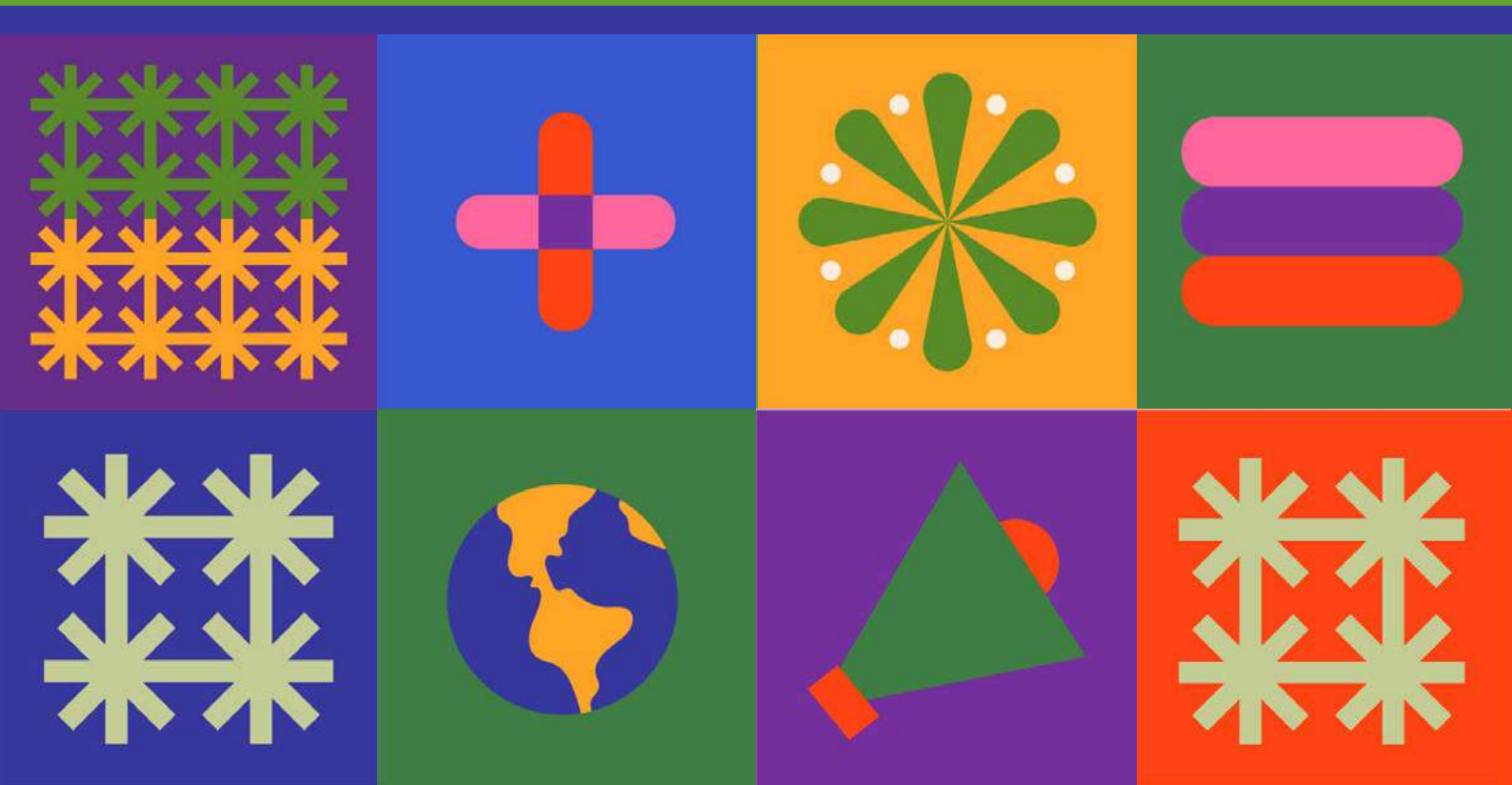
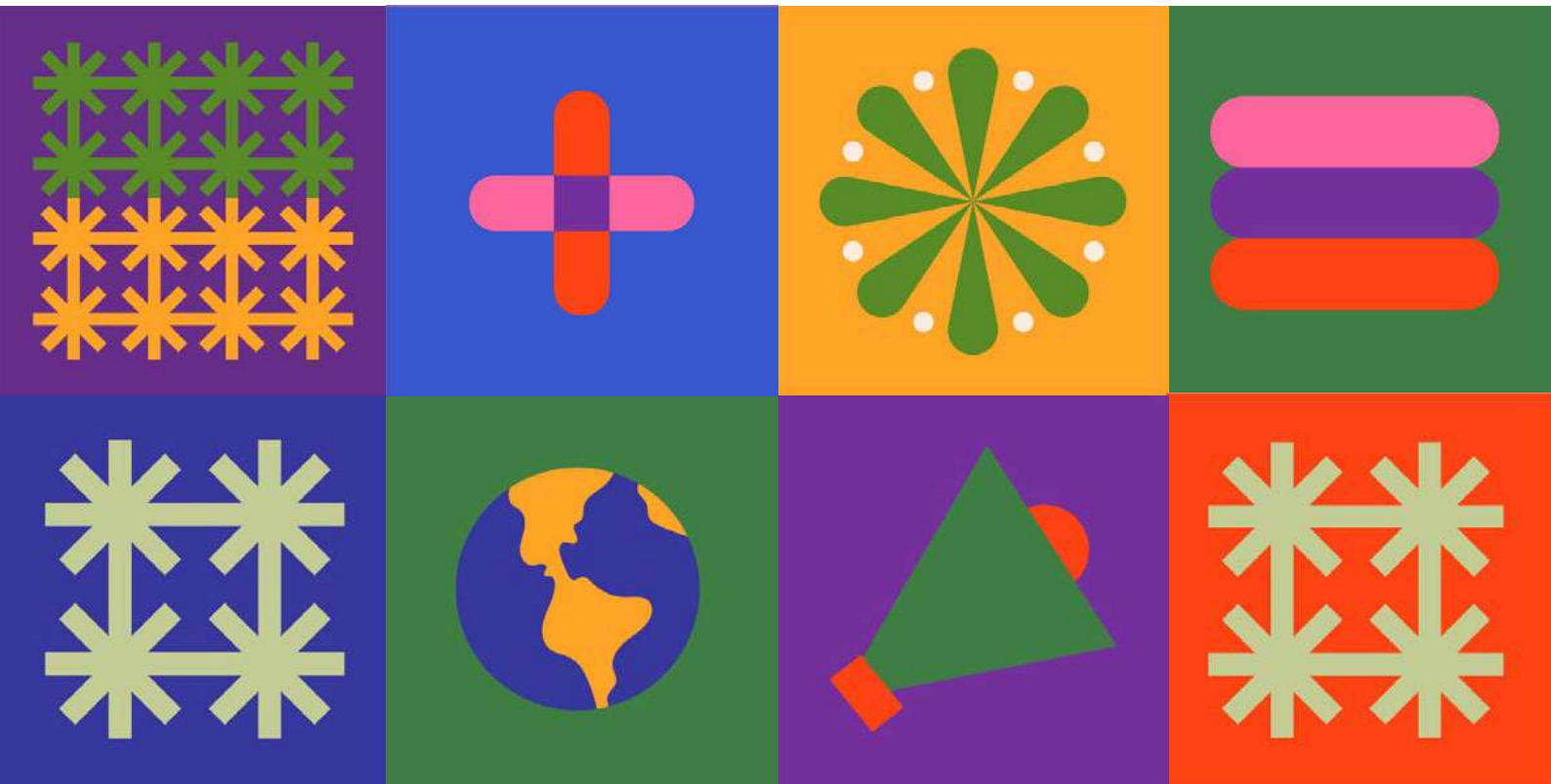


THE SUSTAINABILITY OF THE GENDER ARCHITECTURE IN ADVERSE TIMES





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THE SUSTAINABILITY OF THE GENDER ARCHITECTURE IN ADVERSE TIMES

UN WOMEN'S REGIONAL OFFICE FOR THE AMERICAS AND THE CARIBBEAN

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FOREWORD

In 2025, the international community commemorates the 30th anniversary of the Fourth World Conference on Women, held in Beijing in 1995, where 189 Member States of the United Nations – including those of Latin America and the Caribbean – adopted by consensus the Beijing Declaration and Platform for Action. This historic instrument marked a turning point in advancing gender equality and empowering all women and girls. The Beijing Declaration and Platform for Action established a comprehensive and visionary framework across twelve critical areas of concern, recognizing the strengthening of Mechanisms for the Advancement of Women (MAWs) as one of the fundamental pillars for sustainable progress towards gender equality.

In Latin America and the Caribbean, substantive progress has been achieved, largely thanks to the sustained and strategic work of MAWs. However, structural challenges persist and, far from dissipating, have deepened due to the interaction of multiple and interrelated crises—climatic, economic, social, and humanitarian—that exacerbate gender gaps and put hard-won gains at risk.

In the face of the rise of anti-rights narratives and growing social polarization—aimed at downgrading MAWs, reducing their budgets, or limiting their scope of action—a firm and coordinated State response is required to guarantee their autonomy, hierarchical standing, adequate financing, clear mandate, and technical capacity. This must be a priority for all countries genuinely committed to gender equality and the rights of women and girls.

MAWs are essential to articulate coordinated State responses that safeguard achievements and ensure their long-term sustainability. It is therefore imperative to recognize and strengthen their strategic role as leading entities in institutionalizing gender equality across all branches and levels of government. It is equally crucial to strengthen engagement with youth committed to gender equality and women's and girls' rights, not only to counter regressive trends but also to actively involve them in shaping an agenda grounded in rights, inclusion, and equality.

This document offers a comprehensive review of the status of MAWs in Latin America and the Caribbean—from their origins to their recent evolution—as well as of the normative framework that underpins them, including the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Beijing Declaration and Platform for Action itself, and the regional agreements adopted at the Regional Conference on Women in Latin America and the Caribbean, which together constitute the Regional Gender Agenda.

This report seeks not only to highlight progress and challenges, but also to provide concrete recommendations to guide public action towards the sustained strengthening of MAWs. This includes formulating national equality strategies and plans, and coordinating effectively with other governmental entities and social actors committed to gender equality. The goal is to build strong institutions with real capacity for policy influence and social, political, and technical legitimacy.

UN Women, as the United Nations entity dedicated to gender equality and the empowerment of women, reaffirms through this document its firm commitment to supporting the States of Latin America and the Caribbean in fulfilling their international and regional obligations. We will continue working in partnership with governments, parliaments, civil society, academia, and the private sector to ensure that MAWs have the conditions necessary to lead transformative processes towards more just, equal, and sustainable societies.

Bibiana Aído Almagro

Regional Director, UN Women for the Americas and the Caribbean

1. GENDER INEQUALITY IN LATIN AMERICA AND THE CARIBBEAN

Gender inequality in Latin America and the Caribbean remains a historical and structural characteristic of the region, linked to decades of wealth concentration, environmental degradation, and the precarization of living conditions for women and girls—particularly those facing multiple and intersecting forms of discrimination. These include women and girls living in poverty; girls, adolescents, young and older women; Indigenous, Afro-descendant, and rural women; women with disabilities; migrants and refugees; as well as LGBTI+ persons, among others.

The **Montevideo Strategy for Implementation of the Regional Gender Agenda within the Sustainable Development Framework by 2030** was adopted by ECLAC Member States at the **XIII Regional Conference on Women in Latin America and the Caribbean in 2016**. To advance towards substantive equality and achieve sustainable development by 2030, governments agreed that it would be necessary to overcome *“the four structural knots of gender inequality”*:

Socioeconomic inequality and poverty in contexts of excluding growth: reflected in the persistence of gender wage gaps, lack of access to the labor market, higher concentration of women in the informal economy, limited access to social protection, and higher poverty rates among women.

Patriarchal, discriminatory, and violent cultural patterns: which perpetuate traditional gender roles and normalize violence against women and girls;

The sexual division of labor and the unfair social organization of care: which assigns paid and unpaid domestic and care work to women, combined with insufficient care policies and services that ensure gender and shared responsibility among the State, the market, families, communities, and individuals; and

The concentration of power and hierarchical relations in the public sphere: keeps women underrepresented in decision-making and negotiation spaces across the legislative, executive, and judicial branches, at all levels of government, particularly at the local level, and within the private sector and academia, among others.

These structural knots, which most severely affect women experiencing multiple and intersecting forms of discrimination, are mutually reinforcing and give rise to complex socioeconomic and cultural systems, as well as belief systems that constrain and limit the scope of policies on gender equality and women’s autonomy.¹

¹ **ECLAC. (2017).** *Montevideo Strategy for Implementation of the Regional Gender Agenda within the Sustainable Development Framework by 2030* (LC/CRM.13/5). Santiago, Chile. Available at: <https://www.cepal.org/en/publications/41011>

While recent decades have seen progress in areas such as girls' access to education and the reduction of maternal mortality, the impact of the COVID-19 pandemic and the compounded and interrelated crises currently facing the region have deepened these structural knots of gender inequality, widening the gaps between women and men in multiple spheres and disproportionately affecting women and girls in situations of greater vulnerability.

