must explain the gender impact of proposed provisions;
- Gender Glasses in Use - A handbook to support gender equality work at Finnish ministries: drafted in 2009, this handbook provides indications to support gender equality work at Finnish ministries;
- Gender perspective in administration and institutes: drafted in 2013, this handbook provides indications on how to respect the obligation of enhancing gender equality within result management in ministries.

GIA guidelines describe the ideal procedure as follows:

1. Assess the need for gender impact assessment at the beginning of any preparatory work:
  - a. Use the following test questions: “Are people’s everyday lives affected?” “Are there significant differences between women and men in the area concerned?”
  - b. If the answer is “yes”, conduct a GIA;
2. Make a plan for conducting the GIA:
  - a. Initiate the GIA when decisions about the legislative project are made and ensure that the GIA is part of the mandate of the preparatory body;
  - b. Identify available and missing information;
3. Assess the gender impact:
  - a. Analyse statistics and other available information;
  - b. Commission further reports when needed;
  - c. Hear experts and stakeholders;
4. Take the results of the GIA into account when drafting the final proposal;

5. Report on the methods and results of the GIA in the preparatory documents and include the results in the rationale of the law proposal;
6. Monitor the gender impacts of the law after it has been implemented.

Gender impacts should be assessed on eleven spheres of life where differences between women and men often occur, including employment, parenthood/care, education, health and well-being, public services, leisure and decision-making. It is stressed that the gender perspective includes both women and men and that men's needs and perspectives should be taken into account as well.

### **Gender training and institutional capacity**

The handbook *Gender Glasses in Use - A handbook to support gender equality work at Finnish ministries* was included in the implementation of three EU-financed gender projects which ran in 2008, 2009 and 2010.

- “Introducing Gender Glasses” was launched in December 2007 and completed in November 2008. The project organised two gender mainstreaming training events for all the government ministries. The first training session was especially designed for the ministry leadership and the second for the entire staff.
- “Gender Glasses in Use” was launched in December 2008. Its aim was to support the establishment of dedicated working groups for gender equality within ministries. Since 2010, each ministry has an operational gender equality working group which is responsible for coordinating gender mainstreaming efforts within the ministry with access to the ministry's administrative and political leadership. In some ministries the working group helps decide when a GIA should be conducted and provides internal expertise and support in carrying it out.
- “Training for Gender Impact Assessment in Law Drafting” was launched in 2013. This staff training is prepared in cooperation with the ministries and specifically tailored for each administrative sector. In each of the twelve ministries, a half-day training course is organised which includes an introduction to GIA and related basic concepts, processes and instruments of GIA, information needs and sources concerning GIA, as well as group work on drafting actual legal cases. Ministers and senior management have been integrated in the project in terms of briefings including information on GIA in law drafting.

These projects achieved several results. During the Gender Glasses projects, gender mainstreaming training (including GIA) was organised in all ministries for top management (130 people in total) and for civil servants (220 people equivalent to approximately 5 % of the total amount of personnel in ministries). Since then the main responsibility for providing gender training has been on the ministries themselves, which have been requested to integrate gender issues in their basic training (e.g. orientation courses). It is worth underlining that these training events (and current follow-up activity) have evolved from general training to include customised workshops focused on the specific needs coming from the different Ministries.

In terms of capacity building, since 2010 the role of gender equality working groups in ministries has increased in importance. They have expertise on every key area such as legislation, budget, statistics, training, policies and programmes, etc. and have access to the decision-making processes in the ministry (the GE unit's role is

to plan the overall strategy and to coordinate and follow-up). The Government Gender Equality Unit (TASY) monitors the implementation of GIA in drafting the law. TASY produces annual monitoring reports on gender mainstreaming which rate the performance of ministries with regard to all gender mainstreaming measures mentioned in Gender Equality Action Plans (e.g. GIAs in law drafting, GIAs in budget preparation, integration of gender perspective in major projects, gender statistics, and creation of structures for GM). These reports, which are discussed at high political and administrative levels, function as tools for naming-and-shaming and recognition-based motivation. The implementation of the practice is also discussed in the monitoring reports of Gender Equality Action Plans (mid-term and final).

