

Final Report



Global Summit on Grassroots Women's Leadership and Governance

The Huairou Commission | March 3-8, 2011 | New York



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I. Executive Summary

“Institutions of governance, of security and of human rights must massively increase their engagement with grassroots women’s organizations,” was the message Anne Marie Goetz of UN Women conveyed to a diverse audience of women from 22 countries – made up of local actors and global policy-makers – at the Huairou Commission Global Summit on Grassroots Women’s Leadership and Governance, held March 3-8 in New York City.

The Summit, co-sponsored by UNDP and the Dutch Foreign Ministry MDG 3 FUND, marked the accumulation of a decade of work empowering women in low-income communities worldwide to improve their living conditions, transform their communities, and exchange their experiences with women across various regions of the world.

The Summit’s objectives focused on strengthening grassroots women’s advocacy relationships with each other, with international policy-makers, and with the Huairou Commission in its efforts to empower women to be recognized as change agents in the development of their communities and countries. To achieve these goals, 50 grassroots and other women leaders engaged in a three-day cross-regional dialogue to identify challenges, successes and global trends that affect the development of their communities, before embarking on a two day exchange with global policy makers and scholars, including representatives of UN Habitat, UNDP, IDRC and the new UN Women, in which they spoke as experts in the needs of their own communities.

Among the trends identified was the overall positive effect of gender quotas on women’s participation in formal decision-making structures, while a relative lack of qualitative, structural changes in power relations remain. Collective organizing to equip women with the tools to analyze power structures and “locate themselves within power relationships” is the first step to electing grassroots women into public offices as equal political actors alongside men.

Secondly, while the global process of decentralization has opened participatory opportunities, it has also created a complex amalgam of new policies, structures and laws that women need to learn to navigate in order to benefit from these new participatory fora. In addition, some women identified the general decrease of the role of their states in service provision that accompanied the devolution of power to decentralized governments.

Thirdly, sustainable development requires a new model of partnership in which government authorities, researchers and international agencies engage grassroots women’s expertise in identifying problems and designing solutions.

Finally, sustainable development requires governments to be accountable to grassroots women, which in turn requires funding mechanisms that sustain grassroots women’s organizing, leadership and development initiatives, and allow them to monitor and make claims on their governments. Grassroots women proposed the creation of a flexible global fund for grassroots women to finance innovative and effective grassroots women’s governance strategies.

When discussing Millennium Development Goal 3, to promote gender equality and women’s empowerment, participants agreed that purely quantitative indicators like the ratios of girls to boys in primary, secondary and tertiary education, the share of women in wage employment in the non-agricultural sector and the proportion of seats held by women in national parliament [1] fall short of measuring the complex process of women’s empowerment. Resource

sovereignty and the opportunity to develop leadership, hold governments accountable and engage in collective organizing are essential parts of empowerment, according to participants in the MDG3 Accountability Initiative [2] – factors that need to become a part in the equation around female equality and gender-just policies. In connection to this, policy makers need to involve marginalized communities in the formulation of parameters of women’s empowerment to guarantee policy initiatives that address the problems and needs of women at the community level.

In order to better aid women in their effort to localize global frameworks and globalize their local experiences and claims, the Huairou Commission Governance Campaign and Summit participants stated their commitment to the following action points for the road ahead:

Firstly, the organization will continue to increase women’s leadership in democratic governance, by supporting grassroots women to represent elected and appointed offices and help them to develop agendas and leadership skills to successfully advocate for the needs of their movements and constituencies.

Secondly, the Huairou Commission aims to further increase grassroots women’s participation in development decisions as civic leaders by supporting coalition building, Local-to-Local Dialogues and trainings on ways to build political agendas and effectively engage governments.

Thirdly, by mobilizing women to form pressure groups and engage government officials in workshops around their responsibilities towards grassroots women, the organization will work toward supporting the creation of more accountable government leaders and processes.



Caroline Hubbard from the National Democratic Institute addresses the audience during the second day of the Partnership Summit

Improved media outreach and the creation of a “global grassroots commission” that would connect grassroots women and NGO representatives to increase the former’s leadership in global decision-making, in turn, will contribute to building transformative leadership, political structures and mechanisms.

The fifth strategy to increase the quality of women’s political engagement is to use international, national and regional fora and policy spaces to advance women’s status and credibility in their communities. Supporting women’s participation in policy meetings and dialogues, and facilitating events between grassroots women and stakeholders will contribute to their recognition as legitimate political actors.

Lastly, a cornerstone of all of the above and a strategy in itself, the Huairou has affirmed its

commitment to strengthening the ways in which it aids grassroots women in building coalitions and networks that work towards advancing democratic governance processes in their communities by increasing avenues of knowledge transfer through meetings, tools, documentation and unified mechanism of monitoring and evaluation.

On an organizational level, the willingness of a broad array of high level policy-makers and scholars to participate in the Global Summit and their recognition of the work of Huairou and its partner groups has validated the growth of the organization over the course of its 15 year existence and galvanized its role in bringing women’s needs and capacities on the global decision making arena.

1 <http://www.undp.org/mdg/goal3.shtml>

2 Huairou Commission’s Millennium Development Goal 3 Accountability Initiative supported by the Dutch MDG 3 FUND.

II. Background

The Huairou Commission Global Summit on Grassroots Women's Leadership and Governance (the Summit), co-sponsored by UNDP and the Dutch Foreign Ministry MDG 3 FUND, marked the accumulation of a decade of work empowering women in low-income communities worldwide to improve their living conditions, transform their communities, and create avenues of exchange between women from different regions.

Since 2002, the Huairou Commission has steadily supported different strategies and initiatives of grassroots women's organizations and networks to increase women's leadership in their organizations. For instance, the Governance Campaign seeded the development and evolution of the Local-to-Local Dialogue [3] process through which community organizations facilitate dialogues and build partnerships with community stakeholders to influence local development decisions and resources.



Josephine Castillo of the organization DAMPA, in the Philippines, talks about the groups' experiences negotiating with their local government about community relocations and service delivery.

In 2008, the Huairou Commission's efforts and successes in empowering women gained attention within the development community, reflected by the €1.2 million grant Huairou Commission from the Dutch Foreign Ministry Millennium Development Goal 3 (MDG3) Fund. The Huairou Commission launched the MDG3 Accountability Initiative through which 42 grassroots women's organizations and networks in 27 countries in Africa, Asia and Latin America have shown how grassroots groups can make change within their communities and beyond by increasing women's participation in political, economic and civic life, and by claiming assets such as land and housing.

