

1/11 Report

JÄMI

A Swedish Commission for Gender Mainstreaming
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A Swedish Commission for Gender Mainstreaming

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In July 2008 the Swedish Secretariat for Gender Research was commissioned by the government to set up a program to support governmental agencies in their work with gender mainstreaming. To complete the mission that lasted until the end of 2010, Program Jämi was organised. This report is an English summary of Jämi's findings, conclusions, and recommendations.

The Jämi program was a temporary assignment, with the task to create conditions for long-term support for gender mainstreaming in governmental agencies. In order to create continuity and avoiding reinventing the wheel, coordination with ongoing work and other programmes launched at the same time and with similar settings, were crucial.

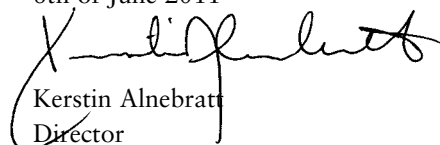
The need for consultation with other organizations concerned was already pointed out in the government's decision. Together with her staff the program director, Annika Olsson, PhD, went beyond consultation to close and regular collaboration with the other partners. Through this collaboration three important things were achieved. First and foremost, the fact that economic and other resources could be used in a more efficient way. Secondly, collaboration was a strategy to gain approval for initiatives taken and securing their survival even after the programme was completed.

The most significant factor, when it comes to organizational management, like implementation of gender mainstreaming, is perhaps that collaboration forces you to reflect. A lesson learned from Jämi is the need for reflection on issues like what is general and what is specific for my organisation? How can bench marking help us to improve and what can be learned from others?

One of the reasons why the government gave the Swedish Secretariat for Gender Research this assignment rested on estimation that there is a gap between earlier knowledge gained by research and ongoing and practical gender mainstreaming work in agencies. A bridge between researchers and practitioners could strengthen the knowledge in gender mainstreaming; important findings from Jämi are the remaining need for such a bridge, and also for more research in this field.

It is our hope that this report will give the reader a useful overview on gender mainstreaming in governmental agencies in Sweden. We also hope that it can inspire to international collaboration when it comes to research as well as practical work.

Göteborg
8th of June 2011



Kerstin Alnebratt
Director

Swedish Secretariat for Gender Research

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INTRODUCTION

Context

The Swedish Government and Parliament have chosen the strategy of gender mainstreaming to achieve the objective of the national gender equality policy, i.e. that women and men shall have the same power to shape society and their own lives.¹ In order to achieve this objective, all government work shall be gender mainstreamed. This means the incorporation of a gender equality perspective in all decision-making, at all levels and at all stages of the process, by the actors normally involved.²

Mission

On 3 July 2008, the Swedish Secretariat for Gender Research at the University of Gothenburg was commissioned by the Swedish Government to support the gender mainstreaming work of government agencies. The aim was to create long-term support and continuity in the gender equality work and the mission included four assignments:

- Further developing gender mainstreaming methods.
- Creating a forum for exchanges of experience concerning gender mainstreaming.
- Disseminating information about gender mainstreaming.
- Paving the way for long-term support for gender mainstreaming.³

A national commission for gender mainstreaming

As a consequence of the Government's instructions, the Secretariat set up a national commission for gender mainstreaming. Between 2008 and 2010, the Gender Mainstreaming Programme (*Program för jämställdhetsintegrering i staten*⁴ [hereafter referred to as *Jämi*]), as the commission was called, promoted gender mainstreaming nationally by creating conditions for long-term support for the gender mainstreaming efforts of government agencies.⁵ The work has been carried out through various initiatives (conferences, workshops, seminars, a summer school, an undergraduate programme, networks, forums for the exchange of experiences, etc.) and involved, in total, more than 2,000 participants. In addition, Jämi carried out investigations and informed about gender mainstreaming and the programme's conclusions and findings in printed publications, the press, and the virtual media.⁶

1 <http://www.sweden.gov.se/content/1/c6/13/07/15/8a48ffb6.pdf>

2 http://www.coe.int/t/dghl/standardsetting/equality/03themes/gender-mainstreaming/index_en.asp

3 <http://www.sweden.gov.se/content/1/c6/13/07/15/8a48ffb6.pdf>

4 <http://www.jamiprogram.se/omjami/>

5 http://genus.gu.se/english/About_us/

6 <http://www.jamiprogram.se/> (only available in Swedish).

Purpose The purpose of this report is to highlight Jämi's findings, conclusions, and recommendations for a non-Swedish-speaking audience. The report has been inspired by Jämi's final report 4:10, but emphasizes those findings that are considered the most useful in a general international context and presents these according to a format that is familiar to European and international civil servants working with gender or other development issues.

Outline First, the report briefly outlines the international and Swedish context for gender equality policy and gender mainstreaming strategy. Thereafter, Jämi's findings are presented, focusing attention on the input, output, outcome, and impact of the commission. Finally, a chapter on lessons learned highlights the success factors, needs, and recommendations identified by Jämi and that are regarded as possibly useful to similar attempts elsewhere.

Jämi's ten points for successful gender mainstreaming

Jämi's findings, conclusions, and recommendations are brought together under the heading "Lessons Learned". These can be summarized as a checklist or a set of points for successful gender mainstreaming:

1. Political responsibility
2. Prioritization and sufficient resources
3. Clear direction and requirements
4. Clear follow-up objectives
5. Systematic, goal-oriented work that is followed up
6. Operational and context-specific work
7. Work based on research and proven experience
8. Justification of the utility of the issue and making its relevance visible
9. Education and consciousness raising
10. Ongoing processes

THE BACKGROUND OF GENDER MAINSTREAMING

Gender mainstreaming as a strategy was introduced in Sweden in the early 1990s. In a bill from 1994, the Government clarified the responsibility of the government agencies to implement the Government's gender equality policy in their activities.⁷ Current gender equality policy is set out in a bill from 2005, in which the overarching goal is to "ensure that women and men have the same power to shape society and their own lives".⁸ In addition, four subgoals were formulated:

- Equal distribution of power and influence. Women and men shall have the same rights and opportunities to be active citizens and to shape the conditions for decision-making.
- Economic equality between the sexes. Women and men shall have the same opportunities and conditions with regard to education and paid work that provide them with the means to achieve lifelong economic independence.
- Equal distribution of unpaid care and household work. Women and men shall take the same responsibility for household work and have the same opportunities to give and receive care on equal terms.
- Men's violence against women must stop. Women and men, girls and boys, shall have equal rights and opportunities in terms of physical integrity.⁹

The documents, institutions, and activities of international organizations (in particular, the United Nations, the Council of Europe, and the European Union) have been crucial in the development of gender mainstreaming as a common strategy to combat inequality between women and men worldwide and hence of particular value to Swedish gender equality policy.

International framework for gender equality

The **Universal Declaration of Human Rights**, adopted by the UN in 1948, affirms the rights of all people regardless of sex: "All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood. . . . Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status".¹⁰

When the UN was created, a women's commission was set up in order to identify, investigate, and develop international standards to combat discrimination against

7 Govt. Bill 1993/94:147, *Jämställdhetspolitiken: Delad makt – delat ansvar* [Gender Equality Policy: Shared Power—Shared Responsibility] (only available in Swedish).