## 2. The situation in the participating countries

In addition to Austria and Finland, the following 15 countries participated in the seminar: Belgium, Cyprus, Czech Republic, Denmark, Estonia, Germany, Greece, France, the Former Yugoslav Republic of Macedonia, Lithuania, the Netherlands, Poland, Romania, Sweden, and the United Kingdom. Each of these countries has adopted different approaches and tools for the implementation of Gender Mainstreaming according to their own legislative and cultural contexts. According to the Beijing Platform for Action 1995, GIA can be defined as a tool or a method to analyse the potential effects of new government policies on gender equality before decisions are taken. However, this can be done in many different ways and gender impact assessment has taken on various formats and contents around Europe.

**Sweden**, for example, was one of the first European countries to develop different methods for the introduction of GIA. The first phase started in 1995 when the Swedish Association for Local Authorities and Regions (SALAR) ran a government-funded project that developed the assessment method 3R (Representation, Resources and Realia). This method was further developed with a 4th R (Results) by the Government Committee *JämStöd*. The second phase of developing methods was carried out in government offices in the late 1990s to raise the level of awareness and knowledge in organisations on approaching gender mainstreaming as a strategy. One of the methods that is still used is “*JämKas*”, a model for doing the analysis and not just the mapping. The approach is very simple and centres on the following key questions:

- What is the gender pattern that you want to examine?’
- What are the underlying causes of this pattern?
- What are the consequences of this gender pattern?

The third phase of developing methods for GIAs involved the implementation phase of the Government’s plan for gender mainstreaming of the Swedish government offices 2004-2010. During this phase the Government Committee *JämStöd* (Gender Mainstreaming Support) was given a mandate from government to provide information about gender mainstreaming, to develop methods and models for mainstreaming gender issues into central government activities and to provide support and counselling for ministries carrying out GIAs. *JämStöd* developed several methods for all stages of the process which are published in Gender Mainstreaming manuals.



In the **United Kingdom** since the UN Fourth Conference on Women in Beijing in 1995) and the inception of gender mainstreaming as an approach to policy making, equality impact assessment practices have been introduced across government departments and within devolved governments (for Scotland, Wales and Northern Ireland) as there were established. Nevertheless, GIA is still not universally embedded in government policy making and legislative drafting. In 2011 the Public Sector Equality Duties were introduced. The duties (general and specific) cover nine protected characteristics (including gender) as follows: age, disability, pregnancy and maternity, religion or belief, race, gender, sexual orientation, gender reassignment, marriage and civil partnerships.

More recently other countries have started to design and implement specific gender impact tools set within more general impact systems. This is the case for Greece, France, Belgium, Estonia, Lithuania and the Former Yugoslav Republic of Macedonia.

In **Greece**, GIA is part of a larger process of the Gender Mainstreaming of public policies but despite the announcement of both strategies, they are not yet fully integrated in the policy cycle of public policies. However, in the framework of the ESF-funded National Programme for Substantive Gender Equality 2010-2015, the first attempt to introduce GIA in legislation was made under the implementation of the Project “Gender Impact Assessment of 100 Laws and Regulations” carried out in 2012 and 2013. The project conducted a pilot GIA of 100 laws and regulations and has provided tools for the integration of gender equality in ex-ante evaluations of future laws and regulations. More specifically, the project assessed 100 Laws and Regulations in 16 fields of policy making (employment, health, education, rural development, environment, social security and social solidarity, media, tax policy, public finance, family law, migration policy, Justice, consumers, electoral law, development and competition). The selection was done under seven criteria (representativeness, gender relevance, discrimination relevance, phase of implementation, general interest of legislation and coverage). The project produced basic questionnaires and check lists for ex ante, ongoing and ex post Gender Impact Assessment of Laws and Regulations.