Hard-won gains in the path toward gender equality and the full realization of women's and girls' rights in all their diversity are now at serious risk of regression. The worsening of the economic, social, and environmental situation—driven by multiple and interconnected international crises in the energy, food, and financial sectors, along with the growing challenges posed by climate change, biodiversity loss, desertification, and the high levels of public debt affecting many countries in the region—has pushed the achievement of the Sustainable Development Goals further out of reach.

In this context, **Mechanisms for the Advancement of Women (MAWs)** emerge as key actors within States' institutional frameworks to promote gender equality and the empowerment of all women and girls in a more targeted and decisive manner. It is therefore urgent to strengthen MAWs so that they can more effectively fulfill their role and achieve their objectives.

2. THE INTERNATIONAL NORMATIVE FRAMEWORK ON GENDER INSTITUTIONALIZATION

Under international human rights law, States have the obligation to respect, protect, and fulfill the human rights of all persons within their territories. Consequently, States are responsible for taking all necessary measures to address the historical inequalities that jeopardize the full exercise of women's and girls' rights and undermine their empowerment—thus weakening the development of society as a whole. This requires a State policy that translates into the cross-cutting integration of a gender perspective throughout the national normative framework, public policies, and budgets.

The implementation of cross-cutting public policies with a gender perspective—regardless of the issue they address—faces common challenges in conceptualization and action design, as well as in coordination, articulation, and oversight.² These obstacles are even greater in the case of gender mainstreaming policies, since responsibility for them often lies not with a single body but with multiple institutions and entities spanning the entire State structure. The strategy adopted by many countries to comprehensively address these challenges and coordinate gender public policy has been the institutionalization of mechanisms specifically designed for this task—Mechanisms for the Advancement of Women (MAWs)³, understood as “the leading bodies of the executive branch responsible for coordinating and advising on the mainstreaming of gender equality in public policy.”⁴

Mechanisms for the Advancement of Women (MAWs) in Latin America and the Caribbean were created mainly during the 1980s and 1990s as institutions at varying hierarchical levels within the State structure. Over the past decades, they have evolved from an approach aligned with the *Women in Development* (WID) framework, predominant in the 1980s and 1990s, toward a more comprehensive and cross-cutting approach that takes into account the multiple and intersecting forms of inequality faced by women, thus aligning more closely with the *Gender and Development* (GAD) approach.

² OECD. 2021. “Policy framework for gender-sensitive public governance”. <https://www.oecd.org/mcm/Policy-Framework-for-Gender-Sensitive-Public-Governance.pdf>

³ Inter-American Development Bank (IDB) and Government of Canada. (2022). *Institutionality of Women's Ministries: Coordinating Efforts to Increase Impact*. GDLab – Gender and Diversity Knowledge Initiative. June 2022. Available at: <https://publications.iadb.org/en/institutionality-of-womens-ministries-coordinating-efforts-to-increase-impact>

⁴ UN Women. (2016). *National and Regional Mechanisms for Women in Spanish-Speaking Latin America and the Caribbean*. Available at: <https://lac.unwomen.org/en/digiteca/publicaciones/2016/mecanismos-nacionales-y-regionales-de-la-mujer>

Their creation is part of the consolidation of an international normative framework, including countries' adherence to the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), adopted in 1979—the main binding international legal instrument for the promotion and protection of women's rights—as well as the adoption of the Beijing Declaration and Platform for Action in 1995. The latter created an enabling environment for States to join intergovernmental agreements and ratify conventions and declarations, which required them to undertake reforms as part of their newly acquired commitments. Within this context, the institutionalization of entities to advance gender equality policies—such as MAWs—became essential.⁵

Generally, the functions of MAWs include leading and coordinating compliance with the “mandates and national and international normative commitments related to gender equality in public policies”⁶ assumed by the State; mainstreaming gender perspectives into the design, implementation, and monitoring of public policies, structures, and processes across all State levels and branches; and leading the promotion and implementation of temporary special measures aimed at accelerating de facto equality between women and men. This role positions MAWs as catalytic actors capable of driving real and substantive progress toward gender equality and the empowerment of women.

CEDAW General Recommendation No. 6 (1988), on *Effective national machinery and publicity*⁷, refers to the need for States Parties to “establish and/or strengthen effective national machineries, institutions, and procedures at a high level of Government, with adequate resources, commitment, and authority to: (a) Advise on the impact on women of all government policies; (b) Monitor the situation of women comprehensively; and (c) Help formulate new policies and effectively carry out strategies and measures to eliminate discrimination.” In 2010, CEDAW General Recommendation No. 28, on *The Core Obligations of States Parties under Article 2 of the Convention*,⁸ emphasized that States must ensure the existence of strong and specialized bodies (MAWs) within the executive branch of government that take initiatives, coordinate, and oversee the preparation and implementation of the legislation, policies, and programmes necessary to fulfill States Parties' obligations under the Convention.

All countries in Latin America and the Caribbean have ratified the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). In line with the obligations assumed as States Parties, they are required to establish or strengthen their national mechanisms to ensure

⁵ True, Jacqui & Mintrom, Michael. (2001). *Transnational Networks and Policy Diffusion: The Case of Gender Mainstreaming*. *International Studies Quarterly*, 45(1), 27–57.

⁶ UN Women. (2016). *National and Regional Mechanisms for Women in Spanish-Speaking Latin America and the Caribbean*. Available at: <https://lac.unwomen.org/en/digiteca/publicaciones/2016/mecanismos-nacionales-y-regionales-de-la-mujer>

⁷ Committee on the Elimination of Discrimination against Women (CEDAW). *General Recommendations adopted by the Committee on the Elimination of Discrimination against Women*. Available at: https://tbinternet.ohchr.org/_layouts/15/treatybodyexternal/Download.aspx?symbolno=INT%2FCEDAW%2FGE%2F5828&Lang=en

⁸ Committee on the Elimination of Discrimination against Women (CEDAW). (2010). *On the Core Obligations of States Parties under Article 2 of the Convention on the Elimination of All Forms of Discrimination against Women*. Available at: https://tbinternet.ohchr.org/_layouts/15/treatybodyexternal/Download.aspx?symbolno=CEDAW%2FC%2FGC%2F28&Lang=en

full compliance with the Convention. Moreover, most countries have received recommendations from the CEDAW Committee when presenting their national reports, particularly regarding the need to reinforce MAWs. These recommendations emphasize strengthening institutional structures, achieving substantive equality, and eliminating structural barriers that hinder the full realization of women's rights. Collectively, these general recommendations provide a comprehensive roadmap for States Parties to strengthen their MAWs, and their effective implementation is essential to meet the obligations established under the Convention.

The Beijing Declaration and Platform for Action, adopted in 1995 during the Fourth World Conference on Women, identified the creation or strengthening of "institutional mechanisms for the advancement of women" as one of its twelve critical areas of concern⁹. It further defines these mechanisms as *central government policy coordination bodies that support the incorporation of a gender equality perspective across all policy areas and levels of government*.

The Beijing Declaration and Platform for Action also outlines key conditions necessary for national mechanisms to effectively perform their functions, including occupying a high-level position within the governmental hierarchy; having the capacity to influence all sectors; possessing adequate human, technical, and financial resources; and ensuring mechanisms for civil society participation. It identifies three strategic objectives:

- i. The establishment or strengthening of national mechanisms and other governmental bodies;
- ii. The integration of a gender perspective into legislation, public policies, programmes, and projects; and
- iii. The generation and dissemination of sex-disaggregated data and information for planning and evaluation purposes.

Coinciding with the 30th anniversary of the adoption of the Beijing Declaration and Platform for Action, Member States reaffirmed their commitment in the Political Declaration¹⁰ adopted in 2025, within the framework of the 69th session of the Commission on the Status of Women (CSW), to address emerging challenges across the twelve critical areas of concern, including the strengthening of MAWs. This commitment is consistently reaffirmed in the Agreed Conclusions adopted at each CSW session, which recognize the vital role of MAWs in achieving gender equality and the empowerment of all women and girls.

Moreover, in the report on the Review and Appraisal of the Implementation of the Beijing Declaration and Platform for Action and the Outcomes of the Twenty-third Special Session of the

⁹ While the creation of national mechanism had already been discussed at the First World Conference on Women, held in Mexico City in 1975, it was after the Fourth World Conference on Women in Beijing (1995) that an increasing number of countries prioritized the strengthening of their national mechanisms, which already existed to varying degrees across many Member States

¹⁰ "Political Declaration on the Occasion of the 30th Anniversary of the Fourth World Conference on Women" <https://docs.un.org/es/E/CN.6/2025/L.1>

General Assembly,¹¹ presented on the occasion of the 30th Anniversary of the adoption of the Beijing Declaration and Platform for Action, the Secretary-General notes that *“in recent years, backsliding in gender equality policies has at times been explicit, when normative commitments have been rolled back. More often, however, it has been implicit, through the subtle erosion or ‘hollowing out’ of commitments, where policies have been stripped of their substance without formally changing laws or frameworks. Such measures may include: discrediting gender equality as a legitimate policy objective; reframing existing policies—such as those on education or health—in ways that restrict women’s rights; undermining institutional mechanisms, including national gender equality mechanisms; and limiting accountability processes and the participation of women’s rights organizations. Whether explicit or implicit, these regressions violate human rights commitments and the principle of non-retrogression.”*

The Secretary-General’s report further indicates that only 52 per cent of States reported that their gender mechanisms had sufficient financial resources and staff to fulfill their mandates. Increasing transparency regarding the budgets and expenditures of gender mechanisms can be instrumental in identifying the volume of funds allocated to gender equality, the priority activities and interventions, and existing financing gaps.

Mechanisms for the Advancement of Women (MAWs) continue to play a crucial role in setting the overall direction of national gender policy and ensuring cross-sectoral coordination. Still, they require authority, capacity, and adequate resources to drive accelerated progress. Meanwhile, 54 per cent of States reported tracking the proportion of their national budget invested in gender equality. Yet, only 26 per cent fully meet the criteria for systematic monitoring of allocations as required under SDG indicator 5.c.1.

The Secretary-General’s report identifies a positive and statistically significant relationship between the existence of National Mechanisms for the Advancement of Women and the degree of democracy, underscoring their contribution to strengthening civic participation. Attacks against these mechanisms—through budget cuts, changes in institutional names, or mandate reorientations—reflect their importance, not only for advancing gender equality but also for countering democratic backsliding and the erosion of women’s rights.

As the primary guarantors of rights and duty-bearers for international commitments and standards, States must ensure that MAWs are endowed with a clear mandate, political authority, and support, as well as adequate human and financial resources to carry out their functions effectively. They must also facilitate the participation of feminist and women’s organizations in the formulation and implementation of laws and public policies.

The Regional Gender Agenda ¹² developed over the 48 years of the Regional Conference on Women in Latin America and the Caribbean, also provides numerous examples of States reaffirming their commitment to strengthening institutional frameworks as a prerequisite for achieving gender equality and the empowerment of women.

¹¹ Review and Appraisal of the Implementation of the Beijing Declaration and Platform for Action and the Outcomes of the Twenty-third Special Session of the General Assembly”<https://docs.un.org/es/E/CN.6/2025/3>

Contributions of the Regional Gender Agenda to Strengthening Gender Institutional Frameworks through the National Mechanisms for the Advancement of Women in Latin America and the Caribbean

The Regional Conference on Women in Latin America and the Caribbean, a subsidiary body of the Economic Commission for Latin America and the Caribbean (ECLAC), is the leading intergovernmental United Nations forum on women's rights and gender equality in the region. It is organized by ECLAC, as the Conference's Secretariat, and, since 2020, in coordination with UN Women. Within this framework, ECLAC Member States have agreed on a comprehensive, progressive, and forward-looking Regional Gender Agenda that guides public policies aimed at achieving gender equality in law and in practice, guaranteeing the rights and autonomy of women, adolescents, and girls in all their diversity (ECLAC, 2023).¹²

Across the various agreements that make up the Regional Gender Agenda, Member States have consistently emphasized the need to strengthen the State's gender institutional framework, urging the elevation of the hierarchical level of National Mechanisms for the Advancement of Women (MAWs). The hierarchical level of these mechanisms is one of the indicators monitored by the Gender Equality Observatory for Latin America and the Caribbean.¹³ The Agenda also highlights the importance of ensuring adequate financial, technical, and human resources to guarantee the effectiveness of these mechanisms as key institutions for promoting gender equality through public policies and for mainstreaming the gender perspective across all levels and structures of the State.