8 Govt. Bill 2005/06:155, *Makt att forma samhället och sitt eget liv - nya mål i jämställdhetspolitiken* [The Power to Shape Society and Your Own Life: Towards New Gender Equality Policy Objectives] (only available in Swedish).

9 <http://www.sweden.gov.se/content/1/c6/13/07/15/8a48ffb6.pdf>

10 <http://www.un.org/en/documents/udhr/index.shtml>

women. In 1952, the General Assembly adopted the Convention on the Political Rights of Women, which in the 1950s and 1960s was followed by a series of conventions that specifically considered the rights of women. In 1979, the **Convention on the Elimination of All Forms of Discrimination against Women** was adopted and Sweden was the first country to ratify it the following year.¹¹

In 1975, the First UN World Conference on Women was held in Mexico.¹² One outcome of the conference was the establishment of the UN Development Fund for Women as well as the UN International Research and Training Institute for the Advancement of Women, with the purpose of promoting women's participation. At the Fourth Conference on Women in Beijing in 1995, a declaration and an action plan, known as the **Beijing Platform**, for gender equality at national, regional, and international levels were adopted. The action plan is morally binding for the 189 countries that adopted it. The action plan called for a dual approach in order to live up to the declaration's commitments: on the one hand, through special efforts to eliminate gender discrimination and, on the other, by identifying gender mainstreaming as a common strategy to promote gender equality.

On 1 January 2011, the **United Nations Entity for Gender Equality and the Empowerment of Women** was established, merging the different UN bodies into one single entity in order to accelerate the progress of the equality and empowerment of women worldwide.¹³

When it comes to Europe, the **European Convention on Human Rights** of 1950 explicitly states that discrimination on the grounds of sex is prohibited. The Additional Protocol of 2005 specifies this prohibition against sex discrimination by identifying the responsibility of the state authorities.¹⁴ The **Council of Europe's report on gender mainstreaming** was published in 1998 and has become a key document within the field. Equality is hence defined by the Council of Europe as "equal visibility, empowerment, responsibility and participation of both sexes in all spheres of public and private life"¹⁵, i.e. formulated as a goal. Gender mainstreaming, on the other hand, is the common strategy to achieve this goal and is defined as the "(re)organisation, improvement, development and evaluation of policy processes, so that a gender equality perspective is incorporated in all policies at all levels and at all stages, by the actors normally involved in policymaking".¹⁶

11 <http://www.unwomen.org/>

12 <http://www.un.org/esa/gopher-data/conf/fwcw/conf/ngo/14135654.txt>

13 <http://www.unwomen.org/>

14 http://www.coe.int/t/dghl/standardsetting/equality/03themes/gender-mainstreaming/index_en.asp

15 Ibid.

16 Ibid.

Regarding the EU context, already the EC Treaty concluded by the six founding countries in 1957 mentioned the right of men and women to equal pay for equal work. The **Amsterdam Treaty**, which entered into force in 1999, states that gender equality is one of the Union's fundamental objectives and that all activities within the EU should aim to eliminate inequalities between men and women and promote gender equality. The **Nice Treaty** from 2003, the predecessor to the 2009 Lisbon Treaty, emphasizes that the Union should work towards eliminating inequalities and promoting equality between men and women within all its activities, i.e. gender mainstream all its work. Gender equality should, in particular, be considered in three main areas of EU legislation: employment, discrimination on the basis of sex in and outside the workplace, as well as people's living and working conditions.¹⁷

Thirteen EU **directives** have been adopted so far on gender equality. These are legally binding and member states are therefore obliged to incorporate them into their national legislation. The European Commission, Council, Parliament, and Court of Justice (as well as civil society organizations, Women's Lobby¹⁸, etc.) have also developed structures aiming to promote gender equality within the Union. One of the cornerstones has been the Commission's roadmap for equality between women and men. In September 2010, the Commission presented its new five-year gender equality strategy. It states that gender equality is a very important factor in achieving sustainable economic growth and will therefore be vital for the implementation of the **EU 2020 strategy** as a whole. The strategy gives priority to a number of areas: equal economic independence for men and women, equal pay for equal work, equality in decision making, everyone's right to privacy and dignity but also to promote the EU's vision on gender equality outside the Union.¹⁹

A number of measures have been taken within the field of gender mainstreaming in particular. For instance, the EU employment strategy has highlighted the importance of gender statistics. The **European Social Fund (ESF)** is another example of how gender mainstreaming is expected to permeate all the projects and programmes the ESF supports in the member countries. There are a number of other areas of EU law that indirectly have implications for gender equality. One example is the procurement directive ensuring the possibility to take social aspects into consideration during the public procurement process. **Social concern** is a legal concept included in the Lisbon Treaty. Gender equality is one of its several components.²⁰

17 *Beijing + 15: The Platform from Action and the European Union* (2009), p. 7.

18 <http://www.womenlobby.org/?lang=en>

19 http://ec.europa.eu/commission_2010-2014/reding/index_en.htm

20 European Union Procurement Directives 2004/18/EG and 2004/17/EG; VHS Upphandling, *Utredning om integrering av jämställdhet vid offentlig upphandling* [Report on Gender Mainstreaming in Public Procurement] (2009) (only available in Swedish).

Swedish gender equality policy

In addition to the government bill on gender equality policy and the commitment to gender mainstreaming through international conventions, Sweden has for a long time worked with expert groups, special committees, and national commissions in order to improve the work on gender equality. Jämi had been instructed to capitalize and further build on this knowledge and experience of gender mainstreaming.

As from the financial year 1994/95, the county administrative boards were given greater responsibility to coordinate and develop gender equality within the regions. Special funds were allocated for county experts on gender issues. The instructions identify that the county administrative board should integrate a gender perspective into its activities by highlighting, assessing, and considering women's, men's, girls', and boys' conditions. It should also consistently analyse and present gender disaggregated data, and, finally, integrate human rights into its work by highlighting, analysing, and considering human rights in relation to its activities.²¹

In 1997, a working group on method development for gender equality work was appointed. In 2001, its findings were presented in a final report together with a methodological handbook. In parallel, a number of local and regional projects were conducted in order to promote gender equality in municipalities and counties.²²

The implementation of gender mainstreaming in the public administration has been evaluated on a couple of occasions. In 2000, the Swedish National Audit Office examined how equality was expressed in the agencies' directives and how it was reported back to the Government. One conclusion was that the goals set out in the appropriation directions²³ from the Government were not clearly linked to the gender equality objectives and that there was often a lack of requirements on how to apply gender mainstreaming. This resulted, inter alia, in the appointment of a steering group for gender mainstreaming within the government offices in 2002. The purpose was to come up with a plan for sustainable gender mainstreaming within the government offices and agencies. In practice, this meant gender equality training for all officials and the establishment of a gender equality coordinator. The project Jämna pengar ("Equal Money") started the following year with the goal of strengthening the control over gender in the Government's budgetary process, and, hence, the government budget.²⁴

21 § 5 of the County Administrative Board's current ordinance SFS 2007: 825.