The Global Summit on Grassroots Women's Leadership and Governance was planned as part of the MDG 3 Initiative to share lessons, outcomes and challenges from the past two years, and as an opportunity to sustain and enhance grassroots women's leadership and participation in decision-making. Grassroots women know that women's empowerment programs only reach marginalized groups if they collectively organize at local, national and international levels. Often times, international meetings can bring local and national recognition for grassroots women, accelerating several negotiations with government and community representatives. The Summit was also an opportunity for partners to learn from grassroots women about their problems and strategies, and share other approaches to support their work. Representatives from international agencies, governments and academia brainstormed possible collaborations to foster grassroots women's leadership and empowerment.



Joyce Nangobe, of SWID, in Uganda, leads participants in a song during the Grassroots Summit in Jennings Hall, Brooklyn.

The Summit consolidated a strong global movement of and for grassroots women, crucial to sustain grassroots women's voices in policy and decision making. During the first three days of the five-day Summit, grassroots women from 22 countries from Latin America, Africa, Asia and Europe reflected and evaluated achievements and challenges of their governance and leadership work to date. The last two days were reserved for a dialogue between the grassroots women leaders and women in government, researchers and prominent thinkers in the field of development. The issues, challenges, and engagement opportunities for those working to increase women's roles in decision making globally they addressed are the scope of this report. [4]

3 See Appendix II. For more information, visit www.huairou.org.

4 See Appendix III for the full list of participants

III. Global Summit Objectives

The Global Summit on Grassroots Women's Leadership and Governance was held in two parts: first, the Grassroots Summit, March 3rd-5th, followed by the Partnership Summit, March 6th – 8th, 2011. The Grassroots Summit focused on strategies developed and used by grassroots women's organizations to increase their participation, leadership and influence in decision-making. The Grassroots Summit goals were:

1. To critically analyze and build a shared understanding among the grassroots organizations active in the governance campaign of:
 - The core strategies and activities that the Huairou Commission supports to empower grassroots women's participation and leadership in political decision-making.
 - The elements and mechanisms that are essential for producing democratic, gender-just political decision-making and development across various countries and regions.
 - The decision making policies and processes that women confront which are influenced by international power arrangements (geopolitical and institutional) such as decentralization and poverty reduction strategies, and how the Huairou Commission can assist women in understanding, challenging or advocating for those policies.
2. To refine the core themes of the Huairou Commission Governance Campaign and partnership strategy, establish key organizing benchmarks and short-term actions, and debate and prepare conclusions to share at the broader partner summit and beyond.

The Partnership Summit was organised to facilitate a collegial, participatory atmosphere where grassroots leaders share their governance initiatives and priorities with policy makers, development workers, researchers and other activists working to empower women as political leaders and decision-makers. The partnership summit goals were to:

1. Facilitate a collegial, participatory fora where grassroots women leaders share and debate a range of their strategies and activities to forge democratic practices that reduce local poverty and advance gender equality with policy makers, development workers, researchers and other activists working to empower women as political leaders and decision makers;
2. Identify areas where collaboration between grassroots organizations and institutional partners can add value and synergy to each other's work, and agree upon actions to advance these goals; and
3. Create a collaborative statement outlining the objectives of grassroots women and institutional partners that empower grassroots women to represent their priorities and take formal leadership in local decision-making processes, highlighting the joint activities that participants pledge to undertake to ensure ongoing momentum.

IV. Emerging trends, challenges and opportunities across regional and global contexts

A core objective of the Summit was to critically analyze enabling policies, frameworks and mechanisms for grassroots women's engagement in building a common understanding of effective grassroots strategies that grassroots women have used to advance democratic and gender-just political decision-making processes.

During the Summit, grassroots women and partners identified emerging trends such as quotas and affirmative action, decentralization policies and a new recognition of grassroots women as agents of change and development. These discussions resulted in a harvesting of common strategies used to localize some of emergent opportunities and challenges at regional and global levels.

TREND 1: Affirmative Action for Women

Quotas are still the best way to foster women's political participation, but do not necessarily change structures of power. Collective organizing and transformative leadership building are the core strategies to increase, sustain and improve women's leadership.

Constitutional Reforms and National Laws have established quotas and affirmative actions that mandate representation for women in varied levels of public office, one of the most recognized being India's 73rd and 74th Constitutional Amendments that at the end of the 1990's mandated 33% of seats in local government bodies be reserved for women. [5]

As of 2006, around 40 countries have introduced gender quotas in national parliamentary elections, either by means of constitutional amendment or by changing the electoral laws (legal quotas). [6] In more than 50 countries major political parties have voluntarily set out quota provisions in their own statutes (party quotas). One of the most recent countries to adopt quotas was Kenya, where the 2010 Constitutional Reform established that at least one third of political positions have to be occupied by women.

During the partnership Summit, panelists shared the belief that "quotas are the most effective way to get women into power." Randi Davis, Practice Manager of the UNDP Gender Team, gave credit to the UN system for "pushing member states to adopt quotas for women." Anne Marie Goetz, from the Governance, Peace and Security division of UN Women, added that, "women in parliament should be vigilant and need to look further at how to increase women's participation and not only in parliament but in other spaces and to accelerate quality of leadership." Increasing the number of women in office was also emphasized by Suki Beavers of UNDP as a crucial component to improving responsiveness of governments and alleviate corruption for women. For the UNDP human rights specialist, "anti-corruption and gender equality are mutually reinforcing."



Nereide Segala, of Ser do Sertão, Brazil, presents on her experiences as leader of the only female-run agricultural cooperative in her region.

Yet, affirmative action and quota systems have not been enough to ensure gender equality in public offices. Anne Marie highlighted that, in spite of an increase of women to the top levels of decision-making, the percentage of women in these positions remains at about 19% (MDG Report, 2010). Grassroots leaders also analyzed that even when affirmative action works for women, we have to ask: for which women? Esapat Ngulupa, grassroots leader from Maasai Women development Organization (MWEDO) [7] argued that compared to more educated women, grassroots women often lack the necessary access to information in order to run for elections and often are discriminated by them (See Box 1). Caroline Hubbard, from the National Democratic Institute (NDI) agreed by saying that "crafting bylaws are easy, transforming mindsets is difficult."

For Relinda Sosa, a grassroots leader from Groots Peru, [8] "affirmative action does not necessarily change structures of power." She explained that in order to fulfill the quotas of 30% of women in lists of candidates, political parties tend to invite women who don't have a constituency or represent community interests. This is why "it is important to analyze who holds the power if we are to change the nature of leadership and women's power within leadership structures," added Patricia Chaves during the discussion on partnership and negotiation with decision-makers.

5 <http://www.quotaproject.org/uid/countryview.cfm?country=105>

6 International IDEA, Stockholm University and Inter-Parliamentary Union. Quota Project: Global Database of Quotas for Women. Web site: <http://www.quotaproject.org>

7 Operational since 1999, MWEDO (Maasai Women Development Organization) aims to work towards the empowerment of disadvantaged Maasai women economically, politically, culturally and socially through implementing activities in capacity building, HIV/AIDS interventions as well as Advocacy for Human Rights and Education.