Among the most recent agreements, the Montevideo Strategy for Implementation of the Regional Gender Agenda within the Sustainable Development Framework by 2030, adopted in 2016 at the XIII Regional Conference on Women in Latin America and the Caribbean, stands out. This Strategy establishes ten implementation pillars, aligned with the means of implementation of the 2030 Agenda for Sustainable Development. One of these, Pillar 2 on Gender Institutional Frameworks, includes five specific measures emphasizing the need to grant the highest possible hierarchical status to National Mechanisms for the Advancement of Women so that they may "fulfil their role as leading and managing entities of policies on gender equality, women's rights and autonomy, and ensure that gender mainstreaming processes permeate the entire structure of the State," while also calling for their strengthening through sufficient resources—particularly at the subnational and local levels (ECLAC, 2017).

In addition to having an implementation pillar dedicated exclusively to gender institutional frameworks, the Montevideo Strategy also recognizes the importance of National Mechanisms for the Advancement of Women under other implementation pillars, such as Pillar 9 on Information Systems, which calls on States to "establish or strengthen inter-in-

¹² ECLAC. (n.d.). *Gender Regional Agenda*. Retrieved from <https://www.cepal.org/es/organos-subsidiarios/conferencia-regional-sobre-la-mujer-de-america-latina-y-el-caribe/agenda-regional-genero>

stitutional partnerships between information-producing and information-using entities, especially between National Mechanisms for the Advancement of Women, national statistical offices, academic centers, and national human rights institutions.”

The subsequent agreements adopted at the **XIV and XV sessions of the Regional Conference on Women in Latin America and the Caribbean**, held in **Santiago (2020)** and **Buenos Aires (2022)** respectively, reaffirmed the commitment to strengthen gender institutional frameworks and the overall gender equality architecture by elevating **National Mechanisms for the Advancement of Women (MAWs)** to the highest possible level of government. They also called for increased allocation of **financial, technical, and human resources**, as well as for **gender-responsive budgeting** and **accountability mechanisms with citizen participation**.

The **XVI Regional Conference on Women in Latin America and the Caribbean**, held in **Mexico in 2025**, concluded with the adoption of the **Tlatelolco Commitment**, which established a *decade of action* to achieve substantive gender equality and build a *society of care*. In this commitment, ECLAC Member States agreed to:

“Ensure that National Mechanisms for the Advancement of Women are granted the highest level of government hierarchy, endorsed by the normative framework, and that they are provided with sufficient, sustainable, predictable, and non-transferable human, technical, and financial resources to guarantee their institutional sustainability and to enable them to fulfill their mandates effectively...” (ECLAC, 2025, para. 8).

The Commitment also emphasizes the **strengthening of gender institutional and inter-institutional architecture within the State**, proposing measures to ensure that **gender mainstreaming** permeates all sectors, levels, and branches of government. It calls for close coordination with the National Mechanisms for the Advancement of Women through: the creation of **specialized gender units** at the highest hierarchical levels; the allocation of **dedicated financial, technical, and human resources**; the implementation of **gender-responsive budgeting**; and the establishment of **monitoring and accountability systems** that include mechanisms for **citizen and civil society participation** (ECLAC, 2025, para. 9)¹³.

Through these commitments, the **Regional Gender Agenda** demonstrates the continuity of local, national, and regional efforts to strengthen gender institutional frameworks. It reflects a longstanding consensus on the **fundamental role of National Mechanisms for the Advancement of Women** and the importance of developing a robust **gender architecture** to ensure the effective mainstreaming of gender perspectives across all levels and branches of the State.

Prepared by the Gender Affairs Division of ECLAC

¹³ ECLAC. (2025). Tlatelolco Commitment. XVI Regional Conference on Women in Latin America and the Caribbean. Available at: <https://conferenciामujer.cepal.org/16/en/documents/tlatelolco-commitment>

3. THE IMPORTANCE OF THE HIERARCHICAL LEVEL OF THE MECHANISMS FOR THE ADVANCEMENT OF WOMEN

The hierarchical level of the MAWs constitutes a qualitative indicator that describes the status that countries have formally conferred upon these mechanisms through laws, decrees, and other official measures. Recognizing the importance of the hierarchical level of national mechanisms, the Gender Equality Observatory for Latin America and the Caribbean¹⁴ of ECLAC proposes a classification that situates institutional structures at the following levels:

- **High level:** when the mechanism has ministerial status, or its head holds the rank of minister, with full participation in the government cabinet.
- **Medium level:** when the mechanism reports to the Presidency, its head does not participate in the cabinet, and it may have a certain degree of autonomy (for example, offices attached to the Presidency, secretariats, or national institutes).
- **Low level:** when the mechanism depends on a ministry or a lower-ranking authority (such as institutes, councils, or other similar bodies).

In some countries with federal government structures, such as Argentina, Brazil, and Mexico, there are also MAWs at the subnational level. According to the Secretary-General's report¹⁵, these entities facilitate intersectoral coordination and strengthen the design and implementation of strategies and action plans to mainstream gender perspectives at the local level.

According to data from ECLAC's Gender Equality Observatory, 70% of Latin American countries¹⁶ have high-level MAWs, meaning they have ministerial status or that their head holds the rank of minister and participates fully in the cabinet. In the case of the non-Spanish-speaking Caribbean, only 16.7% of countries¹⁷ have a high-level MAW. At the same time, the vast majority

¹⁴ ECLAC. (2025). Gender Equality Observatory for Latin America and the Caribbean. Available at: <https://oig.cepal.org/en>

¹⁵ "Review and appraisal of the implementation of the Beijing Declaration and Platform for Action and the outcomes of the twenty-third special session of the General Assembly". <https://digitallibrary.un.org/record/3850087?ln=es&v=pdf>

¹⁶ Brazil, Chile, Colombia, Costa Rica, Cuba, Mexico, Honduras, Nicaragua, Panama, Paraguay, Peru, the Dominican Republic, and the Bolivarian Republic of Venezuela, as of August 2025.

¹⁷ In the non-Spanish-speaking Caribbean, only Grenada, Haiti, and Trinidad and Tobago have a high hierarchical level as of August 2025.

remain at a low level of institutionalization, depending on a ministry or a lower-ranking authority (such as vice-ministries, institutes, councils, or similar structures)¹⁸.

Having a MAW at the highest hierarchical level sends a strong message of the country's genuine commitment to gender equality and women's empowerment, contributing to broader cultural change. It serves as a political signal to society as a whole, as well as to the government and different State institutions, regarding the central role that gender equality and women's empowerment play in national development. The participation of the MAW in cabinet meetings and other coordination spaces with the Office of the Presidency also helps position this entity within the State's administrative and political hierarchy, increasing its visibility in the media and public agenda¹⁹. Moreover, although not always the case, a higher institutional rank is often accompanied by a larger budgetary allocation—an essential condition for fulfilling the institution's mandate.

At the same time, a MAW that is well-positioned within the government structure and enjoys strong institutional backing grants its leadership greater authority and credibility in the exercise of its functions. This facilitates high-level coordination with both State and non-State actors and enables strategic positioning to achieve stronger results in implementing its mandate, benefiting from the support of an institution clearly recognized within the public administration. This, in turn, creates favorable conditions for broad-based agreements that transcend public policy and engage all sectors of society.

For the MAW to serve as a genuine indicator of a country's commitment to gender equality and women's empowerment, its high-level hierarchy, institutional structure, and functions must be sustained over time as a State policy. In many cases, however, the relevance—and even the existence—of MAWs depends on political and governmental changes, posing a serious risk to consolidating progress toward gender equality. For progress to be sustained and impactful in the lives of women and girls, MAWs must endure over time and be embedded across different State structures through successive governments. Only in this way can sustainable progress be achieved in the medium and long term.

¹⁸ Accessed on 20 May 2025: <https://oig.cepal.org/es/indicadores/nivel-jerarquico-mecanismos-adelanto-la-mujer-mam>

¹⁹ Inter-American Development Bank (IDB). GDLab – Gender & Diversity Knowledge Initiative. (June 2022). "Institutionality of Ministries for Women: coordinating efforts to increase impact." Available at: <https://publications.iadb.org/es/institucionalidad-de-los-ministerios-de-la-mujer-coordinar-los-esfuerzos-para-aumentar-el-impacto>

4. THE TRANSFORMATION OF THE MECHANISMS FOR THE ADVANCEMENT OF WOMEN IN LATIN AMERICA AND THE CARIBBEAN

The first MAWs and other institutional arrangements for gender equality in the region were established between the 1980s and 1995²⁰—the year of the adoption of the Beijing Declaration and Platform for Action—in a context strongly influenced by the entry into force of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).

Overall, these early mechanisms exhibited highly diverse institutional designs—including offices, directorates, commissions, secretariats, councils, institutes, and programmes—and, in most cases, operated at a low hierarchical level. They primarily focused on issues traditionally associated with women, such as health and education, sometimes combined with family-related or social matters, and were usually attached to the Office of the Presidency or to ministries linked to the social sector²¹.

The institutional reforms carried out during this period were mostly related to changes in State structures following the inauguration of new governments. Few of these mechanisms had been created by law; most were established through executive decrees, which meant their legal foundation was weak and they were vulnerable to restructuring or dissolution with each change in administration.

The adoption of the Beijing Declaration and Platform for Action in 1995 marked a turning point in the strengthening of MAWs, promoting the creation or elevation to a higher hierarchical level of many of the mechanisms that exist today in the region. Examples include Brazil (2003), the Dominican Republic (2010), Paraguay (2012), Nicaragua (2013), Panama (2023), and Mexico (2024),

²⁰ There are entities that date back to the 1970s, for example the National Secretariat of Women of the Presidency of Chile, the Office of Programmes for Women and the Family of the Ministry of Culture, Youth and Sports of Costa Rica, the Department of Women of the Ministry of Social Welfare of Ecuador, the Office of Women of the Ministry of Labour of Nicaragua, the National Office of Women of the Ministry of Justice and Labour of Paraguay, the Committee for the Revaluation of Women of the Ministry of Education of Peru, or the Ministry of State for the Incorporation of Women into Development of Venezuela. https://lac.unwomen.org/sites/default/files/Field%20Office%20Americas/Imagenes/Publicaciones/2017/FINAL_ESTUDIO_MNM.pdf

²¹ UN Women – Regional Office for Latin America and the Caribbean. (2016). “National and Regional Women’s Mechanisms in Spanish-speaking Latin America and the Caribbean.” Retrieved from <https://lac.unwomen.org/en/digital-library/publications/2016/national-and-regional-women-s-mechanisms>

among others. Unlike in the previous period, most of these new MAWs were established by law, reflecting a certain degree of legal consolidation.

Despite these advances, in some cases a series of reforms were also implemented that could be considered regressive, primarily because they lowered the hierarchical level of the mechanism, merged its mandate with other institutions, or expanded its functions to cover issues unrelated to women's rights or gender equality. Such changes not only weaken MAWs, but also duplicate functions across institutions—an inefficient practice that undermines sound management and the effective use of State resources.

As of today²², seventeen States in Latin America and the Caribbean have a high-level MAW, meaning that the mechanism has ministerial rank or its head holds ministerial status and participates in the government cabinet. It is important to note that this classification does not necessarily reflect the quality or impact of the mechanism's work. There are cases in which, despite being well-positioned hierarchically within the institutional structure, the mechanism may lack the necessary resources, political backing, or adequate capacity for dialogue to implement its mandate fully.

²² Information updated as of August 2025.