22 Ändrad ordning - Strategisk utveckling för jämställdhet [Changed Order: Strategic Development for Gender Equality] Ds. [Ministry Publications Series] 2001:64 (only available in Swedish); *Gör det jämt: Integrera jämställdhet i verksamheten* [Do It Equally: Integrating Gender Equality in Activities] (2001) (only available in Swedish).

23 <http://www.sweden.gov.se/sb/d/2979>

24 *Stöd för framtiden - om förutsättningar för jämställdhetsintegrering* [Support for the Future: About the Conditions for Gender Mainstreaming], SOU 2007:15 (only available in Swedish); *Makt att forma sambället och sitt eget liv - jämställdhetspolitiken mot nya mål* [Power to Shape Society and Your Own Life: Gender Policy towards New Objectives] SOU 2005:66 (only available in Swedish).

In 2004, the **Swedish Agency for Public Management** announced that there had been no major changes since the Swedish National Audit Office's review in 2000. A gender policy commission was established in order to once again review Swedish gender equality policy. Based on the final report of the commission, the Swedish Parliament passed in 2006 an equality policy bill. Gender mainstreaming was identified as the main strategy for achieving the gender equality objectives, i.e. each ministry and each policy area are responsible for gender equality within its proper field and should formulate customized objectives to be reached; designate assignments to the agencies; and require follow-ups, reports, and evaluations on these objectives and assignments. All this should be done within the framework of regular activities and resources.²⁵

In 2005, the Swedish Gender Mainstreaming Support Committee (**JämStöd**)²⁶ was set up to assist with national gender mainstreaming, i.e. within government offices and agencies. Its mission consisted of reporting on the agencies' responsibility for implementing the gender equality policy but also further developing methods and supporting the exchange of experiences. The committee developed both working models and methods that would have a major impact in Sweden and internationally. These were presented in a publication on methods for gender mainstreaming. In the final report, the committee noted, like the Swedish Agency for Public Management and several other EU countries, that a prerequisite for successful gender mainstreaming is the creation of support functions. This is the background for the creation of Jämi.²⁷

On 1 January 2007, the **Ministry of Integration and Gender Equality** was established and EUR 40 million²⁸ was annually allocated for specific gender equality measures for the next four years.²⁹ The result of this budgetary increase was that Jämi³⁰ operated alongside a wide range of other gender equality measures, activities, and projects.³¹ However, most of the resources allocated during the four-year period had been ear

Financial support
for gender policy

25 The Swedish Agency for Public Management, *En effektivare jämställdhetspolitik* [A More Effective Gender Equality Policy] (2005:1); *Forskarrapporter till Jämställhetspolitiska utredningen* [Research Reports to the Inquiry on Gender Equality Policy] Govt. Bill 2005/06:155 (only available in Swedish).

26 <http://www.sweden.gov.se/content/1/c6/08/19/82/8efba817.pdf>

27 *Stöd för framtiden - om förutsättningar för jämställdhetsintegrering.*

28 In order to make it easier for non-Swedish readers, amounts have been recalculated from Swedish Kroner (SEK) into Euros (EUR) according to the formula SEK 10 = EUR 1.

29 It must be borne in mind that since the mid-1980s the annual budgets for equality measures have been about EUR 3 million.

30 Jämi's budget was approximately EUR 1.3 million over a two-year period.

31 For example, the instructions on gender equality for the Swedish Agency for Economic and Regional Growth (Nutek), the *Swedish Governmental Agency for Innovation Systems* (Vinnova), Statistics Sweden (SCB), the Swedish Council for Strategic Human Resources Development (KRUS), the Swedish National Agency for School Improvement (MSU), the Swedish National Agency for Higher Education (HSV), the Swedish Council for Working Life and Social Research (FAS), and the Swedish National Board for Youth Affairs (US).

marked for men's violence against women (a total of EUR 100 million) and had involved a large number of actors.³²

In addition to national measures for gender mainstreaming, the **Swedish Association of Local Authorities and Regions** (SALAR) received a total amount of EUR 14.5 million from 2008 to 2010 in order to strengthen the gender mainstreaming of municipal and regional services. SALAR has received a further EUR 22.5 million for the period 2011–2013.³³

Apart from the national funding, the ESF has increased its financing of projects linked to gender mainstreaming. More precisely, it is mandatory for all ESF-financed projects to be gender mainstreamed. The **Swedish ESF**, in cooperation with the county administrative boards, provides support to the projects and is also responsible for analysing, evaluating, and disseminating the projects' results.³⁴

32 Anita Nyberg, *Mycket snack och lite verkstad? Jämställdhetspolitikens genomslag i statsbudgeten 1980-2012* [All Talk and No Action? The Impact of Gender Equality Policy on the Government Budget, 1980–2012] Jämi [Gender Mainstreaming Programme] 1:10 (only available in Swedish); *Redovisning av den särskilda jämställdhetsåtgärden* [Reporting from the Specific Gender Measures] 2009/10:234 (only available in Swedish).

33 In addition, an annual amount of EUR 0.7 million is to be distributed through grants to organizations and activities aiming to promote gender equality.

34 <http://www.esf.se/sv/Rotsida-for-topmeny/In-english/>; <http://www.temalikaehandling.se/> (only available in Swedish).

On 3 July 2008, the Swedish Secretariat for Gender Research at the University of Gothenburg was commissioned by the Swedish Government to provide support to government agencies in addressing gender mainstreaming. This was in order to create long-termism and continuity in gender equality. The Secretariat aimed to "create a bridge between gender research and the authorities' work with gender equality". From 2008 to 2010, Jämi worked to create the conditions for long-term support for the gender mainstreaming work of government agencies. The findings of the commission were presented to the Minister for Integration and Gender Equality on 31 December 2010.

In the instructions to the commission, the Government had, in particular, highlighted that it should consult with various stakeholders, such as government agencies, SALAR, the county administrative boards, and universities. It also included monitoring the gender mainstreaming work within the EU and other international bodies as well as the work of local and regional governments. A special reference group was established with representatives from government agencies, SALAR, and government offices.

In the Government's instructions to the Secretariat, four assignments were specified: to develop methods, create forums, inform, and create opportunities for support structures. As a response, the Secretariat outlined Jämi, a programme consisting of a wide range of activities, studies, workshops, seminars, round-table discussions, forums, networks, national and international conferences, a summer school, an undergraduate course, various publications, websites, databases, and newsletters. The work was conducted in consultation and collaboration with various organizations and experts from academia, government offices, non-government organizations (NGOs), and consultants worldwide.