In **France** the first provision on ex-ante impact assessment in general terms was passed with the Organic Act of the 15th of April, 2009. It envisaged that impact assessment studies should be produced for most of the planned legislative texts with the aim of better informing law-making and to improve the quality of legislative measures. Building on this, a governmental notice of the 23rd of August, 2012 established the inclusion of a gender perspective in the ex-ante impact assessment of bills and specified in which conditions a gender impact assessment has to be conducted. As a result, a gender perspective should be systematically taken into account when drafting bills so as to prevent any negative effects on gender equality of the planned measures, to consider potential positive measures to prevent such effects and to improve the current situation of gender (in)equality through the planned legislative initiative. In order to support those civil servants charged with the task of carrying out the GIAs with relevant criteria and indicators, in October 2013 two documents were released by the Ministry of Women’s Rights (currently the Ministry of Women’s Rights, Urban areas, Youth and Sports) as follows:

- A memorandum for the inclusion of a gender perspective in law-making which summarises a three-step approach:

- assessing the gender component of the social groups to be affected by the new regulation and identifying potential gender differences;
- Evaluating (ex-ante) the direct impact of planned measures from a gender perspective; and
- Assessing their indirect impact and proposing measures to prevent negative gender effects and enhance gender equality;
- A methodological guide detailing the above-mentioned three-step approach and supporting the analysis with an introduction to gender stereotypes, an extensive review of specific gender differences and inequalities in the areas of work, health and gender-based violence, as well as relevant references to EU and international regulations on gender equality.

In 2013 **Belgium** adopted the Regulatory Impact Assessment (RIA) for all new regulations to be submitted to the Council of Ministers. The RIA integrates five instruments including a gender test with the aim of taking into account, in an early stage of policy making, the effects of new regulations on women and men. The gender test requires answers to five open questions related to 1) the target group(s) and their gender-differentiation; 2) the possible differences between the situations of women and men; 3) the differences in access to resources and fundamental rights; 4) the identification of positive and negative impacts and 5) the eventual compensation measures. Questions 1 to 3 explicitly call upon gender-disaggregated statistics. The RIA manual stresses that this exercise should be initiated at an early stage of policy making and not administered as a checklist just before introduction of the policy.

In **Estonia** a handbook of the impact assessment methodology in law making was published in 2012. It briefly indicates a need for gender impact assessment and introduced ten questions to assess gender impact. Gender impact assessment is not done by civil servants in different ministries, but each draft law has to be sent to the Department of Gender Equality at the Ministry of Social Affairs for gender sensitive opinion and GIA. All draft laws are assessed by different specialists and then consulted with representatives of the target group and of the civil society. Legal texts are analysed and evaluated by the legal experts at the ministries and at the Research Department of the Parliament. The project 'Mainstreaming gender perspective into state budget' was carried out from October 2010 to April 2012 within the framework of the EU Progress Programme (2007-2013) in co-operation with Austria. Employees of Estonian ministries and government agencies were trained in gender budgeting and a gender budgeting manual for the public sector was drafted. The project was carried out by the Office of the Gender Equality and Equal Treatment Commissioner.

In the **Former Yugoslav Republic of Macedonia** significant legislative changes were also introduced when a new Law on Equal Opportunity for Women and Men was passed in 2012. Among other changes to the legal framework, the Law now includes general provisions for gender impact assessment. Article 11.3 of the Law stipulates that: "The state administration bodies are obliged to incorporate the principle of equal opportunities for women and men within their annual reports". The law stipulates a clear obligation to systematically introduce consideration of gender when drafting, implementing and monitoring budgeting policies. In an effort to supplement the legal obligation stemming from the Law, in July 2012 the Government adopted a Strategy for Introducing Gender Responsive Budgeting