Status of MAWs in Spanish-speaking Latin America and the Caribbean							
Country		Name of the MAW	Hierarchical level	Type of Institution	Ministerial Rank	Participates in the Cabinet	Created by Law
1	Argentina	National Directorate for Comprehensive Victim Assistance and Access to Justice	Low	Directorate	No	No	Yes
		Directorate for the Protection of the Family in Human Rights Matters, within the National Directorate for National Legal Affairs on Human Rights	Low	Directorate	No	No	Yes
		Directorate for the Promotion of Specific Policies on Equality and Non-Discrimination	Low	Directorate	No	No	Yes
		National Directorate for Strategic Coordination and Federal Planning	Low	Directorate	No	No	Yes
		National Directorate for International Legal Affairs in Human Rights	Low	Directorate	No	No	Yes
		National Directorate for Promotion, Prevention, and Training	Low	Subsecretariat	No	No	Yes
2	Bolivia	Deputy Ministry of Equal Opportunities, Ministry of Justice and Institutional Transparency	Low	Deputy Ministry	No	No	Yes
		Plurinational Women's Service, Ministry of Justice and Institutional Transparency	Low	Service	No	No	Yes
		Directorate General for Decolonization and Depatriarchalization, Deputy Ministry of Decolonization and Depatriarchalization, Ministry of Cultures, Tourism, Depatriarchalization, and Decolonization	Low	General Directorate	No	No	Yes

3	Brazil	Ministry of Women	High	Ministry	Yes	Yes	Yes
4	Chile	Ministry of Women and Gender Equality	High	Ministry	Yes	Yes	Yes
5	Colombia	Ministry of Equality and Equity	High	Ministry	Yes	Yes	Yes
		Deputy Ministry of Women	Medium	Deputy Ministry	No	No	Yes
6	Costa Rica	National Women's Institute (INAMU)	High	Institute	Yes	Yes	Yes
7	Cuba	Federation of Cuban Women	High	Federation	Yes	Yes	Yes
8	Ecuador	Deputy Ministry of Women and Human Rights	Medium	Deputy Ministry	No	No	Yes
9	El Salvador	Salvadoran Institute for the Development of Women (ISDEMU)	Low	Institute	No	Yes	Yes
10	Guatemala	Presidential Secretariat for Women (SEPREM)	Medium	Secretariat	No	Yes	No
11	Honduras	Secretariat for Women's Affairs (SEMUJER)	High	Secretariat	Yes	Yes	Yes
12	Mexico	Secretariat for Women	High	Secretariat	Yes	Yes	Yes
13	Nicaragua	Ministry of Women	High	Ministry	Yes	Yes	Yes
14	Panama	Ministry of Women	High	Ministry	Yes	Yes	Yes
15	Paraguay	Ministry of Women	High	Ministry	Yes	Yes	Yes
16	Peru	Ministry of Women and Vulnerable Populations	High	Ministry	Yes	Yes	Yes
17	Dominican Republic	Ministry of Women	High	Ministry	Yes	Yes	Yes
18	Uruguay	National Women's Institute	Low	Institute	No	No	Yes
19	Venezuela	Ministry of Popular Power for Women and Gender Equality	High	Ministry	Yes	Yes	Yes

According to data from ECLAC's Gender Equality Observatory, 77.8% of MAWs in the non-Spanish-speaking Caribbean have a low level of institutionalization, meaning that they depend on a ministry or a lower-ranking authority. The lower hierarchical position of national gender mechanisms significantly limits their ability to introduce transformative changes in national planning, programming, and policy processes.

Most countries in the non-Spanish-speaking Caribbean established national mechanisms in the mid-1980s, often located within ministries of social or community development, or social welfare. None of these mechanisms was initially established with a primary mandate as a promotion and advocacy unit capable of influencing planning processes across all development sectors, and they remained vastly distant from the entities responsible for national planning²³. Typically, most divisions were placed within social services ministries or ministries with substantial responsibility for social welfare, as in Barbados, Belize, Guyana, Jamaica, Montserrat, and Saint Lucia. Alternatively, as in Trinidad and Tobago, the gender division was situated within a sector encompassing diverse areas of interest, such as culture, youth, and sports.

A 2020 study revealed that, while several English-speaking Caribbean countries recognize gender equality or equity as a policy objective in their national plans, planning efforts remain focused mainly on specific areas such as employment, education, and responses to gender-based violence (GBV). Only a minority of national development plans incorporate a comprehensive gender analysis or effectively adopt gender mainstreaming as an integral component of their transformational strategies²⁴.

The same study identified multiple challenges faced by national mechanisms, including the vulnerability of achievements, opposition from national and international interest groups, the persistent lack of gender considerations in development strategies, and a reliance on the goodwill of informal professional networks among colleagues.

Nevertheless, there are areas where these mechanisms have been able to undertake strategic interventions at the policy level²⁵. One such area is violence against women. In several countries—such as Belize, Jamaica, Saint Vincent and the Grenadines, Saint Lucia, and Saint Kitts and Nevis—the mechanisms have played —and continue to play —a central role in advocacy aimed at improving legal and social services for survivors of GBV. In Belize, the Department established a National Domestic Violence Task Force to advance the development of a National Plan on Domestic Violence. It has been instrumental in reviewing and overseeing the law and in conducting a study of its implementation. Trinidad and Tobago also launched its first National Strategic Action Plan on Gender-Based Violence (GBV) and Sexual Violence (SV) in March 2024. They established a Technical Advisory Group and a National Steering Committee on GBV, both appointed by the Cabinet, in December 2024.

²³ Hosein, G., Basdeo-Gobin, T., & Gény, L. R. (2000). Gender Mainstreaming in National Sustainable Development Planning in the Caribbean. Studies and Perspectives Series, No. 87. Santiago: Economic Commission for Latin America and the Caribbean (ECLAC).

²⁴ Ibid

²⁵ Ibid

A key factor determining the effectiveness and success of these mechanisms in the Caribbean has been the internal determination of government officials to lead policy-making processes, allocate additional time and resources, and ensure commitment to the implementation of approved policies.²⁶

International frameworks such as the 2030 Agenda and the Sustainable Development Goals (SDGs), the Samoa Pathway, the Beijing Declaration and Platform for Action, and the Montevideo Strategy offer opportunities to strengthen the credibility, integration, influence, and measurable results of national mechanisms as they guide and align gender mainstreaming efforts across the subregion. However, these frameworks have not yet been fully leveraged or effectively operationalized in practice within the subregion.²⁷

²⁶ Patricia Mohammed (2016). "Gender Equality and Gender Policy-Making in the Caribbean", In *Public Administration and Policy in the Caribbean*, edited by Indiana Minto-Coy and Evan M. Berman, Boca Raton: Taylor and Francis Group, 2016, pp. 415-441.

²⁷ Hosein, G., Basdeo-Gobin, T., & Gény, L. R. (2000). *Gender Mainstreaming in National Sustainable Development Planning in the Caribbean*. Studies and Perspectives Series, No. 87. Santiago: Economic Commission for Latin America and the Caribbean (ECLAC).

Status of MAWs in non-Spanish-speaking Caribbean							
Country		Name of the MAW	Hierarchical level	Type of Institution	Ministerial Rank	Participates in the Cabinet	Created by Law
1	Antigua and Barbuda	Gender Affairs Directorate	Low	Directorate within the Ministry of Social Transformation and Human Resource Development	No	No	-
2	Bahamas	Department of Gender and Family Affairs	Low	Department within the Ministry of Social Services and Urban Development	No	No	-
3	Barbados	Gender Affairs Bureau	Low	Office within the Ministry of People Empowerment and Elder Affairs	No	No	-
4	Belize	National Women's Commission	Low	Department of Family Support and Gender Affairs (as of November 2024)	No	No	-
5	Dominica	Gender Affairs Unit	Low	Office within the Ministry of Health, Wellness, and Social Services	No	No	-
6	Grenada	Ministry of Gender Affairs	High	Ministry of Gender Affairs	Yes	Yes	-
7	Guyana	Gender Affairs Bureau	Low	Ministry of Human Services and Social Security	No	No	-
8	Haiti	Ministry on the Status of Women and Women's Rights	High	Ministry	Yes	Yes	Yes
9	Jamaica	Bureau of Gender Affairs	Low	Office within the Ministry of Culture, Gender, Entertainment and Sport	No	No	-

10	St. Kitts and Nevis	Department of Gender Affairs	Low	Department within the Ministry of Social Development and Gender Affairs	No	No	-
11	St. Lucia	Gender Relations Department	Low	Department within the Ministry of Public Service, Home Affairs, Labour and Gender Affairs	No	No	-
12	St. Vincent and the Grenadines	Division of Gender Affairs	Low	Division within the Ministry of National Mobilisation, Social Development, Family, Gender Affairs, Persons with Disabilities, and Youth	No	No	-
13	Suriname	National Gender Office	Low	Office within the Ministry of the Interior	No	No	-
14	Trinidad and Tobago	Division of Gender and Child Affairs	High	Division within the Ministry of the People, Social Development and Family Services	No	No	-

5. KEY ASPECTS FOR STRENGTHENING THE MECHANISMS FOR THE ADVANCEMENT OF WOMEN FOR THE ACHIEVEMENT OF GENDER EQUALITY

Despite these advances—and at times despite their hierarchical level—the different Mechanisms for the Advancement of Women (MAWs) in the region face various challenges, including weak institutional structures, limited budgets, and scarce personnel. These factors can hinder their ability to fulfill their functions and constrain their capacity to mainstream gender equality and drive high-impact public policies. Consequently, in many cases, the ability of MAWs to influence and effectively mainstream gender perspectives across other sectors' public policies is compromised.

Given these limitations, strong political support at the highest level is essential to reinforce their coordination mandate within the Government and across the different branches of the State, as well as with subnational governments. This is indispensable to preserving progress, preventing setbacks, and promoting alliances that can lead to meaningful and sustainable advancements.

The strengthening of MAWs is a commitment undertaken by the States of the region in various regional and global frameworks—including the agreements adopted within the framework of the Regional Conference on Women in Latin America and the Caribbean, the agreed conclusions of the sessions of the Commission on the Status of Women (CSW), and the Concluding Observations issued by the CEDAW Committee on the periodic reports of States parties, among others. Moreover, strengthening MAWs is a key strategy to ensure the sustainability and coherence of State efforts to achieve gender equality and the empowerment of all women and girls through the implementation of gender-responsive laws, public policies, and budgets.

This strengthening entails securing for the MAW a position within the institutional architecture that grants it coordination and high-level interlocution capacity, improved technical capabilities, and sustainable access to adequate budgetary resources to implement its mandate effectively.

It is also essential that this strengthening process be carried out in parallel and in coordination with the broader institutional architecture for gender equality operating at different levels of government (local, provincial, regional, or federal, as applicable) and across the three branches of the State—the executive, legislative, and judicial branches—rather than being viewed solely as an issue of the executive power.

Countries may adopt a variety of measures, differing in nature and scope, to enhance the performance of MAWs and thereby improve their responsiveness and effectiveness in advancing gender equality and women's empowerment. This, in turn, has a positive impact on other areas of public administration. Some of these measures include:

Specialized and Specific Mandate and Functions

Ensuring that the MAW has a specialized, specific mandate, formally established at the highest level, is one of the most critical elements for ensuring its proper functioning. The mandate should be clearly defined in its scope and centered on achieving gender equality and the empowerment of all women and girls, while, where appropriate, also addressing other issues related to equality—such as family, childhood, or groups in situations of vulnerability. It is not advisable for MAWs to dilute their specialization in gender equality or expand their mandates to the detriment of keeping women and girls at the center.

Likewise, the **functions of the MAW** may include various competencies: providing **technical advice** to different government entities to facilitate the mainstreaming of the gender perspective across national executive portfolios, branches of the State, and levels of government; promoting the **development and implementation of policies, plans, and other actions** that foster gender equality; conducting **studies on gender equality** and on how different situations affect the lives of women; supporting **training, awareness-raising, and advocacy campaigns** on gender equality, both within public institutions and externally; and leading the **preparation of national reports** on gender equality submitted by the State to international bodies, while also ensuring the mainstreaming of this perspective in other reports not necessarily focused on gender equality.²⁸

The mandate of MAWs can be complex to execute, requiring technical expertise, high legitimacy, and strong coordination capacity—not only across branches and levels of government but also with civil society, particularly with feminist and women's organizations and movements. This complexity must be considered from the moment of formalization to ensure that the MAW's structure adequately reflects its scope and that sufficient resources are allocated to fulfill its responsibilities. These needs—often greater than those of other public entities—are not always taken into account, hindering the MAW's ability to implement its mandate fully.

Regardless of its hierarchical level, the more limited the MAW's mandate and functions, the narrower its room for maneuver and, consequently, its capacity for influence. At the same time, to provide greater institutional stability, the mandate and functions should be formally established through high-level legal instruments, safeguarding them from fluctuations driven by partisan interests that could affect their operations.

Alignment with National Planning

²⁸ ECLAC. (2017). Gender Equality Plans in Latin America and the Caribbean: Road Maps for Development (LC/PUB.2017/1-P). Santiago, Chile: Economic Commission for Latin America and the Caribbean (ECLAC). https://www.cepal.org/sites/default/files/events/files/planes_de_igualdad_de_genero_en_america_latina_y_el_caribe._mapas_de_ruta_para_el_desarrollo.pdf

The actions of the MAW should be embedded in the national strategy addressing the country's main priorities for achieving gender equality. This alignment enables the definition of priorities, coordinated planning of actions across government entities and State branches, and the allocation of resources necessary for implementation—thereby ensuring the MAW's operational viability.

Furthermore, the implementation of this national strategy must be integrated into the State's evaluation and accountability mechanisms. As the coordinating entity, the MAW should ensure that this strategy is validated by all stakeholders involved in its implementation—including other branches of the State, government entities, and civil society organizations, particularly feminist and women's movements—to clearly define the responsibilities of each actor and identify synergies that guarantee virtuous cycles of cooperation.

Adequate Human, Technical, and Financial Resources

It is crucial that the MAW has sufficient resources to implement its mandate and carry out its specific functions effectively. This requires ensuring a stable and highly specialized team, adequately sized to implement the national strategy for gender equality and women's empowerment, which supports and coordinates the MAW's work. Budget allocations must be stable over time and include necessary adjustments to address evolving needs. However, regardless of their hierarchical level, most MAWs in the region lack adequate financial and human resources to execute their mandates fully.