In this chapter, an effort has been made to estimate Jämi's effect and discuss whether its goals and purposes have been fulfilled. The section is divided according to the four assignments (to develop **methods**, create **forums**, **inform**, and create opportunities for **support** structures) highlighted in the instructions and is structured as follows:

- *Mission: Assignments* In the instructions to the commission, the Government highlighted the four assignments that the commission should focus on. This paragraph explains each assignment.
Input: Programme From the Government's instructions to the commission, the Swedish Secretariat for Gender Research outlined Jämi. This paragraph explains how the assignment was interpreted and how the programme was structured.
- *Output: Activities* Jämi's programme has consisted of a wide range of activities. This paragraph outlines the studies, workshops, seminars, forums, networks, conferences, training, publications, and electronic resources Jämi has resulted in.
- *Outcome: Purpose* This paragraph discusses the actual outcome of Jämi's activities. It is also meant to give some indication of whether Jämi has fulfilled its purpose.

- *Impact: Goal* This paragraph discusses the possible impacts of Jämi's activities. It is also meant to give some indication of whether Jämi can contribute to fulfilling the ultimate goal of enhancing gender equality.

Method

Mission: Assignment

Jämi's first assignment was to **further develop gender mainstreaming methods**, more specifically by bringing together evidence-based experiences and continuing the method development work previously undertaken.

Input: Programme

The assignment was interpreted as follows: Jämi's programme was to compare and evaluate documented knowledge of ways of working with gender mainstreaming. Additionally, Jämi would provide meta-studies of completed equality efforts, research, and exchanges of best practices. The focus would be on its results and impact.

Output: Activities

To carry out its mission and achieve its goal, Jämi catalogued, identified, and investigated existing knowledge and practices. The findings were presented in the following reports and memoranda:

Report 1:09 examines how the national directives on gender equality are stipulated in laws, regulations, directives, and regulatory documents for the agencies. The particular focus was on the instructions and directions for the financial years 2007–2009, as a first step in a broader survey on the need for support among government agencies. It shows that equality directives in instructions have increased, but decreased in the yearly appropriation directions from the Government to the agencies. This is probably the consequence of the new Swedish model for public management.

PM 1:09 examines experiences acquired from JämStöd's training programmes and their significance for the participants' subsequent work on gender mainstreaming. The study aims at bringing together and building on the earlier knowledge developed and disseminated by JämStöd.

Report 2:09 examines how far the work with gender mainstreaming has progressed within the agencies, which factors they consider to be important for successful work, and the support they are in need of. The survey sent to all government agencies showed that over a third had no ongoing work on gender mainstreaming at all. However, of those who had, three out of four considered the work successful. Support from management and heads of departments was regarded as the most important success factor. The reasons often given for the work being unsuccessful were having to work with many perspectives at a time and difficulty clarifying what gender mainstreaming means for the activities. The agencies demanded support in the form of training, resources, and guidance.

PM 2:09 conducted a brief survey of gender mainstreaming abroad and in intergovernmental organizations (the EU, the Council of Europe, and later followed by a paper on the UN). The review was part of Jämi's work with analysing international measures on and knowledge of gender mainstreaming in order to provide an external perspective on the national work on gender mainstreaming.

Report 1:10 examines the impact the Swedish gender equality policy has had on the government budget and how the government budget can be used as a basis to examine the policy's impact. It shows that it is difficult to follow the money and highlights the great need for extended evaluation and research in the area. The report draws attention to three periods of importance to gender mainstreaming: *(i)* from 1980 to 1990, the number of women in the Swedish Parliament increased from 26 per cent to 38 per cent, and the Equal Opportunities Ombudsman (JämO) was introduced, as were funding for women's organizations and specific equality measures; *(ii)* from 1995 to 2005, the proportion of women in the Swedish Parliament reached 45 per cent, and funding for JämO increased but decreased for specific equality measures and women's organizations; *(iii)* from 2005 onwards, the number of women in the Swedish Parliament peaked at 47 per cent, a discrimination act was introduced, JämO was replaced by the Discrimination Ombudsman, and allocations to women's organizations and gender-specific measures were increased.

Report 2:10 illustrates gender mainstreaming processes in a number of agencies. It provides examples of good practices on how gender mainstreaming can be conducted successfully. It highlights that several agencies have difficulty integrating the mission of promoting a particular perspective because they perceive it as contradictory to the agency's other missions, objectivity, and impartiality in relation to the citizens and society. Implementing and firmly establishing gender mainstreaming in the activities of the agency are, however, regarded as crucial to success. The report also underlines the role and importance of the supporting agencies³⁵ in gender mainstreaming.

Report 3:10 provides an overview of the research on gender mainstreaming in order to capitalize on earlier knowledge. It brings together and illustrates research, techniques, methodologies, and models developed and tested. The report shows that research is often dominated by studies identifying or analysing work processes, and less by results and effects. Further, there is relatively little Swedish but more international research on gender. It often takes a broader perspective, increasing the importance of an intersectional perspective on gender mainstreaming. Important success factors are as follows: *(i)* using evidence-based knowledge, *(ii)* actively engaging in dialogue with citizens, *(iii)* and politicians and management taking responsibility.

³⁵ The main task of the supporting agencies is to assist the Government with the management of the public administration as a whole or they are mandated by the Government to provide services that the Government defines as necessary to the other agencies (Utredningsdirektiv 1997:27).

PM 1:10 follows up the review of government directives and instructions from 2009. It shows that the number of agencies with an equality directive in the instructions has decreased from forty-six to forty-five. During the same period, the number of agencies with an equality directive in the yearly appropriation directions from the Government has increased from forty-one to seventy-two.

Report 5:10 presents the findings and results of a Jämi project which has examined gender equality as a quality measure and how to enhance the quality of an agency's activities by integrating a gender perspective into existing development, evaluation, and procurement systems and processes. It also examines which of the Government's support structures can be better used to create long-term support for gender mainstreaming.

Outcome: Purpose

Jämi has developed methods by **cataloguing and exchanging experiences** on evidence-based research. The goal has not only been to bring together methods as highlighted in the Government's instructions but also to contribute to a better overview of methods, knowledge, approaches, and expertise in the field as well as to identify key players and the current state of gender mainstreaming within different agencies.

Jämi has worked to create a **better availability of methods**, practices, and knowledge of gender mainstreaming and give more people a better insight into the field of gender mainstreaming. An important goal has been to contribute to the scientific elucidation of methods and approaches to gender mainstreaming, both in assuring the quality and developing the methods themselves. To strengthen evidence-based gender mainstreaming processes was explicitly emphasized in the Government's instructions.

Jämi has throughout the programme developed an **open source of knowledge** in the form of reports and memoranda, available to read and download from its website. These reports are the result of various investigations and surveys examining how the government agencies' work with gender mainstreaming is regulated and controlled; how the EU and international cooperation affect national gender mainstreaming; how agencies work in practice, how they perceive their work, what are the success factors, and what support they need; how gender policy influences the government budget; what the research says about the success factors, the pitfalls, the knowledge, and the research gaps; and how gender can be integrated into regular quality assurance work at the agencies.

Jämi had mandated the supporting agencies responsible for procurement and financial management and a procurement consultancy, Primona, to examine how gender can be integrated within procurement, audit reporting, and follow-up as part of the regular control and monitoring systems. This contributed to gender mainstreaming in government agencies being increasingly scientifically integrated as part of the general systematic quality assurance.