8 Groots Peru is a network of grassroots women, member of Grassroots International. It seeks empowering grassroots women at local, national, regional and global levels through leadership development, capacity building, advocacy and citizen surveillance of public policies that affect grassroots women.

This debate demonstrates that while recognizing the importance of investing in and mandating affirmative action, grassroots leaders and partners were also aware that much more is needed to bridge the gap between women elected for public office and grassroots groups. Grassroots leaders considered that a deeper power analysis is needed to elect grassroots women to public offices and for grassroots women to be fully recognized as political actors. “We need to locate ourselves in power relationships,” said Relinda Sosa to argue that it is not enough to be elected.

Grassroots women have also to be aware of what being part of a political party entails. Violet Shivutse, from Groots Kenya, [9] complemented the discussion by saying that high expectations from women leaders in power need to be balanced with knowledge on how they can negotiate with other leaders, the strength of women’s organizing, and how women are aligned to support each other.

The three stories below were shared during the summit and demonstrate how grassroots women have used their funds from the MDG 3 Initiative to transform formal opportunities into real chances of political empowerment. They show that power shift depends not only on enabling frameworks for affirmative action, but on capacity building and collective organizing from a grassroots perspective. Their final goal is to build transformative leadership actors, structures and processes.

UCOBAC: Grassroots women running for elections

Grassroots women have used reforms and percentage mandates as an opportunity to increase the number of women in office. In Uganda, Uganda Community Based Association for Child Welfare (UCOBAC) [10] has supported grassroots women leaders to run for elections. They organized and mobilized women for political participation by giving trainings on their rights to political participation. Through this process, they identified potential leaders and a new level of training engaged women in lobbying public speaking and political campaign strategies. Grassroots women improved their communication with local leaders and constituencies. The use of media, posters and booklets are also important strategies used by UCOBAC to mobilize poor women to build an agenda that represents their priorities. Afisa Nnamadoonde Bujyakumanyo Kayongo, a grassroots woman leader recently elected to 1st district council, proudly explained one of the posters that called for women’s support in voting for other women. In Uganda’s recent election, UCOBAC supported the election of 50 grassroots women into district level positions using quotas as an opening, and their organizing and capacity building strategies to ensure quality representation by grassroots women, one of which was Afisa.

“The Constitution promulgated in August 2010 has major gains for women but all these will be meaningless unless women are organized starting from the local level to take advantage of the provisions in this new constitution” (Groots Kenya)

GROOTS Kenya: Bridging the gap between grassroots and elected women

Groots Kenya [11] has also realized that quotas for women [would not automatically leverage their work. Rose Ongondo explained: “during the formation of committees of elected women, we realized they were not serving the needs of grassroots women. We saw the gap, so we decided to establish a committee and did a community mapping of the women in power and formed a task force ... Now we make sure that the women elected are the ones we want to be.”

Using the MDG 3 Initiative to seed their work, GROOTS Kenya developed the project “champions for transformative leadership” to strengthen the capacity of organized groups of women and prepare them to the 2012 general elections in Kenya. The project educated women on their new constitutional rights and at the same time bridged the gap between women in positions of formal leadership and grassroots women leaders. Groots Kenya has documented declarations of women confirming that “they no longer just mark dates in their calendar to attend the next decision making meetings.” Rather, they provide feedback and consult for priority areas with larger groups of women and their own peers in leadership which has significantly increased the quality of decision-making. As a result, they have been given larger responsibilities inside the committees they are serving.

9 GROOTS Kenya was founded after the 4th UN conference on women in Beijing, China in 1995 as a response to inadequate visibility of grassroots women needs and priorities in development and decisions that directly impact them and their communities. The organization supports movement building by bringing together over 2,000 women led self-groups and community based organizations in Kenya. Its mission is to facilitate grassroots women and their communities to effectively and directly participate in development processes.

10 UCOBAC was formed in 1990 in response to estimates of 1 million orphans in Uganda caused by the effects of the war, AIDS and other related factors. Within the MDG 3 Initiative, UCOBAC has focused on grassroots women’s leadership development to ensure the realization of women’s property rights.

11 See note n. 7.

MWEDO: Supporting grassroots women for a fair political representation

In Tanzania, a constitutional amendment in 2000 resulted in the increase of quotas for women in special seats to 20% in parliament and 33% on local councils. Esupat Ngulupa, grassroots leader from MWEDO, [12] was elected to represent women in the local council in 2010, and in 2011 she became the vice-chair of the government council at the county level. However, she explained that, “when the country gave us the opportunity to represent women at all levels of decision-making, grassroots women were not there – elite women were.” Grassroots leaders did not have access to the formal procedures to participate in the elections and were also discriminated by educated women. Cultural elements also play against grassroots candidates, since men harass women when they decide to stand for elections or support another leader to do so. To Esupat, this is a strategy used by men to demobilize women, because “men know we are very powerful when we’re organized.” These challenges have not stopped the grassroots woman leader, she has worked to develop a network of elected woman leaders in Tanzania and to date, 7000 women in 4 districts are organized through the leadership network.



Femie Duka, Dampa, The Philippines



Fati al Hassan, Grassroots Sisterhood Foundation, Ghana; Sandra Schilen, GROOTS International



Anne Marie Goetz, UN Women

TREND 2: Decentralization

Decentralization opens participatory opportunities, while at the same time it creates a complex set of policies, instances and laws. The improvement of participation in decentralized governance requires capacity building for grassroots women to understand and analyze the possibilities of real participation in governance structures.

Decentralization is a form of governance that transfers political decision-making to the regional and local levels. [13] Citizens have more control over political decision-making at lower levels, which means that decentralized governance is crucial to increase political participation and to bring development decisions closer to those most directly impacted. In many cases decentralization mechanisms have provided opportunities for women to voice their priorities, influence decision-making and ensure local governments are responsive to their needs and interests.

During the Summit, however, grassroots women and partners considered that women’s active engagement in decentralized decision-making structures, like quotas, does not necessarily address inherent power dynamics and inequality. There are two sorts of obstacles: the first one refers to incomplete decentralization frameworks. DAMPA, [14] for example, pointed out that elaborated legal frameworks in the Philippines have transferred multiple responsibilities to local governments, while the general role of the state in providing services has decreased. Grassroots women attributed this paradox to neoliberal policies and highlighted that transferring tasks without budget increase at local level is a problem with no easy solution. Privatization of basic-services, such as water supplies and social housing, were problems pointed out by representatives from Germany and Czech Republic. Although these structural problems of decentralization were not thoroughly discussed during the Summit, they were considered relevant for future in depth analysis.