Regional Gender Agendas, the agreed conclusions of the CSW, and the CEDAW Committee's Concluding Observations consistently highlight the need for States to allocate sufficient, regular funding to MAWs to achieve the principles enshrined in the Convention. According to an Inter-American Development Bank (IDB) study (2022), data from four countries in the region²⁹ with high-level MAWs show that their budgetary allocation is barely 0.18% of the total national executive budget.³⁰

This lack of funding is also reflected in the limited number of qualified and stable personnel available to MAWs to implement their mandates and perform their coordination role on gender equality³¹. In addition, staff should have access to specialized technical units capable of addressing the wide range of thematic areas requiring gender expertise within the State, beyond traditional domains such as the prevention and elimination of violence against women, extending to areas such as strategic planning, environment, finance, trade, defense, and gender statistics.

²⁹ Argentina, Chile, Paraguay y Perú. En el caso de Argentina y Paraguay, el personal contratado por los MAM era de tan solo el 0,05% del Ejecutivo. El estudio no facilita datos en los casos de Chile y Perú.

³⁰ Inter-American Development Bank (IDB), GDLab – Gender and Diversity Knowledge Initiative, and the Government of Canada. (June 2022). Institutionalidad of Ministries for Women: Coordinating Efforts to Increase Impact. Available at: <https://publications.iadb.org/en/institucionalidad-de-los-ministerios-de-la-mujer-coordinar-los-esfuerzos-para-aumentar-el-impacto>

³¹ Ibid.

Only this type of highly qualified technical expertise can ensure that MAWs have real influence in policy formulation, legislation, and gender-responsive budgeting. In a context marked by multiple, interrelated crises—including the socioeconomic consequences of the COVID-19 pandemic, the impacts of climate change, armed conflicts, and rising energy and food prices—the budgets of MAWs are under threat. Although these allocations are already small in relation to the overall national budget, their reduction yields no real fiscal savings. It can have disproportionate negative impacts on women and girls, particularly those facing multiple and intersecting forms of discrimination or vulnerability.

It is worth noting that at the XV Regional Conference on Women in Latin America and the Caribbean, States agreed to: “Promote and adopt progressive fiscal policies, allocate gender-responsive budgets, and implement specific financing mechanisms to ensure sufficient, non-transferable, and sustainable resources that cover all levels and areas of public policy aimed at reversing gender inequalities and guaranteeing the rights of women, adolescents, and girls, including the right to care.”³²

Mainstreaming the Gender Perspective in National Planning

The MAW should advocate for the integration of the gender perspective into planning and budgeting processes as part of the State’s commitment to adopt concrete and transformative measures to close gender gaps between women and men, with particular attention to women and girls facing multiple and intersecting forms of discrimination. In this regard, MAWs have made significant efforts to promote gender-responsive budgeting as a valuable tool for identifying, guiding, and making visible public allocations that contribute to gender equality—thereby reversing existing gender gaps and preventing public budgets from reinforcing inequalities or disadvantaging women and girls in vulnerable situations. This aspect is so central that SDG 5 includes an indicator measuring the “proportion of countries with systems to track and make public allocations for gender equality and women’s empowerment.”³³

The importance of promoting gender-responsive budgeting was reaffirmed in the Political Declaration adopted by States on the occasion of the 30th Anniversary of the Beijing Declaration and Platform for Action, during the 69th session of the Commission on the Status of Women (CSW 69). The declaration recognized that adopting and implementing “a comprehensive approach to gender mainstreaming in planning, budgeting, and financing processes—including through gender-responsive budgeting and tracking in all sectors—contributes to achieving both the Beijing commitments and the 2030 Agenda.”

³² Economic Commission for Latin America and the Caribbean (ECLAC). (2022). *Buenos Aires Commitment (LC/CRM.15/6/Rev.1)* — paragraph 27. Available at: <https://conferenciawmujer.cepal.org/15/es/documentos/compromiso-buenos-aires>

³³ SDG 5: Achieve gender equality and empower all women and girls. Target 5.c: Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels. Indicator 5.c.1: Proportion of countries with systems to track and make public allocations for gender equality and the empowerment of women.

In this context, the UN Women Regional Office for Latin America and the Caribbean prepared the regional report *Strengthening Public Financial Management for Gender Equality and the Empowerment of Women: Progress and Challenges in Latin America*, based on the voluntary national reports presented in 2021 by Bolivia, Brazil, Chile, Colombia, Ecuador, El Salvador, Guatemala, Panama, Paraguay, and the Dominican Republic. The findings show progress in implementing gender-responsive budgeting compared to 2018: two out of ten reporting countries fully met the indicator's requirements, while eight out of ten partially complied.

High-Level Political Support

Ensuring that the MAW enjoys political support at the highest level is a sine qua non for implementing its mandate and functions and promoting gender equality and women's empowerment. Such political backing strengthens the MAW's coordination role, positively influencing the mainstreaming of gender perspectives across all branches and levels of government. It is also vital that the person heading the MAW has a high political and technical profile to fulfill their responsibilities effectively.

This support can be demonstrated through actions such as positioning the MAW at the highest hierarchical level, ensuring full participation in the government cabinet, and providing sufficient budgetary allocation to implement its initiatives and maintain a stable, qualified staff capable of meeting the diverse demands inherent to its coordination role in gender equality and women's empowerment.

Another important dimension of coherence in political support to MAWs lies in the role of women within the Executive and the visibility of gender equality in government plans. Firm backing for the MAW's institutional mandate must be accompanied by concrete actions—from ensuring gender parity in government composition, with women leading ministries across all sectors, to allocating resources for implementing public policies focused on closing gender gaps.

Coordinating Role with Other Branches and Levels of Government

It is crucial to promote structures within different branches of the State and levels of government that, under the MAW's coordination, advance gender equality and women's empowerment—creating a coherent and efficient institutional ecosystem. Entities with internal gender-equality units are more likely to integrate this perspective effectively. In this sense, the Executive's political commitment to MAWs can also translate into the creation or strengthening of gender units in other ministries, facilitating coordination between the MAW and sectoral portfolios. In some cases, such units predate the establishment of the MAW itself, and their accumulated knowledge and experience in gender-responsive public management should be leveraged.

In general, the presence of such units varies significantly among countries and ministries. In some, such as Education or Health, there is a longer tradition of at least having gender focal points; in others, such as Defense or Economy, this is a newer effort still under development. In some cases, depending on available resources, MAWs may designate specialized liaison offi-

cers within priority entities—such as planning, budgeting, or statistics—to strengthen technical capacities across these areas.

Moreover, in most countries, parliamentary committees—under various names (e.g., women, gender equality)—exist within the legislative branch to review draft laws, oversee existing legislation, and monitor programs, policies, expenditures, and government actions related to gender equality and women’s empowerment. These committees have often been key actors in advancing legislation on gender-based violence, women’s access to health, labor rights, education, economic participation, and political representation. They can also assess the differential impacts of proposed or existing legislation on women and men of diverse backgrounds.

Additionally, considering the diverse governmental structures and decentralization processes underway in the region, federal, regional, and local governments may also have their own gender mechanisms acting as MAWs within their spheres of influence. These are essential for translating national policies into local action. In several countries, there are also institutionalized coordination spaces (such as intersectoral commissions or coordination roundtables) composed of diverse actors advocating for gender equality and women’s empowerment.

Currently, the vanguard in advancing the effective implementation of the Beijing Declaration and Platform for Action and the 2030 Agenda for Sustainable Development lies in integrating gender perspectives into foreign policy—a commitment already adopted by some countries in the region³⁴. Implementing a feminist foreign policy is not possible without a strong MAW and a government fully committed to gender equality and the empowerment of women. Integrating gender into foreign policy entails adopting a feminist and intersectional approach, recognizing its transformative potential, and ensuring that gender equality and the empowerment of all women and girls, in all their diversity, are mainstreamed across all dimensions of policy—acknowledging the multiple and intersecting forms of discrimination they may face.

34 Chile, Colombia, Costa Rica y México amongst others

6. SUCCESSFUL EXPERIENCES FROM COUNTRIES IN THE REGION

Chile

The Ministry of Women and Gender Equality of Chile, established in 2015, is the result of a long process of institutional development around gender equality, whose origins date back to 1991 with the creation of the National Women's Service (SERNAM). This service, promoted by women's and feminist movements following the return to democracy in 1990, although not a ministry, could be considered to have a high hierarchical level, as its National Director was part of the Executive Cabinet and held the rank of Minister of State. From its inception, it played a leadership role in the development of public policies and legislation, progressively increasing its influence in mainstreaming the gender perspective within the State. Notable examples include the Ministerial Commitments for Equal Opportunities between Women and Men and the Gender Management Improvement Programme (PMG), both of which promoted gender mainstreaming to advance the rights of women and girls.

Since 2022, under a self-declared feminist government, the mainstreaming of the gender perspective within the State has been reinforced. The Ministry of Women and Gender Equality gained political influence by being incorporated—for the first time—into the Government's Political Committee, thereby strengthening both its symbolic and practical impact on State decision-making.

Furthermore, the Network of Gender Advisors, an initiative initially implemented in ministries in 2000, has been strengthened through intersectoral collaboration to enhance the State's coordinated response to the needs and demands of women. This effort underscores the need for all entities to implement gender-responsive plans and policies in a coordinated manner. For example, as part of the Ministry's commitment to building a National Care Agenda, intersectoral work has been strengthened with the Ministry of Social Development and Family to establish a Comprehensive National Care System. This process included the "Let's Talk about Care"³⁵ initiative—a series of nationwide social dialogues aimed at identifying the main needs and proposals of caregivers and care organizations.

The strengthening of gender equality is also evident in various other areas. Chile established the first Cooperation Framework with the United Nations System in the world that integrates a Strategic Pillar on Gender Equality, co-led by UN Women and UNFPA. In line with this, Chile launched a Feminist Foreign Policy, aimed at promoting cross-cutting actions to establish equality and non-discrimination as guiding principles of its foreign policy. Its objective is to remove barriers

³⁵ Conducted in coordination with the UN Women Country Office in Chile.

that hinder women's and girls' full exercise of autonomy and rights—internationally, nationally, and institutionally.

Additionally, Chile's National Strategy for Sustainable Development Implementation aims to accelerate progress toward the 2030 Agenda. It includes a roadmap to address inequalities and strengthen women's economic, social, cultural, and environmental rights, while promoting democracy, justice, security, and inclusive, environmentally sustainable growth.

Colombia

Since 2013, Colombia has had a National Gender Policy, which has been fully integrated into its National Development Plans (2018–2022 and 2022–2026) through dedicated chapters aligned with this policy. The Ministry of Finance and Public Credit and the National Planning Department were mandated to develop a Gender Budget Tracker to facilitate the monitoring of budget allocations. This tool requires the MAW to report annually to the Congress of the Republic on the execution of gender-responsive budgets.

In recent years, Colombia has adopted legislation on rural women's rights, violence prevention, equal labor conditions and pay, and support for the care economy. The National Planning Department monitors the execution of gender-related resources through a legally mandated gender budget tracker using the National Planning and Budgeting System. This mechanism analyzes resource allocations for gender equality, aligned with the categories outlined in the national gender policy.

Colombia also implements a sectoral support strategy to ensure the effective implementation of the Gender Equity Budget Tracker, linking it to policy actions and the execution of projects aimed at closing gender gaps. Furthermore, oversight bodies within the State monitor budgets and may use the tracker to audit allocations and evaluate how effectively resources are used to advance gender equality.

Ecuador

In Ecuador³⁶, the Organic Code of Planning and Public Finance includes a provision on gender-responsive planning and budgeting, enabling the Ministry of Economy and Finance to issue budgetary guidelines to ensure the integration of gender perspectives throughout the planning and budgeting cycle.

Each ministry is responsible for assessing gender impacts and ensuring that sex-disaggregated statistical data support the policies and programs under its mandate. For instance, the Ministry of Economic and Social Inclusion (MIES) provides sex-, age-, and income-disaggregated data on the Human Development Bonus Program and other social programs, which serve as inputs for analysis conducted by the Ministry of Economy and Finance.

³⁶ **Information compiled from the UN Women Regional Report (2023):** *Strengthening Public Finance Management to Achieve Gender Equality and the Empowerment of Women. Progress and Challenges in Latin America.*

Gender equality objectives are presented in budget annexes and recorded in the Gender Equality Policy Expenditure Classifier to improve transparency in the allocation of resources for gender equality. The National Council for Gender Equality³⁷, together with the Office of the Comptroller General, the National Assembly, the Ombudsperson's Office, and civil society, monitors and conducts audits of the implementation of gender-related programs and budgets.

Grenada

The Government of Grenada established a Women's Office following independence in 1974 and during the United Nations Decade for Women (1976–1985), when countries worldwide were creating national mechanisms to advance women's rights, status, and living conditions.