Impact: Goal

A long-term effect could be that the work on gender mainstreaming in government agencies will be increasingly based on scientific evidence, which contributes to a systematic quality assurance of the gender mainstreaming work and the agencies' activities. Equality can increasingly be seen as both a question of **democracy and quality**. It is a democratic issue because it affects all citizens, and a quality issue because it influences business. These developments would help improve long-term sustainability for society as a whole.

Gender mainstreaming can become a **growing field of research** that contributes to relevant and fundamental knowledge for practitioners.

Mission: Assignment

Jämi's second assignment was to **create a forum for the exchange of gender mainstreaming experiences**, more specifically to create an open forum where agencies can learn from each other in terms of the problems and success factors of gender mainstreaming but also help to develop methods.

Forum

Input: Programme

The assignment was interpreted as follows: Jämi's programme would encourage the exchange of experiences between various stakeholders and actors involved in gender mainstreaming. This would be done through networking, training, conferences, seminars, interactive web communication, and printed publications.

Output: Activities

Together with other actors, Jämi arranged a **summer school** in order to create a platform for the exchange of knowledge and experience over generations and between various actors in the gender field. Among the participants were researchers, government officials, and independent experts and consultants. They highlighted the importance of open and cross-border forums to further develop methods, and not least to assure their quality. The experts' new perspectives on gender equality provided valuable input to the participants.

Jämi has organized three national **conferences** and one international, with speakers and participants from around the world. The following themes have been discussed: the prerequisites for sustainable gender mainstreaming at a national level; the link between practice and research; tools for gender mainstreaming; and the relationship between gender equality, growth, and sustainability. The target groups have been researchers, experts, government agency employees, politicians, consultants, and non-profit organizations, but all conferences have been open to other participants. In addition, Jämi has participated in several conferences as a speaker or held paper sessions.

Jämi has held a total of seventeen **seminars** all over the country. They have covered

different themes, among them, the Government's control of gender equality work; the benefits of gender mainstreaming; gender mainstreaming's function in a democratic society; success factors and barriers to gender mainstreaming in government offices; the manager's role; the relationship between gender mainstreaming and sustainability, quality, and growth; Sweden's work in relation to the Nordic countries and Europe; as well as research on gender mainstreaming. The target audiences for the seminars have been researchers, experts, government agency employees, consultants, NGOs, and an interested public.

Jämi has arranged a total of eight **workshops** in collaboration with various stakeholders. These have focused on a range of methodological issues relevant to gender mainstreaming: interactive methods, control systems, networks, impact assessment, procurement, monitoring, organizational development, and successful work with gender mainstreaming. The format has varied, sometimes being open to the public and sometimes targeting smaller restrained groups.

Outcome: Purpose

Jämi has created discussion forums in order to further develop methods and create conditions for long-term support for gender mainstreaming. The goal has been to **create opportunities and spaces**, both real and virtual, where actors from different fields, such as research, policy, government, consultancy, and non-profit agencies, can come together to help raise awareness of gender mainstreaming, exchange experiences and knowledge, and hence develop methods for gender mainstreaming.

In the current situation, the **identified effects of networks and discussion forums** are an increased exchange of information between different actors, between agencies but also between other authorities, researchers, consultants, civil society, and other stakeholders; a further development of methods for working with gender mainstreaming; an increased knowledge of the relationship between gender equality, equity, and equality, and between gender equality, diversity, and equality; an increased knowledge of agencies' methods and practices; an increased dialogue between agencies but also between the Government, researchers, consultants, civil society, and other stakeholders; a better overview of current work and gender equality policy initiatives; and a better coordination between ongoing work on gender mainstreaming.

Impact: Goal

A long-term effect of the exchange of knowledge and experience between different fields and stakeholders is the **enhanced quality** of the work with gender equality. This is because it both gives a better understanding of how work can be carried out in different ways in various contexts and contributes more specifically to disseminating success factors and problems related to gender mainstreaming. These forums have served as a framework for gender mainstreaming that can help to strengthen the quality of agencies' work and contribute to greater equality in society.

New networks or forums for the exchange of experiences provide opportunities for a better dialogue between different actors involved in gender mainstreaming. Collaboration **provides for long-term sustainability** and contributes to the efficiency and management of government resources as it enables both a common agreement on how to work and a long-term ownership of initiatives and projects.

Mission: Assignment

Jämi's third assignment was to **disseminate information about gender mainstreaming**, more specifically through the website and any other appropriate means to make available information on gender mainstreaming and provide knowledge of research on gender mainstreaming.

Input: Programme

The assignment was interpreted as follows: Jämi would inform about the Government's commitment to gender equality and make available all materials relevant to this field by creating websites, databases, newsletters, and printed publications.

Output: Activities

In collaboration with a number of other actors involved in the Government's gender mainstreaming efforts, Jämi has developed a **national portal** for information on gender mainstreaming: www.jamstall.nu. The portal brings together, highlights, and makes available facts, methods, research, and experiences on gender mainstreaming. Through the portal, visitors can obtain basic information on gender mainstreaming, its history, research, and reports. They can search in a database to find a variety of models, methods, tools, and exercises to be used in practical gender mainstreaming work. It is also possible to learn from others' experiences and find national and international actors working in the field. The website is currently being translated into English.

In collaboration with other actors, Jämi has developed a **database** (Jämnda) on literature on gender mainstreaming and gender equality. The aim is to help practitioners, consultants, organizations, and agencies but also researchers and students seeking information about applied gender research. One can find references or links to government studies, dissertations, reports, laws, regulations, manuals, etc. It is a complement to other databases (Gena and Greda) collecting Swedish gender studies dissertations and grouping together Swedish gender studies researchers and experts.

Jämi has created a **website** (www.jamiprogram.se) linked to the Swedish Secretariat for Gender Research. From October 2009 to October 2010, the total number of visits was 10,134, of which 4,609 were unique visitors.

Jämi has through direct **mailing** contacted all government agencies as well as members of the Swedish Parliament. Jämi has also provided information through the so-called "gender list", which has over 2,500 subscribers and is administered by the Secretariat.

Information

Jämi's own mailing list had about 900 subscribers. They have, among other things, received Jämi's nine newsletters.

Jämi has, in order to reach a larger and broader audience, communicated through various **social media**: blogs, Twitter, YouTube, Facebook, and My Newsdesk. The blog and the YouTube clips are available via the website.

Jämi has also produced an **advertising supplement** on gender mainstreaming, 102,200 copies of which were published in *Dagens Industri*. It was distributed in paper form to the Swedish Parliament, government ministries and agencies, and other organizations and actors.

Outcome: Purpose

Jämi has informed on gender mainstreaming in different ways and through various media, with a special focus on government agencies' work on gender mainstreaming and research on gender mainstreaming, as pointed out in the instructions. The purpose has been to **increase knowledge** of the benefits of gender mainstreaming, highlight how to work with gender mainstreaming in practice, promote knowledge of and research on gender mainstreaming, and disseminate information about the actors within the field.