12 See note no. 5.

13 Association of German Development NGOs; Local Power and Women’s Rights – Gender Perspectives on Decentralization Processes. 2010. http://www.venro.org/fileadmin/redaktion_afrikas_perspektive/publikationen/Projekt-Publikationen/AP_Gender_Boschuere_Webversion.pdf

14 DAMPA is a federation of 217 grassroots organizations, with a total membership of 79,197 urban poor families. Their mission is to contribute to providing solutions to basic urban poverty issues, such as the lack of affordable and appropriate housing aggravated by demolitions and relocation processes.

The second challenge refers to uneven information between men and women on how decentralized mechanisms work. To ensure substantial gains are made, grassroots women have focused first on knowing what these mechanisms are. GROOTS Peru, for instance, has worked on political capacity building and in campaigns to foster further dialogues on decentralization with local authorities and candidates to mayor.

Despite these challenges, grassroots women do not wait for top-down actions to make real changes. The featured stories below demonstrate the role of grassroots women in transforming formal mechanisms into substantial changes through mobilizing for the creation of new instances to address women's issues and negotiating with governments on the best way to enforce decentralization mechanisms.



Rose Achieng of GROOTS Kenya, speaking on the opening day of the Partnership Summit at the UN Church Center.

Grassroots women and the Law on Equal Opportunity in Peru

In Peru, the general framework for decentralized governance was established in 2002, with the Basic Law on decentralization N. 27789. This law mandates that "regional and local governments are obliged to promote citizen participation in the formulation, discussion and conclusion of their development plans, budgets, and public governance." One of the first laws to incorporate these mechanisms was the Law on Equal Opportunity between Women and Men (N. 28983/2007). In order to ensure that women and men exercise their rights to equality, dignity, freedom, welfare and autonomy, the Law on Equal Opportunity established the legal and institutional framework for the development and implementation of public policies at local, regional and national levels.

In Lima, the Law on Equal Opportunity has provided Groots Peru with the legal framework to negotiate for the creation of a municipal body for women's affairs, whose aim is to foster the implementation of gender programs and policies. Their objective was to create participatory mechanisms for training of women and men on gender equality and a campaign to inform grassroots women and government authorities about decentralized mechanisms. This process is a learning exercise, through which women learn about the political functioning of governance institutions, open spaces of participation and increase their ability to influence decision-making that will directly affect their lives.

Grassroots women and the Local Government Units in the Philippines

In the Philippines, grassroots women from DAMPA have used decentralized mechanisms to guarantee ongoing dialogue and advocacy with local authorities, increasing their opportunities to influence in decision-making processes. The Local Government Code (LGC) established in 1991 mandated a number of national government agencies to devolve or pass some of their functions to Local Government Units (LGUs), particularly those functions that involve direct service delivery to citizens. This strengthened the function of LGUs to provide basic services to their constituents. LGUs are also in charge for implementing the MDGs. Another important legal mechanism is the General Appropriations Act of 1995 that provides that a certain percentage of the appropriation for government agencies shall be earmarked for gender and development.

Within the context of decentralization and devolution, DAMPA has mapped government structures and mechanisms for citizen participation and fostered the involvement of grassroots women in the identification, prioritization, design, implementation, and evaluation of development projects. For DAMPA, each law is an entry point for engagement. For instance the Solo Parents' Welfare Act of 2000 has become an object of study about poor single mothers and the lack of adequate housing. During the last phase of the MDG 3 Initiative, DAMPA used the law to organize grassroots communities and educate them on the law in preparations for negotiations with the National Authority Housing (NHS) around its implementation. The negotiations with the NHS recognized the need to use the GAD Budget to foster the implementation of the Solo Parents Acts in a way that can benefit single mothers as the starting point of the development process of poor women, their children and families. The ongoing negotiations with the NHS have yielded recognition of the fact that grassroots women play an essential in facilitating the process of clarifying rules and regulations specific for housing.

TREND 3: Increasing global recognition of grassroots women as key partners in poverty reduction and women's empowerment programs.

Recognizing that investing in grassroots women is key to fostering sustainable development is not enough. It requires a new model of partnership in which government authorities, researchers and international agencies engage grassroots women's expertise in mapping problems and designing solutions.

Grassroots women have recently experienced the recognition of their work by global policy makers and institutions in reducing poverty and fostering development global wide. The most recent recognition of grassroots women at global level was by Michelle Bachellet, the Executive Director of the UN Women. During the 'Grassroots Speakout on UN Women,' a session organized by the Huairou Commission in partnership with AWID and the GEAR Campaign at the Commission on the Status of Women (CSW), Ms. Bachellet committed to work with grassroots women representatives to reach the women who most need and are often

“More people are beginning to recognize we have to invest in girls and women if we are to realize the MDGs by 2015. An investment in women and girls is an investment in the future.”

***Hinke Nauta, 1st Secretary,
Netherlands Mission to the UN***

isolated from any institutional assistance by reserving seats for grassroots women in the advisory board of the new UN agency. [15] Sudarsana Kundu, gender specialist of the UN Women, added during the Summit: “grassroots women are key partners; grassroots women's organizations are able to mobilize women voters, hold local governments accountable, integrate women's concerns and promote of gender equity.”

Charlotte Bunch, from the Center of Women's Global Leadership, spoke during the Summit and emphasized that “grassroots women are agents of change, are the source of ideas and solutions.” Randi Davis shared that, “the UNDP had supported the Huairou Commission and GROOTS International to bring grassroots women's voices to the policy work the agency is doing in all levels.”

African grassroots leaders reminded the participants that in 2010 the African Union declared the 2010-2020 the African Women's Decade. The theme Gender Equality and Women's Empowerment (GEWE): A Bottom Up Approach demonstrates the increasing acknowledgment of grassroots women as crucial agents to advance gender equality, women's rights and development agendas.

What are the consequences of such recognition? For grassroots women, this process implies a new model of partnership and structured funding for grassroots women's leadership development.

New model of partnership: recognizing grassroots women as experts

Partnership to strengthen grassroots women's work should go beyond resource transfer to involve grassroots women as active partners and planners. “We want to engage effectively in partnerships,” said Violet Shivutse of Groots Kenya. The idea is that projects created at the international level can complement what is already being done on the ground. According to Relinda Sosa, from Groots Peru, local, national and international authorities should not only call grassroots women to participate but also to plan how decisions will be made and how they can be validated.

The biggest challenge for grassroots women is gaining recognition as experts in community development. “We are everyday life experts” said Andrea Laux, from the German Mothers' Center, [16] and this recognition leads to a “new way of participation by bringing life experience into neighborhood decision-making.” The same challenge exists in relation with academic researchers.

