

**Pathways of Women's Empowerment**  
International Research Project

**Report**

**1<sup>ST</sup> meeting of the  
Global Programme Advisory Group**

**London, November 16/17, 2006  
MIC Hotel and Conference Centre  
London**

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## **Contents**

|                                                           |           |
|-----------------------------------------------------------|-----------|
| Summary                                                   | 3         |
| Welcome and introduction                                  | 4         |
| 1. Roles and functions of the GPAG                        | 4         |
| 2. Presentation of RPC on Pathways of Women's Empowerment | 4         |
| 3. Global Programme Scoping Report                        | 8         |
| 4. Global Programme research proposals:                   | 9         |
| 5. Communicating the RPC                                  | 9         |
| 6. Funding for communication work and research            | 11        |
| 7. How we will work together                              | 12        |
| 8. Conclusions of Meeting                                 | 13        |
| <b>Appendices</b>                                         | <b>14</b> |
| Participants                                              |           |
| Mapping of GPAG members expertise                         |           |

## Summary

This is a report of the first meeting of the Global Programme Advisory Group (GPAG) of the Global Programme of the Research Programme Consortium (RPC), Pathways of Women's Empowerment, a five year programme led by the Institute of Development Studies and funded by the UK Department for International Development. The GPAG brings together a representative peer group that will help to ensure the Global Research Programme is academically robust and has an effective communications strategy. GPAG membership has been drawn from civil society, academic institutions and international development agencies. It is convened by One World Action.

Following a general discussion on the RPC and its Global Programme, the meeting discussed in detail and commented on five research proposals related to the RPC themes of concepts of empowerment, empowering work, building constituencies and narratives of sexuality. How best to communicate the research findings and to whom was also the focus of a lively debate. The GPAG concluded with some clarification about how it would work together in the period up to the next GPAG meeting and what levels of information could be usefully shared.

## **Welcome and introductions**

This was the first meeting of the Global Programme Advisory Group (GPAG). The group's Chair, Helen O'Connell from One World Action, welcomed members of the Group<sup>1</sup> and introduced the aims of this first meeting of the GPAG.

### **1. Roles and functions of the GPAG**

Helen introduced the terms of reference of the Global Programme, which are to: offer advice on approaches and methods, remedial actions, collaborative work and periodic independent reviews as required.

Currently there are 22 members of the GPAG, although not all were present, apologies had been received from eight members. Members of the advisory group include gender specialists from international aid agencies, researchers and activists in global civil society, and representatives of the Consortium and of the principal funder, DFID. The frequency of meetings will be determined in relation to considerations of both budget and carbon footprint.

Rosalind Eyben, the Convenor of the Global Programme, explained that the Programme aims to involve key stakeholders and as a representative peer group, the GPAG will have an important contribution to make to ensure the Programme is academically robust. Members of the group also include representative of the regional hubs, which will help with communication with the regions, will keep the project rooted and ensure the sharing of information and approaches. An example of this collaboration is that TORS for the GPAG are based on those drawn up by the hub in Bangladesh. There is also a wider Consortium Advisory group that will provide a steer for the overall RPC as well as one for each regional hub.

Members agreed that the TORS were clear and that it will be an exciting process in which to be involved.

### **2. Pathways of Women's Empowerment Research Programme Consortium (RPC)**

Andrea Cornwall, as Director, introduced the Research Programme Consortium and the aims and priorities of the four regional hubs and of the RPC overall. She noted that although the project has a common purpose and plan of action, each region has different approaches. Each consortium partner, plus two international partners, UNIFEM and CARE, is represented on the RPC management group.

There is currently an enabling environment to revitalise the gender agenda and policy makers are keener to be involved. The project aims to create opportunities for dialogue among diverse people and will be using participatory methodologies, finding new strategies and new purposes. They want to build capacities mutually, within and between regions as well as between north and south. They also hope to help build a new generation of feminist researchers, to strengthen institutions and to gain new insights from practice and to communicate these widely. They want to bring together diverse

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<sup>1</sup> see appendix for list of participants and apologies

perspectives, to ground the dialogue in women's everyday lives and struggles and to engage with and learn from activists.

Andrea explained that this is a five-year programme. They are currently in an inception phase that ends in November. Each hub has funds for administration and someone who can engage with the programme at a research level and to manage the regional programme. The hubs still need to seek further funding and the RPC provides then with the institutional basis to do this. They started in March 2006 and from May to September regional scoping workshops were held to enlist interest and find out who is out there. There were between 40-60 participants at each workshop, bringing together a diversity of people. The agenda for research has been developed from the ground up and each region has created a vibrant agenda. They have already generated papers and potential outputs have been identified. The inception phase has been very positive and people have come together to test ideas and develop these. They are encouraging cross-regional collaboration and alternative approaches as well as more conventional research methods.