With its informative work, Jämi has **provided new perspectives** on gender that can increase interest in it and strengthen its legitimacy and which, by extension, also provides the conditions for long-term support.

This has also contributed to a **better overview** of methods, knowledge, and practices related to gender mainstreaming both within government offices and agencies as well as among other actors. The ambition has been to contribute to an intensified public discourse on gender and an increased interest in and impact on gender discussions among agencies, policy makers, opinion makers, researchers, and citizens in general. Jämi's goal has therefore been to create new channels for disseminating information but also to increase the understanding of informal avenues.

For Jämi, the dissemination of what the programme has produced has been a key priority. Everything has been published electronically and made available according to open access principles, i.e. readers have free access to materials via the Internet to read, quote, download, and print. In order to reach an even larger audience, Jämi has also tried to get its message across through various forms of communication tools and new media. However, as Jämi's primary target has been the government agencies, the programme's objective has been to contact all government agencies and offices and to continuously ask for their feedback and input. A list of all government agencies and offices involved in Jämi's programme is available on its website.

The national portal on gender mainstreaming developed by Jämi in collaboration with

other actors provides an important **framework** for agencies and others in everyday work with gender mainstreaming. The portal provides a better overview of research on and knowledge, practices, and methods of gender mainstreaming; a better overview of the actors involved in this field; easier access to knowledge, research, methods, tools, and best practices; increased accessibility to actors in the field; and a better documentation of projects. It has also led to different forms of collaboration contributing to better coordination, management, and efficiency; new discussion forums; the opportunity to meet new audiences; and unique clusters of innovation networks for central actors in the field. In addition, the database developed by Jämi contains research and reports on gender mainstreaming and forms the basic framework within the field. It provides a good overview of and access to research on and knowledge of gender mainstreaming: how work has been carried out, what has been successful, the problems identified, etc.

Jämi's website has collected information about ongoing work on gender mainstreaming and documented the programme's activities. It now serves as an **archive** and provides an opportunity to build on the work initiated by Jämi and the experience, conclusions, and recommendations the programme has resulted in.

Jämi has also created a well-used mailing list that **brings together key players** in the field of gender mainstreaming. The list is now administered by the Secretariat and is an important element of the framework for continuing to work with gender mainstreaming.

Impact: Goal

Research shows the importance of **coordinated work**, collaboration between different actors, and building upon existing research. These factors have also increased within the government agencies' work with gender mainstreaming.

General knowledge of gender mainstreaming practice and research has increased, which, in the long run, helps to assure the quality of agencies' work, building a more gender-equal organization, and hence a more equal and **democratic citizens' service**. More comprehensive information about ongoing work on gender mainstreaming and its value can increase the understanding of the importance of gender policy to society. Building a bridge between research and practice provides an insight into how gender theory through new practices can, in the long term, be applied in everyday life, contributing to a more equal society.

A broader understanding of the importance of gender mainstreaming among groups that normally are not involved with the strategy can create conditions for long-term **gender mainstreaming throughout society**.

Support

Mission: Assignment

Jämi's fourth assignment was to **pave the way for long-term support for gender mainstreaming**, more specifically by promoting long-term support for gender mainstreaming publicly funded actors through mapping and analysing the needs, skills, and competences within the field. As the Government wanted this support to be increasingly provided by the private market, procurement processes were to be reviewed in order to contribute to better knowledge and communication between customers (agencies) and suppliers (consultants).

Input: Programme

The assignment was interpreted as follows: Jämi would help agencies to develop their skills through gender mainstreaming methods into their ordinary activities, systems, and processes. Jämi was also to investigate whether this support function in the long run could be detached from the Government and instead be provided by the private market.

Output: Activities

As pointed out in the Government's instructions and as a direct response to the agencies' expressed needs and requested support, Jämi decided to set up an **undergraduate course** with a focus on gender mainstreaming from an intersectional perspective. The aim was to create conditions for long-term support for gender mainstreaming by collecting, revealing, and developing the experiences of gender mainstreaming as a strategy and process, and thereby also contributing to the further development of gender mainstreaming methods. Furthermore, the course also aimed to be a forum for the exchange of experiences of gender mainstreaming between agencies and researchers. The target group was government agency employees in order to strengthen the agencies' competence. Ninety-five students participated altogether.

As part of the efforts to further develop gender mainstreaming methodologies and to create discussion **forums**, Jämi chose to explore networks as a method. Together with different agencies, Jämi established a number of forums and networks designed to serve as support for the agencies' work on gender mainstreaming: a forum for the exchange of experiences between agencies responsible for cross-sectoral issues and normative work in public administration, a gender mainstreaming forum in which agencies can share their experiences and jointly work together to solve problems and disseminate information or methods, and a network for other commissions with similar instructions. Jämi has also participated in various pre-existing networks.

Counselling and guidance have played a significant role in Jämi's work. Jämi has, as far as possible, provided assistance to agencies and organizations that have asked for support or collaboration. Jämi has also had a number of different kinds of international contacts, participated in various international studies, and held meetings in Sweden with numerous delegations (from Greece, Canada, the Netherlands, Norway, Finland, Spain, Serbia, and the European Institute of Gender Equality).

Jämi has, together with responsible agencies and interested private actors, introduced social concerns and gender equality within pre-existing **procurement tools**. A responsible agency was commissioned by Jämi to investigate how equality requirements can be integrated into public procurement. This was then integrated by a private actor into its online procurement tool which is widely used by agencies, municipalities, and county administrative boards.

A responsible agency was commissioned by Jämi to investigate how gender can be integrated into the regular follow-up of the activities of government agencies. This was to function as a guide for integrating gender equality and social concerns into financial monitoring, reporting, evaluating, and auditing. A draft **handbook** can be found on Jämi's website.

Outcome: Purpose

Creating conditions for long-term support for gender mainstreaming is what Jämi has identified as its overarching purpose and the other three assignments are regarded as parts of this. Jämi's overall objective has therefore been for gender mainstreaming to increasingly be seen as a **natural part** of the government agencies' and offices' efforts to assure the quality and efficiency of their activities and services.

Jämi has created conditions for long-term support for gender mainstreaming by promoting in various ways **more easy-access support** to publicly funded actors for their work with gender mainstreaming: *(i)* by identifying requirements and analysing the need and demands of publicly funded actors for skills and expertise in the area; *(ii)* by collecting, highlighting, and making available existing knowledge and research; *(iii)* by contributing to increased knowledge and better communication between suppliers and customers; and *(iv)* by reviewing the procurement of consultancy services in the area.

Jämi has acquired different methods, approaches, and practices related to gender mainstreaming and made these visible to key stakeholders, both national and international. The programme has worked towards increasing knowledge among the agencies, with a focus on **leadership, general processes, and management**.

Further, Jämi has created **new collaborative constellations** between key players in the field. Collaboration and consultation have been fundamental for Jämi to create conditions for long-term support for gender mainstreaming.