According to Sandra Schillen, the global facilitator of Groots International, the discussion was about “redefining who holds knowledge and power, research and documentation, expertise at the grassroots level.” Eileen Alma, researcher from International Development Research Centre (IDRC) responded to grassroots' women's claims saying that good researches are exactly the ones that generate tangible results that go beyond policy to reach practice and innovation. For Gabriella Rosseti of the University of Ferrara, Italy, the challenge is thus “producing knowledge to regain political impact for the women's movement.”

15 For full report, visit <http://www.huairou.org/node/953>

16 Mother Centers are a self help movement originating in Germany. There are currently over 850 Mother Centers in 20 countries. Mother Centers are public spaces in the community where women gather on a daily

Patricia Chaves, coordinator of Espaço Feminista [17] presented an example of a unique partnership between grassroots women and local authorities in the regularization process of Ponte do Maduro, an informal settlement that is finally being regularized after 46 years of struggle. They have created a local committee and decisions are made through constructive dialogues between community representatives and authorities. She summarized her claim to partners: “Please do not do policies for us without us. We want to design the policies with you.”

According to Nani Maiya Maharjan, grassroots leader from Lumanti Support Group for Shelter [18] in Nepal, grassroots women are interested in research that brings women into action. One such example was the partnership between Huairou Commission and the Global Network of Civil Society Organizations who involved grassroots women in the action-oriented research on the local implementation of Hyogo Framework for Action, [19] Women’s Views from the Frontline. A total of 23 grassroots organizations from 13 countries participated in the research through focus group discussions and interviews, reaching out to 1,181 people. As a result, Lumanti convened a training workshop that included NGO stakeholders, community leaders, government and local authorities for a Local-to-Local Dialogue.

Similarly, in the Philippines DAMPA began a dialogue on the HFA with local authorities in Manila, to identify a collaborative initiative to address disaster risk reduction in urban poor communities. In India, grassroots women’s groups reported that the survey gave women an opportunity to critically evaluate their own efforts to build resilience and plan ways forward. They identified the need to reduce deforestation, diversify and upgrade livelihoods, and strengthen village level response teams as key priorities.

**TREND 4: Sustainable Development strategies require governments accountable to grassroots women
Funding mechanisms that sustain grassroots women’s organizing, leadership and development initiatives are necessary for grassroots women to hold governments accountable and improve national frameworks according to international agendas.**

During the summit, the MDGs, the Hyogo Framework for Action, the Beijing Platform for Action, the UN-Habitat Agenda, and Poverty Reduction Strategies were all mentioned as enabling international frameworks for women to hold national and local governments accountable to grassroots women’s priorities and poverty reduction overall. It is important however, that for each global framework, concrete mechanisms of engagement and accountability be created.

While the MDGs were created to establish concrete, measurable targets and specific indicators to measure progress in poverty reduction at the country level, for many in the women’s movement, including grassroots women, the targets for these goals are not enough. Tracking the ratios of girls to boys in primary, secondary and tertiary education, the share of women in wage employment in the non-agricultural sector and the proportion of seats held by women in national parliament [20] does not reflect women’s empowerment as transformative process. The midterm review and evaluation process of the Huairou Commission’s MDG 3 Initiative revealed that for grassroots women other quantitative and qualitative indicators related to leadership development, accountability, resource sovereignty and collective organizing should also be taken into account when measuring and evaluating progress towards women’s empowerment, and grassroots women’s empowerment in particular. [21]

In relation to the HFA framework, women have insisted that disasters are not a matter of an emergency response but a development issue. Disasters, although devastating, present an opportunity to change development strategies and transform social relations, by re-positioning



Fati al Hassan, Hinke Nauta, Emma Galama and Marni Tamaki listen to a presentation at the Church Center

17 Espaço Feminista is CSO based in Recife, northeast of Brazil and is member of Pernambuco Women’s Forum, Women and Democracy network, the Huairou Commission and the Articulación Feminista Marcosul. Its mission is to give a contribution to the empowerment of marginalized women from different backgrounds, urban and rural areas.

18 Lumanti Support Group for Shelter is a non-government organization dedicated to the alleviation of urban poverty in Nepal through the improvement of shelter conditions. At Lumanti, shelter means the whole living environment, therefore, Lumanti’s activities are wide-ranging. They include shelter upgrades, micro-finance, education and children’s programmes, good governance, gender equity and advocacy. Lumanti means “memory” in the Newari language.

19 The HFA was approved by the General Assembly during the World Conference on Disaster Reduction held in Kobe, Hyogo, Japan, 2005

20 <http://www.undp.org/mdg/goal3.shtml>

21 The grassroots indicators for women’s empowerment are available on the Huairou Commission website in the following report: MDG3 Midterm Review. Huairou Commission and IDL Group. New York, 2010.

grassroots women to undertake public roles in relief, recovery, reconstruction, adaptation and development towards an enhanced quality of life. Grassroots women have taken seriously the call to implement and follow-up to the strategic goals and priorities set out in the Hyogo Framework for Action. Grassroots women know that, besides being the most vulnerable group in cases of disasters, they are also key actors in building resilient communities.

In 2010, the Community Resilience Fund [22] was created as a mechanism to channel funds directly to community based organizations and grassroots women living in at-risk communities to support them in initiating and scaling up effective Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA). For Haydee Rodriguez, Director of Union de Cooperativas Las Brumas in Nicaragua, “the CRF is more than a financial mechanism – it’s a tool for empowering grassroots women to build on their practices, learn from each other and influence decision-making processes.”



Randi Davis of UNDP facilitates a discussion on global governance and grassroots women’s leadership

As a key partner of the United Nations Human Settlements Programme (UN-Habitat), the Huairou Commission was especially pleased with the remarks of the new Executive Director of UN-Habitat, Dr. Joan Clos, and Axumite Gebre-Egziabher, Director of Global Divisions at UN Habitat. The director highlighted that, “the Huairou Commission and UN Habitat share the same concerns on equity, equal access to land, basic services, infrastructure and decision-making.” Through the UN Habitat Global Land Tool Network (GLTN), used in land reforms and regularization, several groups from the Huairou Commission network have contributed to poverty alleviation and the MDGs.

Grassroots women further recognized an international trend in the commitment of several low-income countries to establish policies to bring its citizens out of poverty in the next 10 to 20

years. Country-level Poverty Reduction Strategies (PRSPs) have been developed with assistance from the International Monetary Fund and the World Bank.

Some of these countries are also included in the Heavily Indebted Poor Countries Initiative. Through this program, the IMF and the Bank have agreed to relieve external debts of countries committed to following up with national poverty reduction strategies. Gender equality policies, included in most PRSPs, [23] have created some opportunities for grassroots women to gain more visibility, and leverage their development activities and monitoring mechanisms. Ghana Poverty Reduction Strategy (GPRS) has an explicit recommendation to women’s empowerment and inclusion in social programs duplicated in the national Land and Administration Project, put in place in 1999 to ensure prudent land management and security of tenure for all.