### **Themes for research and action:**

- *Conceptions of empowerment and change*: 'new narratives' are needed in different regions, and in diverse popular cultural and political contexts.
- *Building constituencies for justice and equality*: learning from efforts to make institutions more accountable and making politics more responsive to women's issues and looking at what can be done to support these processes.
- *Changing narratives of sexuality*: exploring the forces that shape women's ability to exercise rights.
- *Empowering work*: understand better paid work and empowerment, learning from women workers' struggles for greater rights.

### **Cross cutting themes:**

*Empowerment in a time of crisis*: opportunities for empowerment in conflict and post conflict situations (Sudan, Sierra Leon, Afghanistan and Palestine). How these situations offer opportunities for empowerment.

*Organising for change*: where women's collective action has made a difference, women's mobilising strategies in times of change, changing relations within the state and women organising around the private sector.

The cross cutting themes will be brought together at various points. There will be annual RPC conference around the themes of Feminisms and the State, Masculinities and Women's Empowerment, and using Legal Instruments as ways of empowerment.

## Comments and questions

The group discussed how to define what is successful in relation to empowerment. There are important questions to ask such as, how individual levels of empowerment affect changes for women more widely and why powerful women do not necessarily help other women's position. Andrea stressed that they want to have pluralist versions of what empowerment is. There will be different kinds of research, asking questions in different ways. They will be setting women's lives in context to learn from women's life histories.

There was some discussion as to whether feminism should be an underlying theme as there is a potential to be diverted into self-development approaches and it was important to have a shared perspective. Andrea said that they have to have basic agreement on underlying themes but that there are different definition of feminism between countries and regions. Those involved in the RPC are concerned about equality and justice but the pathways to achieving these are different.

It was suggested that it would be interesting in the UK to see how policy translates into practice and also to see the links between research and governments in the regions. It would be good to share findings at a regional level, perhaps at a yearly meeting to have a greater impact. Rosalind is writing a paper on policy processes. She explained that the idea is to engage with policy and to understand which of these have enabled pathways. They want to challenge conventional thinking on policy, research and evidence, to investigate different ideas of policy, which varies in policy spaces at regional level, and also how international organisations understand what policy is and how it is communicated.

There was a question on why India had been left out, as this was a big hole in terms of diversity and inclusion. It was clarified that this was only because of the limited budget but they have included India as part of the scoping study, as there are important lessons to learn from a wealth of experience and research in India, and thematically they will be strongly connected to Indian academics. It will be possible to convene events and to bring in other countries more broadly. It was suggested that they could hold an annual event on a thematic basis as a way to bring together a broad range of partners.

Questions on how the themes will be integrated were also raised. Andrea explained that the theme convenors will communicate with others to ensure that the connections between themes are brought together. The convenors have been chosen carefully and are active on different levels. The inception phase was designed to bring together a range of people at the scoping workshops. For example, the Brazil workshop brought together policy makers, social movements and researchers and they gained a lot from this approach.

There was a discussion on plans to share the learning more widely. Articles will be published regionally and in prestigious academic journals. They are discussing with Development in Practice having a special issue from what has emerged from the inception phase, and with Feminist Review having a collection of the papers from the South Asia scoping workshop. They also have ambitious plans for radio and TV programmes, to make a documentary of life histories and to engage published authors to write up stories. They have people in each hub with contacts in the media and development agencies that could prepare picture books. It might be possible, for example to produce a video in Nigeria.

The web site will be a gateway to information, debates and hot news and links directing people to other institutions. It is hoped it will be up and running by the end of November: [pathwaysofempowerment.org](http://pathwaysofempowerment.org)

Suggestions were made about a number of websites that could be linked to the gateway. In Norway the Government has recently launched a gender website<sup>2</sup> and the RPC could link up to it. The IDS Bridge and Siyanda web sites will also be linked.

Members of the group noted that an amazing amount of work has gone into the thinking and methodologies. Some questions were raised regarding the choice of sub-regions, which might narrow the scope of the work, and in relation to ownership at the sub-regional level. It was suggested that media strategies, the workshops and research processes could be used as mobilising tools in local and regional spaces but would require resources to be allocated to these processes. There was also a discussion on how the processes at the international levels and their recommendations would be taken back to the local level and how they will address the academic/activist divide.