Jämi has identified, developed, and made accessible for gender mainstreaming the necessary **framework, success factors, and problems**: the university course raises the awareness of government agency employees and promotes increased collaboration between researchers and practitioners, helping to assure the quality of the work of both groups. It develops the work on gender mainstreaming in the public sector in general but also helps to develop the research field. It also creates a new forum for exchanging experiences and can itself establish new networks and frameworks.

Jämi's work has helped to highlight the possibility and importance of implementing equality requirements within procurement. The purpose has been to help promote the argument that all relevant **public procurement** should take social concerns, including gender equality when appropriate, into consideration. The identified impacts of the procurement project have so far been: *(i)* a better understanding of the link between equality and procurement; *(ii)* clarification on how, in relation to the legal framework, it is possible to take equality into consideration within public procurement; *(iii)* the removal of obstacles in order to specify the need for social considerations in procurement; *(iv)* and clarification of where in the procurement process gender mainstreaming can be of importance.

Impact: Goal

In the long run, the **elevation** of knowledge in government agencies and collaboration between researchers and practitioners help to ensure the quality of gender mainstreaming and the public sector generally. It also helps to develop research, and new networks and frameworks become important support for gender mainstreaming. All this helps to increase equality in society.

The **enhanced procurement competence** of agencies helps to better utilize consultants and experts outside the organization as well as supporting agencies within the public administration as a way to help integrate gender equality and quality assurance measures into the everyday activities. The consultancy market has realized the value of gender expertise and the need for gender mainstreaming. Hence, the consultancy market and supporting agencies must evolve in order to meet these demands.

All relevant **public procurement should today take social concerns into consideration** according to the new Swedish law on public procurement.³⁶ This helps to mainstream gender into government agencies' activities. This makes it possible for the strategy to spread beyond the public sector and create more opportunities to offer support for gender mainstreaming. This would help to mainstream gender into society at large.

As the normative frameworks of government agencies integrate gender, the quality of operations is ensured and will lead to greater equality in society. Follow-up systems and processes are developed and strengthened, and becoming part of the Government's **systematic quality assurance** work will increase long-term sustainability, provide an effective government apparatus for meeting the needs of citizens, safeguard public resources, and contribute to a democratic and more equal society.

³⁶ Lag om ändring i lagen (2007:1091) om offentlig upphandling [Law Amending the Public Procurement Act (2007:1091)] (SFS 2010:569).

LESSONS LEARNED

It is important to emphasize that Jämi was commissioned to create conditions for long-term support for gender mainstreaming and not to contribute to gender equality *per se*, even if this is the ultimate goal of gender mainstreaming. Therefore, Jämi has, as described in the instructions, focused on investigating the *work* with gender mainstreaming. Through contextual analysis, a review of research and experience, as well as comparative studies on the views of government agencies and independent experts concerning successful work, Jämi has identified a number of conditions, problems, needs, success factors, and recommendations for work with gender mainstreaming.

Success factors

- A **systematic, goal-oriented approach** which is carefully followed up is a major success factor. A systematic, goal-oriented approach naturally requires clear, specific, and measurable goals. This means that work targeting gender equality needs not only to be implemented but also made visible in the public administration's control, be discussed in the dialogue between ministries and agencies, and become a natural part of the yearly financial reporting.
- Having the **management's support** is an identified success factor. There is an identified need for executives and managers within public administration to receive training in these issues. Knowledge must be enhanced when it comes to gender mainstreaming itself but also its objectives, benefits, and function, both within society at large and for the individual activity of the agency itself.
- An **approach adapted to the context and activity** of each organization is a major success factor. It is important that the agencies understand the function and benefits of gender mainstreaming within their organization. It is also vital that the agency understands its role and function in a broader societal perspective and, more specifically, why the objectives set out in the national gender policy are relevant for their organization. A lack of specific definition is a direct obstacle to gender mainstreaming.
- **Cooperation** is a clearly identified success factor. Jämi has shown that interaction between key players in the field of gender mainstreaming is a basis for creating long-term ownership and sustainability, but that interaction may also contribute to improving the efficiency and management of government resources.
- **Research-based work** is another identified success factor. Although the need for know-how and expertise is dependent on the situation and context, there is a general requirement for a broader understanding of what gender mainstreaming is and can lead to. This emphasizes the importance of research on related issues and problems central to gender but also the need for continuous contact between research and practice so that new research is communicated and distributed and experience-based knowledge reaches the research community.
- Gender mainstreaming from an **intersectional perspective** can help to avoid some of the problems with the strategy identified by researchers, for example the risk of reinforcing stereotypes and norms, a one-sided focus on women, and the danger of excluding large groups of citizens by homogenization. Approaching gender

mainstreaming from an intersectional perspective can contribute to developing the work so that more marginalised groups are included in, affected by, and are accessible to gender equality efforts. This may, in turn, affect the opportunities to help achieve national policy objectives.

- **The exchange of experiences** between stakeholders from different fields is an identified success factor. Jämi's experience shows that this allows for fresh perspectives and new knowledge to develop and enrich the debate. It is also in great demand from different actors in the field.
- **Communication adapted to the public** is an identified success factor, for example talking about and demonstrating that gender mainstreaming is a question of basic democratic rights and also about the agencies' performances, the quality of their services and activities, their efficiency and the management of government resources. It also broadens the discussion and helps to create an understanding of why gender affects all government offices and agencies.

Conditions,
problems, and
needs

- Adapted **infrastructure** is necessary for gender mainstreaming. Jämi has, for example, launched a national portal for gender mainstreaming, a website, a database, and a mailing list; set up an undergraduate programme; published reports and memos; and established networks and forums as well as tools for how to integrate gender into procurement and follow-up. However, these need to be maintained and developed. There is a need for individual actors, projects, and programmes to **document work** on gender mainstreaming.
- There is a recognized need to develop, strengthen, and coordinate **governmental control** so that it becomes clearer and can function as a supporting and guiding framework. This would make it easier for the agencies to implement the Government's policy and carry out their mandate in an efficient and high-quality manner, thus helping to build a more sustainable, equal, and democratic society.
- There is a documented **confusion** among agencies regarding the mission and assignments they should fulfil in terms of gender mainstreaming. This is causing unnecessary obstacles and problems regarding the implementation of the policy. This may partly be related to the new Swedish governance model and the relationship between regulation, instructions, directives, dialogue, and the mix of general and specific assignments. For whatever reason, this is a great obstacle to the work with gender mainstreaming.
- There is a need to review and coordinate a **commonly used terminology** for the government offices and agencies as well as public administration as a whole. An increased awareness of the need to use a terminology adapted by public administration could possibly lead to better communication and increased understanding of the benefits of gender mainstreaming, its function in relation to government operations and national policy objectives. It can also help to improve communication between what the Government describes as suppliers and customers.