Partnership with UN-Habitat through the GLTN

Grassroots Sisterhood Foundation (GSF) [24] has engaged in addressing the problem of unequal distribution of and women’s access to land in Ghana. Traditional authorities control 80% of land in the country and socio-cultural practices of inheritance are skewed towards men and their male offspring, excluding rural women from taken decisions in its administration and management.

GSF facilitates over 3000 women in 75 groups to engage with traditional and local government authorities to ensure equity in land, housing and livelihoods. Although the national policy requires consultation with communities, this information is not disseminated properly. Fati Alhassan, director of GSF, says, “the feedback is low and communities are left with more questions than answers, resources are distributed to research institutions and do not reach grassroots groups.”

The partnership with the Global Land Tool Network, a UN HABITAT initiative, gave GSF the opportunity to map whether the LAP was gender responsive and take the responsibility to address the gaps encountered. They were able to build a common understanding on the LAP and prepare grassroots leaders to develop alliances with stakeholders and open more spaces for women’s voice and participation. The MDG 3 Initiative supported GSF in lobbying traditional leaders to support selected women to be elected in district assemblies. They registered a significant increase in the number of women standing for elections in three districts (Tamale, Saboba and Zebilla). In 2006 they added 18 while in 2010, the number reached 75.

22 <http://www.huairou.org/community-resilience-fund>

Women leaders called for attention to the disconnection between global frameworks and government machineries. In order to hold government accountable it is important not only to work in partnership and in constant engagement with public authorities, but institutionalize mechanisms that can channel local, national and global efforts.

For example, the Latin-American participants identified that international micro-credit programs should be linked to governmental policies so the credits can be offered at affordable rates and micro-finance schemes are sustainable over time. The issue of sustainability of micro-finance schemes was also raised by Lumanti, in Nepal. In supporting saving and credit cooperatives during the MDG 3 Initiative they realized an increasing of risk factors involved in taking loans. The organization has promoted a discussion with its members on the need of loan insurance and mechanisms for introducing this new concept. This debate demonstrates a lack of coordination between local, national and international mechanisms that grassroots women can further explore for future recommendations.

These discussions were not deeply analyzed in the Summit. Registrating them in this report, however, is crucial to further a grassroots women's scrutiny of this complex set of local, national and international mechanisms.

Women's self-help groups and women's movements hold government accountable for the poor

Grassroots women have long used self-help groups as an organizing model to influence decisions to reflect community needs. For example, *Swayam Shikshan Prayog (SPP)* [25] mobilized self-help groups to map their needs and study the national mechanisms they could engage to improve access to and of services for the poor. In relation to health care they realized that, although the government had launched the National Rural Health Mission (NRHM), public services were not reaching women and communities. Due to a poor implementation of the plan and community villagers' lack of faith in public health services, women had no role in the health committees, while they were the ones the most in charge of care at the domestic level. Through the creation of health governance groups, SSP has been able to bridge the gap between communities who lack health services and the public health system, holding communities and government accountable. In order to foster this kind of initiative, grassroots women have pushed to be recognized as a core player role in planning on how the resources should be allocated.

V. Core grassroots women's governance strategies

The Huairou Commission has been committed to building grassroots women's leadership beyond the number of women in positions of power to engage in all levels of decision making and governance. As affirmed by Sandra Schilen, Global Facilitator of GROOTS International, "sustaining leadership of large numbers of women at the frontline is crucial for good governance and we will continue to speak for it." In order to sustain grassroots women's participation in governance processes the Huairou Commission Governance Campaign has continually invested in strategies which:

- Promote and recognize the multiple actors and approaches used to democratize and engender governance and decision-making beyond electoral processes and formal office-holding.
- Build constituencies of grassroots women leaders and groups who pioneer forms of transformative leadership.
- Establish engagement mechanisms (e.g. Local to Local Dialogues) with women in positions of power and those contesting for elections to develop a culture of collective consultative action that holds these actors accountable.
- Encourage decision makers and researchers to recognize expertise at the grassroots level and redefine who holds the information and knowledge needed to engage large numbers of women and their perspectives in political decision-making, development planning and implementation.
- Generate partnerships and funding mechanisms that sustain grassroots women's organizing, leadership and development initiatives.

23 Amongst the that developed National Poverty Reduction Strategies, the IMF has included in its Debt Relief Initiative the following countries: Uganda, Cameroon, Ghana, Zambia, Nicaragua, Bolivia and Honduras. Other Low Income Countries where the Huairou Commission work are Kenya, Tanzania, Bangladesh, Nepal and Cambodia.

24 Grassroots Sisterhood Foundation begun as a pressure group in 2000 to support young girls and women suffering injustice due to negative cultural practices and seeking justice from formal and traditional courts. In 2007, GSF was registered and begun facilitating women led community processes to enhance power relations in poor rural communities of Northern Ghana. Today the network is formed by more than 3000 women from 75 grassroots women groups.

25 Swayam Shikshan Prayog was founded in 1989 in Mumbai, India as a development women's organization facilitating self-education activities and networks of women initially in relation to issues of livelihoods, credit, and access to and management of resources in rural Maharashtra communities. Cfr. <http://www.groots.org/members/india.htm>

Over the five days of the Summit, grassroots women leaders shared the strategies they have used to advance the priorities of the Governance Campaign, strengthen women's leadership and build strong democratic governance structures and processes in their communities. Amongst the strategies presented, the following were consolidated as the most important to advance the grassroots women's agenda:

1. Capacity Building:

- Capacity building of local community: is crucial to inform the community about relevant accountability tools such as the local budget or master plans and analyse how these tools can be better used for women. Informing the community of their rights, along with legal frameworks and principles, is also extremely useful in having the local community understand the commitments governments are responsible for.

- Capacity building of system administrators: Informing local authorities of MDG3-relevant policies and international conventions has helped to fill gaps in information provided by the state, and improve communications between the decentralised and main offices. By informing local authorities of policies and conventions, it can initially help build relationships with duty bearers for subsequent "watch dog" measures if necessary.

2. Organizing and mobilizing women as grassroots leaders:

- Networking and peer learning: Networking and peer learning is crucial for women to build power to take collective action and organise. The ability to exchange knowledge across networks is important to share and replicate successes and to avoid prior failures.

- Movement building: creating a movement is about organizing grassroots women and supporters in transforming relations of power that towards the increase of women's participation in policy and decision-making.

3. Advocacy and lobby with local and national authorities:

- Local to Local Dialogues: Local to Local Dialogues are locally designed strategies whereby grassroots women's groups initiate and engage in dialogues with local authorities to negotiate a range of development issues to influence policies, plans and programs in ways that address women's priorities.