Grenada ratified the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) in 1990, under the Ministry of Women's Affairs. In 1995, a new administration replaced the ministry with a Department within the Ministry of Tourism, Civil Aviation, and Culture, which in 1999 became the Gender and Family Affairs Division within the Ministry of Social and Community Development, Housing, and Gender Affairs.

In 2022, the newly elected administration elevated the status of this division by creating a Ministry of Gender Affairs, thereby strengthening the institutional framework for gender equality.

Mexico

In Mexico, the National Institute for Women (INMUJERES)—now the Secretariat for Women—promotes conditions for achieving substantive equality and the full exercise of the rights of women, adolescents, and girls. It leads the national gender policy, coordinating the efforts of public, social, and private entities, as well as civil society, to build a society of rights and well-being with equal opportunities for women and men.

In recent years, Mexico has implemented significant reforms. In the area of care, INMUJERES positioned this issue at the center of the public agenda through multiple initiatives, including the establishment of a National Care System Coordination Group, composed of State institutions with relevant competencies; the development of methodologies to estimate the costs and returns on investment of care services (assessing their effects on GDP, employment, and income); the creation of a Care Map³⁸, a citizen tool facilitating access to care services and informing policy decisions; and the launch of the Global Alliance for Care³⁹ in coordination with UN Women, as an outcome of the Generation Equality Forum (Mexico City, 2021).

³⁷ The report was submitted by the country prior to the establishment of the Ministry of Equality; therefore, the competent entity at that time was the National Council for Gender Equality.

³⁸ In collaboration with El Colegio de México and UN Women.

³⁹ Global Alliance for Care. Available at: <https://alianzadecuidados.forogeneracionigualdad.mx/>

In the area of peace and security, INMUJERES promoted the National Programme of Women Peacebuilders (MUCPAZ)⁴⁰ to enhance women's participation in peacebuilding and conflict-resolution processes at the community and municipal levels, contributing to social cohesion and violence prevention. By 2022, the initiative reached 214 municipalities in 31 of 32 federal entities, and by 2023, more than 1,500 networks comprising nearly 20,000 women had been established.

Progress has also been made in land and agrarian rights. INMUJERES, together with the Agrarian Attorney's Office, designed the Comprehensive Strategy for the Access of Rural and Indigenous Women to Land, Territory, and Agrarian Rights Recognition. Within this framework, nearly 11,000 land transfer agreements benefited more than 10,000 rural women, and 650 agrarian officers were trained on gender, interculturality, and environmental protection. Additionally, the Agrarian Attorney's Office provided advice in around 10,000 community assemblies, promoting women's participation in agrarian governance bodies. As a result, over 33,000 women now hold decision-making positions in these bodies as owners or deputies.

Paraguay

Since the creation of the Secretariat for Women of the Office of the Presidency in 1992, and later the Ministry of Women in 2012, Paraguay's gender equality institutional framework has progressively evolved to address gender inequalities affecting Paraguayan women and girls.

The country's first National Plan for Equal Opportunities for Women covered 1997–2001, followed by subsequent plans for 2003–2007, 2008–2017, and the current 2018–2024 National Equality Plan.

After more than 25 years of public gender equality policy, the Ministry of Women continues to strengthen coordination among public institutions to mainstream gender perspectives across the State and to ensure that all entities use the National Plan as a guiding instrument to overcome barriers to substantive equality.

In 2016, under the Ministry's leadership, Law No. 5777 was enacted, establishing policies and strategies for the prevention, care, protection, sanctioning, and reparation of cases of violence against women, both in the public and private spheres. The active engagement of key State institutions—such as the Judiciary's Gender Secretariat and the Public Defender's Office—has positioned gender-based violence as a public issue, fostering institutional collaboration in traditionally conservative sectors.

Peru

The Ministry of Women and Vulnerable Populations (MIMP) adopted its current name in 2012, following its separation from the Ministry of Women and Social Development (MIDIS). It serves

⁴⁰ Implemented thanks to the financial support of the Executive Secretariat of the National Public Security System, with the accompaniment of UN Women.

as the governing body for national and sectoral policies on women's rights and on the protection and promotion of vulnerable populations—such as children, adolescents, older adults, persons with disabilities, internally displaced persons, and migrants.

Within MIMP, the Vice-Ministry for Women (VMM) is responsible for promoting and protecting women's rights, preventing and responding to gender-based violence, and mainstreaming gender perspectives across public policies, plans, and programs.

MIMP's work is guided by the National Gender Equality Policy (PNIG), developed through a participatory process and with a strategic planning vision aimed at improving the effectiveness and quality of public administration across all levels of government to guarantee women's human rights on an equal and non-discriminatory basis.

A key legal instrument of MIMP is Law No. 30364 (*Law to Prevent, Punish, and Eradicate Violence against Women and Members of the Family Group*), enacted in 2015, which seeks to improve protection and support for survivors and strengthen interinstitutional collaboration. Within this framework, the National Programme for the Prevention and Eradication of Violence against Women and Family Members (AURORA) was created to design and implement national actions and policies for prevention, care, and support in cases of domestic and sexual violence, thereby improving the quality of life for the population.

Dominican Republic

In 2019, the Ministries of Public Administration and Women issued a resolution mandating the creation of Gender Equality Units within public institutions to integrate gender perspectives into the formulation, implementation, monitoring, and evaluation of institutional policies, plans, programs, projects, and budgets.

Within this framework, the Public Procurement and Contracting Directorate (DGCP) established a Gender Equality Unit (UIG) to incorporate gender considerations into public procurement, thereby enhancing women's participation and autonomy. This initiative aims to expand the inclusion of women-led micro, small, and medium-sized enterprises (MSMEs) in the State Supplier Registry and in public tenders, thus contributing to women's economic empowerment.

Since the adoption of this measure, results include over 27,000 women suppliers registered, 4,000 women-led MSMEs, 1,000 certified women-owned MSMEs, 4,000 women-only procurement processes, 138,000 contracts awarded to women, and over 11,000 women trained.

Additionally, the National Budget Directorate has issued guidelines and manuals for preparing gender-responsive budgets at all stages of the budget cycle, ensuring that all relevant actors adopt gender-responsive actions in fiscal planning.

Trinidad and Tobago

In Trinidad and Tobago, the Division of Gender Affairs—formerly the Division of Women's Affairs—was created in 1998 and reports directly to the Office of the Prime Minister, granting it a high

hierarchical level within the State structure. Following the May 2025 national elections, it will be placed under the Ministry of the People, Social Development, and Family Services.

Its mandate is to integrate gender considerations into all government policies, programs, and projects aimed at improving the quality of life for all genders; conduct gender-specific research; challenge discriminatory social norms; foster collaboration among stakeholders to promote gender equality; develop inclusive gender policies; and address and eliminate gender-based violence.⁴¹

⁴¹ Government of the Republic of Trinidad and Tobago. What we do at gender. <http://opm-gca.gov.tt/Gender/WhatWeDoatGender>

7. RECOMMENDATIONS

A review of countries across Latin America and the Caribbean reveals a scenario in which States, in compliance with international normative frameworks, have taken concrete steps to create and strengthen MAWs from their inception to the present day. This process—often non-linear—also demonstrates that each country has followed distinct paths to balance its political and social realities with the imperative to advance gender equality and women’s empowerment.

Building on successful experiences and lessons learned from countries in the region, as well as evidence from other regions, the following **ten recommendations** are proposed to consolidate the role and influence of MAWs as a fundamental part of the gender equality architecture:

4. **Promote the highest possible hierarchical level for MAWs** within State structures to ensure they can effectively carry out their functions, in line with commitments made under international and regional instruments on gender equality and the empowerment and autonomy of women. It is also essential that their creation, mandate, and specific functions be established through a formal legal framework that protects them from changes in administration and enables medium- and long-term policy continuity.
5. **Ensure political support for the MAW at the highest level of government**, facilitating the head’s participation as a full member of the ministerial cabinet and promoting gender parity in government composition to ensure women’s representation across all areas of the executive branch.
6. **Guarantee access to adequate, sufficient, and predictable resources**—both financial and human—to allow MAWs to fulfill their mandates and functions effectively, and protect these resources from potential cuts that could undermine their performance.
7. **Strengthen the coordinating role of MAWs** in leading public policies to achieve gender equality, enhancing their ability to mainstream gender across all levels of government and branches of the State. This includes consolidating MAWs as key actors in the implementation of government plans and increasing their real influence in decision-making and intersectoral planning processes.
8. **Facilitate the creation and strengthening of gender equality units** in other areas of public administration to ensure the MAW has trained, competent focal points across sectors. This will help establish a coherent gender architecture working in a coordinated manner under the MAW’s leadership.
9. **Regularly review the national gender equality strategy or plan** to ensure the MAW’s work continues to respond to the evolving needs of women and girls in all their diversity.

Such reviews should be conducted in coordination with key stakeholders—particularly subnational governments, branches of the State, and feminist and women’s organizations.

10. **Incorporate an intersectional approach** into the MAW’s mandate that considers the situation of women and girls throughout their life cycle, with particular attention to those who face multiple and intersecting forms of discrimination and belong to traditionally marginalized groups. The MAW’s actions should focus on closing gaps and visibly improving the lives of women and girls. Given the complexity of this mandate, MAWs require teams with strong technical and political capacities.
11. **Establish a monitoring, evaluation, and accountability system** to measure the impact of public policies promoted by MAWs, identify shortcomings, and adjust strategies to ensure maximum efficiency. The results of such evaluations should be made public through periodic reports, enabling participation and input from other government entities, State powers, feminist and women’s organizations, civil society, and academia, thereby fostering continuous improvement in MAW functioning.
12. **Maintain ongoing dialogue with feminist movements and women’s organizations** to ensure open and transparent communication channels that build legitimacy and support for MAW initiatives aligned with the real needs of women and girls, especially those facing multiple and intersecting forms of discrimination.
13. **Promote the production, systematization, and use of disaggregated data** by sex, age, ethnicity, and other relevant variables, and ensure that such data are analyzed through gender, intersectional, and intercultural lenses. This serves as a key tool for integrating gender perspectives in the formulation, implementation, monitoring, and evaluation of public policies aimed at closing gaps. Moreover, it provides an excellent opportunity to establish strategic partnerships with academia so that data-driven evidence contributes directly to achieving gender equality and the empowerment of all women and girls.

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ANNEX 1: EVOLUTION OF THE MECHANISMS FOR THE ADVANCEMENT OF WOMEN IN LATIN AMERICA AND THE CARIBBEAN⁴²

Antigua y Barbuda

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1981	Women's Office	Mandated by then Prime Minister Hon. Vere Bird, with responsibility for the Women's Office exercised by then Senator/Parliamentary Secretary Dame Gwendolyn Tonge.	Creation	Positive	Department	Office of the Prime Minister	Medium
1985	Women's Affairs Directorate	—	Reform	Positive	Department	—	Medium
2000	Gender Affairs Directorate	—	Reform	Positive	Department	Ministry of Social Transformation and Human Resource Development	Medium

⁴² Information updated as of August 2025, based on the work carried out by the UN Women Regional Office (2016). National and regional mechanisms for women in Latin America and the Hispanic Caribbean. This edition adds the non-Hispanic Caribbean countries.

Argentina

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1983	National Directorate for Women and the Family	-	Creation	None	Directorate	Secretariat for Human Development and the Family	Low
1987	Undersecretariat for Women	-	Creation	None	Undersecretariat	Ministry of Health and Social Action	Low
1991	Coordinating Council for Public Policies for Women	Decree 378/1991	Creation	None	Council	Presidency	Medium
1992	National Council for Women	Decree 1426/1992	Creation	None	Council	Presidency	Medium
2002	National Council for Women	Decree 357/2002	Reform	Negative	Council	National Council for the Coordination of Social Policies	Low
2009 ⁴³	National Council for Women	Decree 1836/2009	Reform	None	Council	National Council for the Coordination of Social Policies	Low
2010	National Council of Women ⁴⁴	Decree 326/2010	Reform	None	Council	National Council for the Coordination of Social Policies	Low
2017	National Institute for Women (INAM)	Decree 698/2017	Creation	Positive	Institute	Ministry of Social Development	Medium
2019	Ministry of Women, Genders and Diversity	Decree 7/2019	Creation	Positive	Ministry	Presidency	High
2023	Human Rights Directorate	-	-	Negative	Directorate	Ministry of Foreign Affairs, International Trade and Worship	Low

⁴³ The National Coordination for the Prevention, Care and Eradication of Violence against Women is created (Law 26.485 identified the National Council of Women as the governing body responsible for designing public policies on violence against women.

⁴⁴ Its name is changed to National Council of Women (using the plural instead of the singular) to reflect a more inclusive vision of the diversity of women targeted by the public policies it implements and coordinates.