(2012-2017). Apart from laying out the general objectives and goals for gender impact assessment through gender budgeting, the Strategy also contains explanatory notes on gender budgeting and explanation of relevant terminology. Also the new Strategy for Gender Equality (2013-2020) adopted by the Parliament envisages gender responsive budgeting and a number of strategic documents and manuals were drafted with the aim of increasing understanding of this matter as follows: a) “Strategy for Introducing Gender Responsive Budgeting in the Republic of Macedonia” (2012-2017); b) “Assessment Analysis of the Budgetary Processes and Reforms in the Budget Policies from the Aspect of Gender Equality” (2013); c) manual for “Gender Responsive Budgeting for the Administration” (2013); all supplemented by brochures and leaflets. All these tools are supported by financial means made available from the international institutions/organisations and the Strategy for Introducing Gender Responsive Budgeting was produced after being financed by the UN WOMEN.

Gender impact assessment as a gender mainstreaming tool in **Lithuania** was incorporated in national law in 2003 when the government adopted a resolution on the Methods and Procedures of Implementation of Impact Assessment and set the rules of the procedure. The resolution made basic impact assessment a requirement in strategic documents (which covers policy programmes, national projects, governmental programmes and international legal agreements) which includes aspects of gender impact. Accordingly, gender impact assessment is carried out when strategic document drafting is likely to have a significant impact on the economic, social and political life of the country and its society. The Ministry of Justice, the Ministry of Internal affairs and the institution of the Prime Minister of Lithuania are responsible for impact assessment of all proposed strategic document drafting, including gender impact assessment. Both impact assessment and gender impact assessment of strategic documents are carried out by experienced law drafters and only in a few cases are experts from other fields consulted.

In other countries GIA is still under development. This is the case in the **Czech Republic**, for example, where GIA is being developed in the framework of a project managed by the Department for Equal Opportunities of Women and Men at the Ministry of Labour and Social Affairs and financed by the European Social Fund. The regulatory impact assessment (RIA) included in the Legislative Rules of the Government were amended and since February 2014 the documents have to be evaluated only in relation to the prohibition of discrimination which means that a methodology on how to assess gender impact remains absent.

In **Denmark** in 2013 the Government decided to focus on the implementation of gender equality in the law processes since the number of laws actually assessed from a gender perspective was considered to be significantly low. Only six out of almost 200 laws had been analysed and assessed from a gender sensitive perspective. New tools were introduced and ministries attended a workshop to introduce both the gender sensitive approach as a qualitative strategy of general improvement and how to use the normal procedures in law preparation with a gender perspective. However, it is too soon to see the results of these new tools working in practice.

In contrast, a group of countries have refrained from continuing the process of implementing Gender Mainstreaming through tools such as GIA and/or gender budgeting. This is the case, for example, in **Germany** where even if the federal and municipal levels offer many examples of Gender Budgeting (for example the State of

Berlin), federal governments have stated that Gender Budgeting is not an adequate mechanism to achieve Gender Equality.

In **the Netherlands**, over the period 1994-2005, 22 Gender Impact Assessments were undertaken, but since 2007 no official Gender Impact Assessments have been carried out.

Finally there is a group of countries comprising Cyprus, Poland and Romania who have not developed any GIA and/or other tools to implement gender mainstreaming in law definition and budgeting.

### 3. Summary of the discussions at the exchange seminar

All the participating countries agreed that the presented experiences were very interesting examples of implementing GM through the use of GIA. Both good practices from Austria and Finland contained several themes and solutions which appear to have some similar features to the challenges other political systems and administrations are facing in ensuring and strengthening gender equality at a national level.

Seminar participants particularly praised the strong legal basis of the Austrian approach with its strong legislative foundation, considered to be essential to strengthen the gender impact assessment processes. The simple procedure of the Finnish practice is also embedded in an early (mid '80s) legal basis for gender mainstreaming and has laid the groundwork for the development of structures, processes and procedures for the structural integration of gender mainstreaming in policy formulation and implementation.