- Elaboration of shadow reports: the engagement with national mechanisms of accountability can be enhanced with the production of shadow reports on the implementation of international and national policies that affect women.

4. Action oriented research:

- Action research to empower women: increase women's self-esteem by acknowledging the importance of their local knowledge and systematize it so it can be accessed by representatives of government or academia and inform the basis of new action plans to improve women's lives.

VI. Governance Campaign Action Plan 2012-2015

The knowledge-sharing, discussions and analysis undertaken during the Global Summit for Grassroots Women's Leadership and Governance resulted in the creation of a new Governance Campaign Action Plan which will frame the goals, objectives, and activities of the Huairou Commission Governance Campaign over the next three years.

The action plan represents the commitment of the network to continue to support grassroots women's sustained participation in governance processes with the goal to empower women and transform power relationships and advance good governance from a grassroots perspective.

To advance this goal, the Huairou Commission will work with member networks, NGOs and grassroots groups to advance the leadership, profile and impact grassroots women have in decision-making processes at local, national and global spaces. Huairou will also work with partners who prioritize women-led governance to collaborate on initiatives and join advocacy initiatives to ensure decision makers are mandated to incorporate grassroots women into their development planning and budgeting.



Governance Campaign Action Plan 2012-2015

General Goal

To empower women and transform power relationships and advance good governance from a grassroots perspective

Specific Goals and Activities

1. Increase grassroots women's leadership in democratic governance:

1.1 – Invest in initiatives that increase the representation of grassroots women leaders in formal (elected) and informal decision-making positions (appointed committees, planning boards, etc.)

2. Increase grassroots women's participation in development decision-making:

2.1 - Increase and sustain quality grassroots women leaders involved in (local, national, sub-regional, regional and global) governance/decision-making processes

2.2 - Support grassroots women's organizations to build constituencies and lead initiatives that press for systemic change in the decision-making/power structures that affect development processes

3. Ensure accountable, effective and transparent governance institutions and leaders in areas of policy-making, programming, service delivery and distribution of resources (budgeting) through:

3.1 – Grassroots data collection, indicator development, analysis and bridging to community stakeholders through dialogue

3.2 – Grassroots monitoring (of budgets, programs, service delivery)

3.3 – Grassroots implementers, sub-contractors of government services (housing, health, services)

4. Build Transformative Leadership and Transformative Political structures and mechanisms:

4.1 - Establish a flexible fund & platform for grassroots women's governance initiatives and for women contesting for office (flexible funds for media, campaign materials, etc.)

4.2 - Evaluation of leadership development process to assess the quality of leadership grassroots women have produced internally and externally

5. Use International, Regional, National & Local Institutions, Norms and Principles, and Policy Spaces to advance women in governance practices on the 'ground' and to press for the inclusion of grassroots practices and experiences in policy making spaces at all levels:

5.1 - Link grassroots women leaders and development practitioners to partners and institutions making investments in women's leadership, participation and development of democratic governance practices

5.2 - Create mechanisms to share grassroots perspective and work on promoting democratic and gender just governance with partners and stakeholders

6. Promote the development and exchange of knowledge, strengthen coalitions and networks of grassroots women's organizations working to advance democratic governance processes in their communities:

6.1 – Grassroots women's knowledge management (tool creation), exchange and transfer

6.2 – Documentation and strengthening of communication systems for grassroots practitioners to learn and exchange lessons

6.3 – Support learning processes (exchange and transfer; M&E)

VII. Conclusion

This report on the Global Governance Summit on Grassroots Women's Leadership focused on the opportunities and challenges to developing and implementing a development agenda from the perspective of grassroots women. In analysing emerging regional and international trends, grassroots women affirmed their double position in the international development today: they are amongst the most vulnerable group to poverty and discrimination and at the same time bear the greatest expertise in governance problem-solving.

By the end of the Global Governance Summit on Grassroots Women's Leadership and Governance, it was clear that grassroots women do not only aim to "localize" global and regional frameworks to foster their development work on the ground. They also want to "globalize" some of their local strategies that would improve how governance institutions work towards accelerating development and gender inequality reduction.

The Huairou Commission will continue to promote grassroots women's empowerment from a grassroots perspective. The Governance Action Plan 2012-2015 represents the network's commitment to continue this work through building creative partnerships with multiple stakeholders and donors.



Grassroots women exchange strategies for engaging their governments during the Grassroots Summit, March 3, 2011.

Outcomes and Recommendations of the Global Summit

1. *We are planning to "Create mechanisms for grassroots women's participation in decision making and planning."*

We call for support from partners for:

- Establishment of structures and mechanisms that facilitate transformative leadership processes
- Grassroots representation to go beyond quotas and affirmative action
- Government and political parties to establish a gender desk and grassroots commissions
- The creation of a flexible "innovation fund" to strengthen grassroots women's innovative practices in leadership and governance
- Grassroots parallel reports on policy implementation (shadow reports)

2. *We are planning to "Create a facilitative environment for women's participation in democratic processes at different levels."*

We call for support from partners for:

- Women to be recognized as political actors with equal representation with men in all levels of political decision-making
- The integration of grassroots women's vision, concerns and strategies into mainstream policy decisions
- Grassroots exchanges, and capacity building for grassroots women to engage with local authorities, political parties and decentralization processes

3. *We are planning to "Build principled partnerships to promote grassroots women's effective political participation."*

We call for support from partners for:

- Partnerships with institutions and organizations committed to the advancement of women's leadership and promotion of democratic processes and grassroots women's organizations on an equal footing
- UN Women and other UN Agencies to include grassroots women in local, national and global decision making processes and on advisory boards

VIII. Appendices

- I. The Huairou Commission Governance Campaign
- II. The Local-to-Local Dialogue:
Empowering grassroots women to partner and negotiate with decision makers
- III. Participant List

I. The Huairou Commission Governance Campaign

Since 2002, the Huairou Commission has had a clear mandate from its members through its Governance Campaign to prioritize the development of grassroots women as leaders and as active participants in local decision-making processes and structures. Over the course of the past 10 years, the Huairou Commission has steadily supported the strategies and initiatives of grassroots women's organizations and networks to increase women's leadership in their organizations, build alliances with other community organizations and engage with partners and authorities at multiple levels of decision making. From seeding the development and evolution of the Local-to-Local Dialogue process (see page 3), to supporting gender budgeting initiatives, to advocating for win-win partnerships between grassroots women and women in positions of authority, the campaign has demonstrated how democratic and participatory governance can be built from the bottom-up. The Huairou Commission's efforts and successes in empowering women to influence development decisions have increasingly gained attention within the development community and of international sponsors, including a €1.2 million grant from the Dutch Foreign Ministry to invest in women's leadership in the process of achieving Millennium Development Goal 3 (MDG3) on women's empowerment and gender equality.