2023	Undersecretariat for Protection against Gender-Based Violence	Decree 86/2023	Creation	Negative	Undersecretariat	Ministry of Human Capital	Low
2024	National Directorate for Comprehensive Victim Assistance and Access to Justice / National Directorate of International Legal Affairs in Human Rights / Directorate for the Protection of the Family in Human Rights Matters / Directorate for the Promotion of Specific Policies on Equality and Non-Discrimination	Decree 735/24	Division of functions	Negative	Directorates	Secretariat of Justice and Secretariat of Human Rights	Low
2025	Human Rights Directorate	Administrative Decision No. 10/2002	-	Negative	Directorate	Ministry of Foreign Affairs, International Trade and Worship	Low

Anguilla

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to
2014	Gender Affairs Unit	Executive Council policy decision	Creation	None	Unit	Ministry of Social Development (previously attached to the Ministry of Home Affairs)

Barbados

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to
1976	National Commission on the Status of Women	—	Creation	Positive	Ad hoc body	Office of the Attorney General
1976	Women's Affairs Department	Cabinet Approval	Creation	Positive	Department	Office of the Attorney General
1979	Women's Affairs Department	—	Reform	Positive	Department	Ministry of Labour and Community Services
1981	Women's Affairs Department	—	Reform	Positive	Department	Ministry of Transport, Works and Community Service
1982	Women's Affairs Department	—	Reform	Positive	Department	Ministry of Information and Culture
1999	Gender Affairs Bureau	—	Reform	Positive	Department	Ministry of People Empowerment and Elder Affairs
2000	Gender Affairs Bureau	Cabinet Approval	Reform	Positive	Department	Ministry of Social Transformation

Bahamas

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to
1981	Women's Office	—	Creation	Positive	Ministry	Ministry of Youth, Sports and Community Development
1987	Women's Affairs Unit	—	Reform	Positive	Unknown	Unknown
1995	Women's Affairs Office	—	Reform	Positive	Ministry	Ministry of Social Services and Community Development
2016	Department of Gender and Family Affairs	—	Reform	Positive	Ministry	Ministry of Social Services and Urban Development
2018	National Mechanism for the Advancement of Women	—	Reform	Positive	Ministry	Ministry of Social Services, Information and Broadcasting

Belize

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to
1978	Women's Office	—	—	—	—	—
1981	Women in Development Unit	—	Creation	Positive	Department	Ministry of Social Services, Department of Social Development
1982	National Women's Commission	—	Creation	Positive	Advisory Body	—
1986	Women's Affairs Department	—	—	—	—	—
2003	Women and Family Support Department	—	—	—	—	Ministry of Human Development, Families and Indigenous Peoples' Affairs
2024	Family Support and Gender Affairs Department	—	—	—	—	—

Bolivia

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1971	National Social Action Board	Supreme Decree 09922	Creation	None	Board	Office of the First Lady – Presidency	Low
1992	National Institute for Children, Women and the Family	-	Creation	None	Institute	—	Low
1993	National Secretariat for Ethnic, Gender and Generational Affairs	Law 1493	Reform	None	Secretariat	Ministry of Human Development	Low
1998	Vice-Ministry of Gender, Generational Affairs and Family	Supreme Decree 24938	Reform	Positive	Vice-Ministry	Ministry of Sustainable Development and Planning	Low
2002	Vice-Ministry of Women	Law 2412	Creation	Positive	Vice-Ministry	Ministry of Peasant, Indigenous, Gender and Generational Affairs	Low
2003	Vice-Ministry of Women	LOPE Law 2446	Reform	Positive	Vice-Ministry	Ministry of Sustainable Development	Low
2006	Vice-Ministry of Gender and Generational Affairs	Decree 28612	Reform	Negative	Vice-Ministry	Ministry of Sustainable Development	Low
2009	Vice-Ministry of Equal Opportunities	Decree 29894	Reform	Negative	Vice-Ministry	Ministry of Justice	Low
2019	Plurinational Service for Women and Dismantling of Patriarchy	Supreme Decree 3774	Reform	Positive	Service	Ministry of Justice and Institutional Transparency	Low
2023	Vice-Ministry of Equal Opportunities	Supreme Decree 4857	Reform	None	Vice-Ministry	Ministry of Justice and Institutional Transparency	Low
2023	Plurinational Service for Women and Dismantling of Patriarchy	Supreme Decree 4958	Reform	Positive	Service	Ministry of Cultures, Decolonization and Dismantling of Patriarchy	Low

Brazil

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1985	National Council for Women's Rights	Law No. 7.353	Creation	Positive	Council	Ministry of Justice	Low
2002	State Secretariat for Women's Rights	Provisional Measure No. 37 (later Law No. 10.539/2002)	Creation	None	Secretariat	Ministry of Justice	Low
2003	Special Secretariat for Policies for Women	Law No. 10.683	Creation	Positive	Secretariat	Presidency	High
2010	Secretariat of Policies for Women	Law No. 12.314	Reform	Positive	Ministry	Presidency	High
2012	Secretariat of Policies for Women	Decree No. 7.765	Reform	Neutral	Ministry	Presidency	High
2013	Secretariat of Policies for Women	Decree No. 8.030	Reform	Neutral	Ministry	Presidency	High
2015	Ministry of Women, Racial Equality, Youth and Human Rights	Provisional Measure No. 696 (later Law No. 13.266/2016)	Reform	Negative	Ministry	Presidency	High
2016	Special Secretariat for Policies for Women	Law No. 13.341	Reform	Negative	Secretariat	Ministry of Justice and Citizenship	Low
2017	National Secretariat for Policies for Women	Provisional Measure No. 768/2017	Reform	Neutral	Secretariat	Ministry of Human Rights	Low
2017	Transfer of the National Secretariat for Policies for Women to the Government Secretariat of the Presidency	Provisional Measure No. 782 (later Law No. 13.502/2017)	Reform	Neutral	Secretariat	Government Secretariat of the Presidency	Low
2018	National Secretariat for Policies for Women	Decree No. 9.417/2018	Reform	Neutral	Secretariat	Ministry of Human Rights	Low
2019	Ministry of Women, Family, and Human Rights	Provisional Measure No. 870 (later Law No. 13.844/2019)	Creation	Negative	Ministry	Presidency	High
2023	Creation of the Ministry of Women	Provisional Measure No. 1.154 (later Law No. 14.600/2023)	Reform	Positive	Ministry	Ministry of Women	High

Chile

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1969	National Office for Women of the Presidency of the Republic	—	Creation	Positive	Office	Ministry General Secretariat of Government	Low
1972	National Secretariat for Women	Decree No. 1.322	Creation	Positive	Secretariat	Presidency	Medium
1975	Reform – National Secretariat for Women	—	Reform	None	Unit	Division of Civil Organizations, Ministry General Secretariat of Government	Low
1991	National Women's Service (SERNAM)	Law No. 19.023	Creation	Positive	Service	Ministry of Planning and Cooperation	High
2011	National Women's Service (SERNAM)	—	—	Neutral	Service	Ministry of Social Development and Family	High
2015	Ministry of Women and Gender Equality ⁴⁵	Law No. 20.820	Creation	Positive	Ministry	Presidency	High
2015	National Service for Women and Gender Equality	Law No. 20.820 – Title IV “Other Provisions”	Reform	Neutral	Service	Ministry of Women and Gender Equality	Medium

⁴⁵Since 2022, it has been part of the Political Committee for the first time in the history of the public administration.

Colombia

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1980	National Department for Gender Equality	—	Creation	Positive	Department	Presidency	Medium
1990	Presidential Council for Youth, Women, and the Family	Decree 1878	Creation	None	Council	Presidency	Medium
1995	National Directorate for Women's Equality	Decree 1440	Creation	None	Directorate	Presidency	Medium
1999	Presidential Council for Women's Equality	Decree 1182	Creation	None	Council	Presidency	Medium
2010	High Presidential Council for Women's Equality ⁴⁶	Decree 3445	Reform	Positive	Council	Presidency	Medium
2014	Presidential Council for Women's Equality	Decree 1649	Reform	Negative	Council	Presidency	Medium
2017	Presidential Council for Women's Equality	Decree 672	Reform	None	Council	Presidency	Medium
2019	Presidential Council for Women's Equality	Decree 179	Reform	Positive	Council	Vice Presidency	Medium
2023	Ministry of Equality and Equity – Vice-Ministry for Women ⁴⁷	Law No. 2.281 (creation of the Ministry of Equality and Equity) ⁴⁸ / Decree 1075 (structure of the Ministry)	Creation	Positive	Ministry	Ministry of Equality and Equity	High

⁴⁶ Its functions were expanded.

⁴⁷ Institutional background: <http://www.equidadmujer.gov.co/consejeria/Paginas/antecedentes-institucionales.aspx>

⁴⁸ The Constitutional Court ruled that Law 2281 of 2023, through which the Ministry of Equality and Equity was created, suffers from an irremediable procedural defect, as no fiscal impact analysis was conducted for the creation of the entity. The Court granted the Government a grace period to submit a new legislative proposal to Congress to seek approval for the creation of the Ministry no later than 20 July 2026.

Costa Rica

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1974	Office of Programs for Women and the Family	—	Creation	Positive	Office	Ministry of Culture, Youth and Sports	Low
1976	Office of Programs for Women and the Family	Executive Decree 5991	Reform	None	Office	Ministry of Culture, Youth and Sports	Low
1986	National Center for the Development of Women and the Family	Law No. 7.076	Creation	None	Center	Ministry of Culture, Youth and Sports	Low
1998	National Institute for Women (INAMU)	Law No. 7.801	Creation	Positive	Institute	Presidency	High
2010	National Institute for Women	—	Reform	Negative	Institute	Presidency	Medium
2014	National Institute for Women ⁴⁹	Decree 38489–MP–POPT	Reform	Positive	Institute	Presidency	High

Cuba

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1960	Federation of Cuban Women (FMC) ⁵⁰	—	Creation	None	Federation	—	—
1997	Federation of Cuban Women (FMC) ⁵¹	Council of State Agreement	Creation	Positive	Federation	—	High

⁴⁹ It regained ministerial rank.

⁵⁰ It emerged as a non-governmental organization which, although it had influence over public policies, cannot be considered a national machinery for the advancement of women (MAM). It was not a State institution.

⁵¹ It is recognized by the Council of State of the Republic of Cuba as a national machinery for the advancement of women (MAM). Without losing its non-governmental character, the Federation of Cuban Women (FMC) became part of the General Secretariat of the Council of State, took charge of leading the Commission on Women, Children and Youth of the National Assembly of People's Power, and assumed responsibility for coordinating actions in favor of gender equality with ministries and government bodies: <https://www.un.org/womenwatch/daw/Review/responses/CUBA-Spanish.pdf>. These characteristics lead the Gender Equality Observatory for Latin America and the Caribbean of ECLAC to consider the FMC as a high-level MAM. However, for CEDAW, it does not fall within this category because it is not a strictly State mechanism.

Dominica

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1978	Minister of State for Women's Affairs	Cabinet Decision	Creation	Positive	Ministry	—	—
1980	Women's Office	Cabinet Decision	Creation	Positive	Programme	Ministry of Home Affairs, Industrial Relations, and Housing	Low
1983	Women's Office	Cabinet Decision	Reform	Positive	State Agency	Ministry of Home Affairs, Industrial Relations, and Housing	—

Ecuador

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1970	Women's Department	—	Creation	Positive	Department	Ministry of Social Welfare	Low
1980	National Office for Women	—	Creation	None	Office	Ministry of Social Welfare	Low
1987	National Directorate for Women	—	Reform	None	Directorate	Ministry of Social Welfare	Low
1997	National Council for Women (CONAMU)	Executive Decree 764	Creation	Positive	Council	Presidency	Medium
2009	Transition Commission for Defining Public Institutional Framework to Guarantee Equality between Women and Men – Transition Commission towards the Council for Women and Gender Equality	Executive Decree 601	Creation	Negative	Commission	National Secretariat for People's, Social Movements and Citizen Participation	Low
2014	National Council for Gender Equality	Executive Decree 283	Creation	Positive	Council	Presidency	Medium
2018	Ministry of Women and Human Rights	Executive Decree No. 560	Creation	Positive	Ministry	—	High
2021	Secretariat for Human Rights	Executive Decree 93	Creation	Positive	Secretariat	Ministry of Women and Human Rights	Medium
2022	Ministry of Women and Human Rights	Executive Decree 609	Creation	Positive	Ministry	Presidency	High
2025	Vice-Ministry for Women and Human Rights	Executive Decree 101	Merger	Negative	Vice-Ministry	—	Medium

El Salvador

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1989	National Secretariat for the Family	—	Creation	Positive	Secretariat	Presidency	Low
1996	Salvadoran Institute for the Advancement of Women (ISDEMU)	Legislative Decree 644	Creation	None	Institute	National Secretariat for the Family	Low
2022	Salvadoran Institute for the Advancement of Women (ISDEMU)	Legislative Decree 472	Reform	None	Institute	Board of Directors appointed by the President of the Republic	Low