At the same time the pragmatic approach shown by both Austria and Finland (albeit with some differences) involving clear guidelines on how gender impacts should be assessed and on what spheres of life and gender equality training should be focused for civil servants working in various areas and departments, was considered to be particularly effective. Furthermore, the discussions focussed on the necessary preconditions (cultural, political and economic) to implement GIA.

The cultural setting was seen as fundamental, together with a positive political environment to gender equality at all levels of governance. This was particularly paramount in the case of Finland with its long tradition of gender equality with broad political and social consensus on equality issues in general and on gender mainstreaming as a strategy to achieve equality goals in the long-term. A third important setting considered during the discussion was the economic one, with specific regard to the consideration on how economic crises can be a strong hindrance for improving gender equality. Many participants pointed out that due to the recent economic crisis, budgetary policy can be unpredictable and in this scenario gender equality (and other social) concerns are given lower priority by policy makers. Indeed, in many countries, especially those severely affected by the crisis, most gender equality issues have been downgraded in the central policy agenda.

Another important issue discussed during the seminar was the importance of relating GIA to aspects of good governance and accountability. With regard to this,

the Austrian experience showed that the integration of gender impact assessment in the national budgeting which ensures a systematic and transparent approach, can guarantee strong and powerful outcomes. Indeed analysing national resources from a gender perspective and “forcing” politicians and the administration to consider macro-economic policy from a gender perspective seemed to be a very useful and strong tool.

With specific regard to the implementation phase, the necessity of raising awareness and providing systematic training for public administrations was considered essential to effectively implement GIA. This involves ensuring inter-ministerial co-ordination, on-going training for civil servants at different levels and the involvement of external experts being further developed and incorporated, along with the need to engage civil society and the importance of evaluation and data collection.

Furthermore, some shared challenges were identified such as a lack of binding quality criteria for GIA, the administrative non-binding procedure and the lack of consequences when nothing is done, as well as finding the appropriate scope of the assessment (GIA should be simple to implement but should not result in an oversimplification of complex issues). With specific regard to the latter, both the experiences of Austria and Finland allowed discussion of how much depth a GIA should go to and if it should be applied universally on all laws and policies/strategies or only selectively on certain groups. Assessing all new regulations is likely to require a high volume of information with the risk of it not being analysed or used and so the discussion also underlined that criteria for establishing the relevant criteria for which laws are to be assessed should also be considered as an option.

## 4. Conclusions

The good practice exchange seminar allowed reflection on possible ways of better implementing gender mainstreaming through specific tools such as GIA.

Although many of the participating countries had produced strategic documents, guidelines, manuals and tools for civil servants, in many cases the commitments made by the authorities for gender impact assessment and/or responsive budgeting remain declarative and are unlikely to be enforced to any great extent in the near future, especially in those countries having previous experience of slow-moving implementation of gender programmes.

In particular, the following can be identified as elements that might hinder full use of GIA in practice:

- lack of public awareness on gender equality issues;
- lack of a positive political environment supporting gender equality;
- lack of gender equality expertise within public administration;
- perception of gender equality issues as women’s issues;
- lack of gender related research and gender disaggregated data.

In contrast with these difficulties, several issues were considered to be worthy of further developed and enhancement:

- government support in promoting GIA (by inclusion in Government programmes);
- introducing GIA into guidance for the legislative process thereby promoting its legitimacy;
- the establishment of precise procedures with clear objectives and indicators enabling the monitoring of GIA inclusion in the legislative process together with an official definition of GIA;
- the creation of institutional structures in all ministries to strengthen gender mainstreaming implementation and thus mobilising relevant gender expertise;
- broad-based preparatory bodies for major laws, consulting all relevant actors (civil servants, representatives from other ministries, stakeholders, experts and political decision-makers) and developing gender training;
- developing and implementing procedures for the monitoring and accountability of the introduction of gender impact assessment in the legislative process.