II. The Local-to-Local Dialogue: Empowering grassroots women to partner and negotiate with decision makers

Local-to-Local Dialogues are locally designed strategies whereby grassroots women's groups initiate and engage in dialogues with local authorities to negotiate a range of development issues to influence policies, plans and programs in ways that address women's priorities. Dialogues have advanced grassroots women's abilities to negotiate with local leaders to increase women's access to resources, such as land, housing and basic services, and have increased access to social services such as healthcare and education.

In Uganda, Slum Women in Development (SWID) have used the Local-to-Local Dialogues to create a platform that provides meaningful discussions between grassroots actors, architects, financial institutions and government authorities on how to support the construction of houses for grassroots women and improve the lives of community members overall through housing finance. The dialogue process enhanced women's knowledge of land inheritance, property and housing rights. As a result, women began to register and document their land and property, legalize their marriage, and overall increased their understanding and knowledge of women's rights to land and land-related policies. With the help of SWID, local women are more confident to speak out and hold local leaders to account on matters of land and housing.

In Mexico, Alianza de Mujeres Líderes de la Región del Istmo de Tehuantepec used Local-to-Local Dialogues to increase women's political participation in the state of Oaxaca during a Congressional election. Alianza engaged 30 women leaders from various municipalities to analyze and identify problems regarding the political participation of women within the Democratic Revolution Party (PRD) in the region of Istmo de Tehuantepec, and make proposals to improve conditions on the rights of indigenous women. Alianza worked to craft a strategy to boost participation of indigenous women leaders in the municipal committees and PRD councils. This strategy included support teams, training for grassroots women, and the development of selection criteria for those applying for positions in the municipal governments to make commitments to creating a political agenda for women.



III. Participant List

Country	Organization	Participant
Bolivia	Habitat por la Humanidad	Concepción Barrientos
	Red Habitat	Rosemary Irustra Perez
Brazil	Cooperativa Pintadas/ Ser do Sertão	Nereide Segala
	Espaço Feminista	Patricia Chaves
Canada	Articulação de Mulheres Brasileiras (AMB) - Rio	Rita Ramalho
	Riverdale Immigrant Centre / WICI	Nuzhath Leedham
	Women in Cities Internaitonal (WICI)	Nhan Lahm
	GROOTS Canada	Marnie Tamaki
Czech Republic	Czech Mother Centers	Rut Kolinska
Germany	German Mother Centers	Andrea Laux
Ghana	Grassroots Sisterhood Foundation	Fati Al Hassan
Guatemala	Red LA de Muj. por la Biod. y CC	Dolores Cabnal
	Fundacion Guatemala	Maite Rodrigues
India	Best Practices Foundation	Preethi Krishnan
	Best Practices Foundation	Sangeetha Purushothaman
	Swayan Shikshan Prayog (SSP)	Nasima Shaikh
	Swayan Shikshan Prayog (SSP)	Godavari Dange
	Mahila Swaraj	Avani Rawai
Jamaica	GROOTS Jamaica	Pauline Campbell
Kenya	GROOTS Kenya	Esther Mwaura-Muiru
	GROOTS Kenya	Ongondo Rose Achieng
	GROOTS Kenya	Violet Shivutse
Nepal	Community Women Cooperative Forum (CWCF)	Nani Maiya Maharjan
	Lumanti / Support Network for Shelter	Sobina Lama
	Lumanti / Support Network for Shelter	Eliza Baidya (Joshi)
	Lumanti / Support Network for Shelter	Mila Shakya Bajracharya
Netherlands	International Council of Women	Lily Hutjes
	International Council of Women	Emma Galama
Nicaragua	Unión de Cooperatives Las Brumas	Haydee Rodrigues
Nigeria	Internaitonal Women's Communication Center (IWCC)	Limota Goroso Giwa
Papua New Guinea	Widows Orphans Deserted Association (WODA)	Albert Poha
	Widows Orphans Deserted Association (WODA)	Frank Kamaso
	Widows Orphans Deserted Association (WODA)	Helen Koaroa Sevese
	Widows Orphans Deserted Association (WODA)	Kathy Karapa Tom
Peru	GROOTS Peru	Carmen Rosa Sanchez Rojas

Peru	GROOTS Peru	Relinda Sosa
Philippines	Damayan Ng Maralitang Pilipino Api (DAMPA)	Felomina Duka
	Damayan Ng Maralitang Pilipino Api (DAMPA)	Josephine Castillo (Jocas)
(Regional: East Asia)	Leaders and Organizers of Community Organizations in Asia (LOCOA)	Fides Bagasao
Russia	ICIWF	Tatyana Brovkina
South Africa	LAMOSA	Emily Tjale
Tanzania	MWEDO	Esupat Ngulupa
Uganda	Uganda Community Based Association for Children Welfare (UCOBAC)	Afisa Nnamadoonde Bujyakumanyo Kayongo
	Uganda Community Based Association for Children Welfare (UCOBAC)	Aminah Nakintu
	Slum Women in Development (SWID)	Joyce Nangobi
Zambia	Zambia Homeless and Poor People's Federation	Veronica Katulushi

Institutional Partners

Assoc. for Women's Rights in Development (AWID)	Natalie Raaber
Center for Women's Global Leadership	Charlotte Bunch
Columbia University	Azra Smailkadic-Brkic
Columbia University	Stephanie Grepó
Consultant	Julia Greenberg
Consultant	Doris Mpoumou
Habitat for Humanity	Jane Katz
Habitat for Humanity	Liz Blake
Habitat for Humanity	Maria Luisa Zanelli
Hofstra College	Stephanie Saintonge
Hofstra College	Christine Noschese
Intl. Development Research Center (IDRC)	Eileen Alma
iKnowPolitics	Piyoo Kochar
Lutheran Office for World Community	Christine Mangale
Metropolis Women International Network	Rita Dandavino
National Democratic Institute (NDI)	Caroline Hubbard
Former Senior Advisor, Norway Ministry of Local Government and Regional Development	Anne Lunde
Permanent Mission of the Kingdom of the Netherlands to the United Nations	Hinke Nauta
Policy and program developer in human settlements and community funding mechanisms	Joyce Malombe
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UNDP	Gemma Archer
UNDP	Shelley Inglis

UNDP Civil Society Division	Bharati Sadasivam
UNDP Democratic Governance Group	Suki Beavers
UNDP Democratic Governance Group	Patrick Keuleers
UNDP Democratic Governance Group	Geraldine Fraser-Moleketi
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UN-Habitat ROLAC	Diana Medina
United Methodist Church - Women Division	Kim Lehmann
UN Women	Ana Maria Enriquez
UN Women	Anne Marie Goetz
UN Women	Anastasia Posadskaya
University of Ferrera	Gabriella Rossetti
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