Grenada

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1974	Women's Office	Constitution of Grenada (Independence 1974)	Creation	Positive	Secretariat/ Office	Office of the Prime Minister (initially)	Low
1990	Ministry of Women's Affairs	Executive policy change	Reform	Positive	Ministry	Cabinet	Medium
1995	Department of Gender Affairs	Ministerial restructuring	Reform	Neutral	Department	Ministry of Tourism, Civil Aviation, and Culture	Medium
1999	Gender and Family Division	Cabinet policy decision	Reform	Positive	Division	Ministry of Social Development, Housing and Community Empowerment	Medium
2003	Domestic Violence Unit (later GBV Unit in 2013)	Policy directive	Creation	Positive	Unit	Ministry of Social Development	Medium
2010	Domestic Violence Act	National legislation	Reform	Positive	Legal framework	Parliament	High
2014	Gender Equality Policy and Action Plan (GEPAP)	Cabinet approval	Creation	Positive	Policy instrument	Gender and Family Division	High
2019	Inter-Ministerial Council of Gender Focal Points	Policy instrument	Expansion	Positive	Coordination mechanism	Gender and Family Division	Medium
2022	Gender and Family Division	GEPAP; aligned with CEDAW, SDGs, MESECVI	Reform/ Expansion	Positive	Expanded mandate	Ministry of Gender Affairs	High

Guatemala

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1981	National Women's Office	Government Agreement 24-81	Creation	Positive	Office	Ministry of Labour and Social Welfare	Low
2000	Presidential Secretariat for Women (SEPREM)	Government Agreement 200-2000	Creation	Positive	Secretariat	Presidency	Medium
2012	Presidential Secretariat for Women (SEPREM)	Government Agreement 34-2012	Reform	Negative	Secretariat	Presidency	Medium
2014	Presidential Secretariat for Women (SEPREM)	Government Agreement 353-2014	Reform	Negative	Secretariat	Presidency	Medium

Guyana

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1981	Women's Affairs Bureau	Administrative decision	Creation	Positive	Department	Ministry of Labour	Medium
1992	National Women's Commission	National Commission Act 1990	Creation	Positive	Policy Advisory Body	Ministry of Cooperatives	Medium
1983	Women's Affairs Bureau	Cabinet decision	Reform	Positive	Department	Office of the Prime Minister	Medium
2010	Women and Gender Equality Commission	Constitution Article 212Q(2Xa) – Resolution No. 61	Creation / Constitutional Reform	Positive	Constitutional body	None	Medium
2011	Men's Affairs Bureau	Cabinet decision	Reform	Positive	Department	Ministry of Labour, Human Services and Social Security	Medium
2016	Gender Affairs Bureau	Cabinet decision	Reform	Positive	Department	Ministry of Social Protection	Medium
2020	Gender Affairs Bureau	—	Reform	Positive	Department	Ministry of Human Services and Social Security	Medium

Haiti

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1994	Ministry on the Status of Women and Women's Rights	Decree of 8 November 1994	Creation	Positive	Ministry	Central Government (Cabinet)	High

Honduras

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1994	Governmental Office for Women	Executive Agreement 097	Creation	Positive	Office	Presidency	High
1998	National Institute for Women (INAM)	Legislative Agreement 232-98	Creation	Positive	Institute	Presidency	High
2014	National Institute for Women (INAM) ⁵²	Executive Decree PCM 001-2014	Reform	Negative	Institute	Sectoral Cabinet for Development and Social Inclusion	High
2022	Secretariat for Women's Affairs (SEMUJER)	Executive Decree PCM-05-2022	Creation	Positive	Ministry	Presidency	High

⁵² It moved from being attached to the Presidency to being attached to the Secretariat of Governance and Population, which is attached to the Ministry of Development and Social Inclusion. It maintains its autonomy and ministerial status (its head holds ministerial rank).

Jamaica

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1974	Women's Desk	Public Service Note	Creation	Positive	State agency	Ministry of Youth and Community Development	—
1975	Women's Affairs Bureau	—	Reform	Positive	State agency	Office of the Prime Minister	—
1976	Women's Affairs Bureau	Government authorization	Reform	—	—	—	—
1977	Minister of State for Women's Affairs	Cabinet approval	—	Negative	—	—	—
1978	Women's Affairs Bureau	—	Reform	—	State agency	Ministry of Health and Social Security	—
1980	Women's Affairs Bureau	—	Reform	—	State agency	Ministry of Youth and Community Development	—
2008	Bureau of Gender Affairs	—	Reform	Positive	State agency	Ministry of Culture, Gender, Entertainment and Sport	—

Mexico

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1975	National Programme for the International Women's Year	—	Creation	Positive	Programme	—	Low
1980	National Programme for the Integration of Women into Development	—	Creation	None	Programme	National Population Council	Low
1994	General Coordination of the National Women's Programme	—	Creation	None	Programme	Ministry of the Interior	Low
1996	National Women's Programme – Alliance for Equality (PRONAM 1995–2000)	Official Gazette (DOF: 21/08/1996)	Creation	Positive	Programme	Ministry of the Interior	Low
1998	General Coordination of the National Women's Commission (CONMUJER)	Official Gazette (DOF: 21/08/1996)	Creation	Positive	Body	Ministry of the Interior	Low
2001	National Institute for Women (INMUJERES)	INMUJERES Law (DOF 12 January 2001)	Creation	Positive	Institute	Presidency	High
2025	Secretariat for Women	Decree reforming the Organic Law of the Federal Public Administration (published 28 November 2024)	Creation	Positive	Secretariat	Presidency	High

Nicaragua

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1975	Women's Office	La Gaceta No. 292, Decree 101	Creation	Positive	Office	Ministry of Labour	Low
1982	Women's Legal Office	La Gaceta No. 183, Decree 1091	Creation	Positive	Office	General Secretariat of the Governing Board	Medium
1987	Nicaraguan Institute for Women (INIM)	La Gaceta No. 277, Decree 293	Creation	Positive	Institute	Ministry of the Presidency	Medium
1993	Nicaraguan Institute for Women	La Gaceta No. 128, Decree 36-93	Reform	Positive	Institute	Ministry of the Presidency	Medium
1998	Nicaraguan Institute for Women	La Gaceta No. 102, Law 290	Reform	Negative	Institute	Ministry of the Family	Low
2007	Nicaraguan Institute for Women	La Gaceta No. 20, Law 612	Reform	Positive	Institute	Office of the Presidency	High
2013	Ministry of Women	La Gaceta No. 28, Law 832	Creation	Positive	Ministry	Presidency Secretariat	High

Panama

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1975	National Commission for the Celebration of the International Women's Year	—	Creation	Positive	Commission	Ministry of Labour and Social Welfare	Low
1980	National Directorate for Children and the Family	—	Creation	None	Directorate	Ministry of Labour and Social Welfare	Low
1989	National Women's Office	—	Creation	None	Office	Ministry of Labour and Social Welfare	Low
1993	Women's Department	Presidential Decree	Creation	None	Department	Ministry of Labour and Social Welfare	Low
1995	National Directorate for Women	Presidential Decree 77	Reform	Positive	Directorate	Ministry of Labour and Social Welfare	Low
1997	Ministry of Youth, Women, Children, and the Family	Law No. 42	Creation	None	Ministry	Presidency	Low
2005	National Directorate for Women	Law No. 29	Reform	Negative	Directorate	Ministry of Social Development	High
2008	National Institute for Women (INAMU)	Law No. 71	Creation	Positive	Institute	Ministry of Social Development	Low
2023	Ministry of Women	Law No. 375 (8 March 2023)	Creation	Positive	Ministry	Presidency	High

Paraguay

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1970	National Women's Office	—	Creation	Positive	Office	Ministry of Justice and Labour	Low
1971	Directorate for Women's Professional Promotion	—	Reform	None	Directorate	Ministry of Justice and Labour	Low
1992	Secretariat for Women	Law No. 34	Creation	Positive	Secretariat	Presidency	Medium
2012	Ministry of Women	Law No. 4,675	Reform	Positive	Ministry	Presidency	High

Peru

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1972	Committee for the Revalorization of Women	—	Creation	Positive	Committee	Ministry of Education	Low
1983	Women's Office	—	Creation	None	Office	Ministry of Justice	Low
1986	Special Commission on Women's Rights	—	Creation	None	Commission	Ministry of Justice	Low
1988	Office of Women's Affairs	—	Creation	None	Office	Ministry of Foreign Affairs	Low
1987	Commission on Population, Family, and Women	—	Creation	None	Commission	Ministry of Education	Low
1996	Ministry of Women and Human Development	Legislative Decree 866	Creation	Positive	Ministry	Presidency	High
2002	Ministry of Women and Social Development	Law No. 27,779	Reform	None	Ministry	Presidency	High
2012	Ministry of Women and Vulnerable Populations	Legislative Decree 1098	Reform	Positive	Ministry	Presidency	High

Dominican Republic

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1982	Directorate for the Promotion of Women	Decree 46	Creation	None	Directorate	Presidency	Medium
1999	State Secretariat for Women	Law No. 86/99	Creation	None	State Secretariat	Presidency	Medium
2010	Ministry of Women	Decree 56/10	Reform	Positive	Ministry	Presidency	High

Saint Lucia

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1986	Gender Issues Department	—	Creation	Positive	—	Ministry of Public Service, Home Affairs, Labour, and Gender Affairs	—
2012	Department of Gender Relations	—	Reform	Positive	Department	Ministry of Health, Wellness, Human Services and Gender Relations	High
2024	Division of Gender Affairs	—	Reform	Positive	Department	Ministry of Public Service, Home Affairs, Labour, and Gender Affairs	High

Saint Kitts and Nevis

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1981	Women's Office	—	Creation	Positive	—	—	Low
1984	Ministry of Women's Affairs	—	—	Positive	Interministerial Committee	—	—
1986	Department of Women's Affairs	—	Reform	Positive	—	Ministry of Health and Women's Affairs	—
1987	Women's Affairs Unit	—	—	—	Unit	—	—
2000	Department of Gender Affairs	—	Reform	Positive	—	Ministry of Social Development and Gender Affairs	—

Saint Vincent and the Grenadines

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative, or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1985	National Women's Commission – Women's Affairs Department	1980 Act	Creation	None	Department	Ministry of Social Development	Low
—	Women's Affairs Department	—	Reform	Positive	Department	Ministry of Education, Culture and Women's Affairs	—
2001	Gender Affairs Division	—	Creation	Positive	Department	Ministry of Social Development, Family, Gender and Ecclesiastical Affairs	—

Suriname

1983	Women's Bureau	—	Creation	Positive	Department	—	—
1997/1998	Gender Policy Bureau	—	Reform	Positive	Department	Ministry of the Interior	—
2015	Gender Affairs Bureau	—	Reform	Positive	Department	Ministry of the Interior	—

Trinidad y Tobago

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1998	Gender Affairs Division	—	Creation	Positive	Division	Office of the Prime Minister	High
2025	Gender Affairs Division	—	Reform	Positive	Division	Ministry of the People, Social Development and Family Services	—

Uruguay

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1975	Women's Department	—	Creation	Positive	Department	Ministry of Labour and Welfare	Low
1987	National Institute for Women	Presidential Decree 226/87	Creation	None	Institute	Ministry of Education and Culture	Low
1992	National Institute for Family and Women	Law No. 16.320	Reform	Negative	Institute	Ministry of Education and Culture	Low
2005	National Institute for Family and Women	Law No. 17.866	Reform	Positive	Institute	Ministry of Social Development	Low
2005	National Institute for Women (INMUJERES)	Law No. 17.930	Reform	Positive	Institute	Ministry of Social Development	Low

Venezuela

Date	Name of the MAW	Legal Basis	Creation or Reform	Positive, Negative or None (vs. previous situation)	Type of Institution	Attached to	Hierarchical Level
1974	Advisory Commission on Women to the Presidency of the Republic	—	Creation	Positive	Commission	Presidency	Medium
1979	State Ministry for the Integration of Women into Development	—	Creation	Positive	Ministry	Presidency	High
1984	National Office for Women and the Family	—	Creation	Negative	Office	Ministry of Youth	Low
1989	Advisory Commission on Women to the Presidency of the Republic	—	Creation	Positive	Commission	Presidency	Medium
1993	National Council for Women	—	Creation	Positive	Council	Presidency	Medium
1999	National Institute for Women (INAMUJER)	Law on Equal Opportunities for Women	Creation	Negative	Institute	Ministry of Health and Social Development	Low
2008	State Ministry for Women's Affairs	—	Creation	Positive	Ministry	Presidency	High
2009	Ministry of People's Power for Women and Gender Equality	Decree 6.663	Reform	None	Ministry	Presidency	High



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