- There is a need for continued efforts to create a more sustainable **bridge between practical and theoretical knowledge** as well as between different fields. Such a bridge can help to increase the use of scientific methods and systematic, goal-oriented tasks in the agencies' work with gender mainstreaming and also identify relevant research problems which could develop and strengthen the research field.
 - There is a need for **monitoring and developing norms** concerning gender equality issues within public administration and policy.
 - There is a need for **advanced procurement skills** within the agencies. This contributes better to agencies more effectively using consultants and external experts as a support for the work with integrating gender and assuring the quality of the activities. The consultancy market has to recognize the value and need for gender expertise and perspectives in order to evolve and meet the demand for support from the agencies.
 - There is a recognized need for **new and more extensive research** on gender mainstreaming. This could be used by agencies in their practical work with gender mainstreaming.
 - There is a need for different **actors to interact and coordinate their work** in order to avoid duplication. In that way, government efforts can be better targeted at those areas that need to be prioritised.
 - There is a **need for transparency**, i.e. making material and documentation on and experiences and knowledge of gender mainstreaming visible and disseminating them so that more stakeholders and citizens can realize the benefits of gender mainstreaming and the function of the public administration's efforts to work towards achieving the gender equality objectives.
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- In order to build long-term support for improving gender equality within public administration, there is a need for **strong political ownership and responsibility**. Research shows that political accountability and initiatives have been crucial both for individual equality measures and the progress of equality policy as a whole. Fundamental to long-term support for gender mainstreaming in government policy is that the Government and politicians take responsibility.
 - An important element in building long-term support for gender equality within public administration would be to introduce a **central coordinating body** to support government efforts in the area, taking responsibility for the global monitoring and updating of goals and plans as well as communicating government directives. Such a function would preferably be situated centrally within the government offices or in close cooperation with the Minister for Gender Equality. The function could also be used to provide direct support to agencies in addressing gender equality by assisting in the processes of translating national gender equality objectives into operational goals for each particular agency.
 - The supporting agencies, i.e. the **agencies that already have a central role** in pro-

Recommendations

viding advice and support to the Government in managing the public administration, should integrate a gender perspective into their activities. For example, the gender mainstreaming of public monitoring, auditing, or procurement would be an important step towards mainstreaming gender into the entire public administration. By mandating individual agencies to provide support to the Government and other agencies to mainstream gender into their activities, the Government would develop its management and monitoring functions and utilize previous knowledge, work, and experience. Jämi has initiated such efforts through collaboration with a number of agencies, but these efforts must be further investigated and maintained in order to achieve the desired effects.

- The **county administrative boards** have for a long time had a special assignment regarding gender mainstreaming in the public sector. The knowledge, experience, and contacts they have built up can be increasingly drawn upon to disseminate knowledge and information on gender mainstreaming and, if possible, coordinate activities within and between regions and at the local and national levels.
- The **Swedish Secretariat for Gender Research** has a unique position because of its overview of research, its established network, and its informative role in the dissemination of current gender research. In building a bridge between research and practice, the Secretariat can, in addition to its regular assignments, be given responsibility to be an intermediary in communicating practice-related research to stakeholders who are central to gender mainstreaming. This will enable the Secretariat to utilize, maintain, and develop the networks and the knowledge Jämi has created. This extended assignment should be done in collaboration with other agencies and organizations commissioned by the Government to work with gender mainstreaming.
- The **national portal on gender mainstreaming**, which Jämi, along with its partners, has developed, has become important for work with gender mainstreaming throughout the country. The portal could become an even stronger support for gender mainstreaming, but would require the continuous updating and development of interactive web applications. The portal could advantageously serve as a hub for training and inspiration. However, this requires further funding. With an expanded mandate, the Secretariat could play a coordinating role in such efforts. To increase the impact and achieve a wider distribution, it would also be desirable to involve other actors, such as the county administrative boards, in the work.
- The **summer school** Jämi established contributed to the development of an excellent forum for exchanging experiences which can further develop and assure the quality of gender mainstreaming. However, the school would need a long-term ownership to fulfil this function.
- Long-term support for integrating gender equality into the public administration and public sector needs to increasingly exploit the opportunities available for integrating equality requirements within **public procurement**. Jämi has started on work that examines whether and how it is possible to incorporate equality requirements into procurement and suggests that this matter should be investigated further. The

initiative also needs ownership.

- Long-term support for integrating gender equality into the public administration and public sector would benefit from a more **coherent approach to issues affecting sustainability**. A sustainability council which oversees gender, environmental, and developmental issues, etc., can facilitate such a change. Long-term support for integrating gender equality into the public administration and public sector would also need to **mobilize other key actors** within Swedish society, such as social partners and civil society, in order to create a broad base and benefit from the collective expertise and experience available.
- Long-term support for integrating gender equality into the public administration and public sector would increasingly need to be based on **close interaction**. This is because the interaction both strengthens the individual projects and is fundamental within a contemporary welfare state. Close interaction is also something that the Government has put forward as an important basis for promoting equality and addressing problems related to gender inequality.

CONCLUSION

Jämi has during 2008–2010 been commissioned by the Swedish Government to create conditions for long-term support for gender mainstreaming at the national level. The mission has been accomplished through various kinds of activities (four conferences, eight workshops, seventeen seminars, a summer school, training, networking, discussion forums, etc.) involving more than 2,000 participants. In addition, Jämi has investigated, reported, and informed on gender mainstreaming and the programme's conclusions and findings in reports and memoranda via its website www.jamiprogram.se and the national portal www.jamställ.nu. Collaboration has been the basic strategy and transparency the most important principle.

It is important to emphasize that Jämi's mission was to create conditions for long-term support for gender mainstreaming, and not to contribute to greater gender equality itself, even if this is the gender mainstreaming strategy's ultimate goal. Jämi's work has, as described in its mission, also focused on examining the work on gender mainstreaming: its conditions, problems, needs, and success factors.

Jämi's work has led to different results, some of which are tangible in nature, such as the framework Jämi helped to create, and others are of a more intangible character, such as the lessons learned. It is also important to note that parts of it – what research and documented experience highlight as success factors or problems with gender mainstreaming – do not differ from the work related to other aspects of development or democratic work in general. This means that some of Jämi's results underline the conclusions that previous studies, investigations, and works have reached.

Jämi's programme has resulted in a number of recommendations for further initiatives. Jämi has, in particular, highlighted that long-term support for gender mainstreaming should develop and help actors who presently either already have a central function in the Government's work with gender mainstreaming, or have a main supporting function within public administration. This should be done in combination with the preservation, development, and strengthening of existing infrastructure along with the mobilization of other key actors in society through increased coordination.

Above all, Jämi would like to emphasize that working with gender equality in general, and gender mainstreaming in particular, is an ongoing process that in order to be successful can utilize certain factors, some of which are highlighted in this report. However, this does not say anything about what form the content of future initiatives for enhancing gender equality through gender mainstreaming should take, for example what knowledge will be relevant or what objectives are to be fulfilled. This depends on each specific case, the context of which is related to time and place. Therefore, we will constantly be in need of redefining our efforts depending on where and when they are taking place. The ability of public administrations to take this into consideration while mainstreaming gender into their activities will be crucial to the success of the strategy and the advancement of equality in our societies.



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