The discussion also covered a range of questions on values, outputs and indicators. One question was how indicators that draw on the RPC's values and aims will be developed in the research process. Andrea agreed that this was very important and they are looking into the indicators of empowerment, as a wide range of indicators exist but some, such as the MDGs, are quite weak. The literature in development is also weak on psychological indicators and it is important to not only measure the social, empowering effects of social action but also the individual. By linking up with other organisations and networks, the RPC wants to build alternative indicators of empowerment. They also want to gather case studies and materials on how alternative indicators of empowerment are collected.

There was a discussion on assumptions about how change happens. Rosalind stressed that Pathways is not making any assumptions about how change happens. People involved in development often assume that what they are doing is what is leading to change but a lot of changes in the lives of people are a result of political and economic changes, so we cannot assume that purposeful intervention was responsible.

It was suggested that we would need to define the parameters of how individual or collective empowerment is leading to social justice and equality, for whom and under which conditions. We would also need to define what we mean by social justice at different levels and in what context it makes a difference. Rosalind agreed that this is part of the thinking of the project and they want to investigate what helps to facilitate empowerment and how empowerment leads to justice and well-being.

The point was also made that activists and practitioners can also be agents of change but practitioners are not considered theorists at community levels. Andrea stressed that they want to build theory from praxis and to find ways of academics working with practitioners so they do feel that they are theorists. Policy makers also have their own ideas and understanding of policy processes that differ from those of academics and it was also important to engage with them. Examples were given of how this is working in practice and how these and other processes and experiences would be good to share across regions.

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<sup>2</sup> [www.gender.no](http://www.gender.no)

### 3. Global Programme Scoping Report

Rosalind Eyben presented a summary of the Scoping Report. She explained that there has been some misunderstanding regarding the idea of a “global” hub, which is focussing on global policy processes and institutions. Part of the challenge is that the home for the global hub is the IDS, situated in the North. She hopes the research will problematise what we mean by global and our position within it but the idea is to create a global virtual space. It was therefore important to clarify the role of IDS as convenor of this global work that parallels and complements the work of the regional hubs and is quite separate from IDS’ role in directing and managing the whole RPC. As convenor, Rosalind will bring insights from her career of working inside global bureaucracies and her experience of engaging with different actors in policy processes.

Like the regional hubs, the global hub went through its own consultation process. They started at the CSW in February 2006. UNIFEM hosted two meetings: the UN inter-agency group and one facilitated by the UK delegation to the UN. In May the hub held a formal scoping workshop, bringing together a range of researchers and activists working at the global level on women’s empowerment. In July at the DAC gender net annual meeting they were also given a space for consultation. Following that meeting she wrote the Scoping Report (a longer version than the one tabled) together with Nancy Okail, a PhD student, who did an extensive literature review and began to identify some of the research questions.

The scoping is much wider than the proposals on the table. Their initial thoughts on direction are to review assumptions about the role of global policy and practice in supporting women’s empowerment, to study global networks, international aid architecture and international norms and standards as pathways. During the scoping process some further issues emerged to be considered: research that links women’s action in global and regional/national spaces, the interaction between global ideologies and local action and action research within global policy spaces. Rosalind stressed that it is legitimate to do research on policy processes in its own right and not necessarily having to make the link to the impact on women’s lives in particular localities. A lot of time and money is spent on international policy spaces so it is important to study what is going on there and how they are contributing to empowerment.

She asked for a reaction to her proposal that the primary target audience of the hub should be feminist activists inside global organisations, networks actively working for women’s empowerment and researchers on issues in global spaces, with a commitment to change. Rosalind distinguished between global policy actors who enter global policy spaces to shape what is happening back home and those whose primary interest is to influence people lives in many different localities.

During the discussion a number of points were made. It was also important to see how people engage with national political processes and how these feed into the global and to make sure we have a wide definition of norms and standards, not only in the UN but also global funders such as the World Bank and the WTO. It will be interesting to study the global in its own terms as it is often a closed club, with self-appointed people, they have their own theatre, provide the actors, the funding and the production, which is self-affirming and often not connected to the outside. This also applies to fundamentalist as global actors who are self-legitimising. Rosalind stressed that this is why it is important to study these processes. Dominant groups look out on the world but not themselves: the RPC

wants to encourage critical self- reflection. They consider it important that the RPC management group also reflects on issues of power and language amongst themselves as a global space.

#### **4. Global Programme Research Proposals**

Rosalind Eyben introduced this session. She explained that nine research proposals had been presented the previous week to the RPC management group of which five had been approved and would be discussed at this meeting. Some research projects will be on-going for four years, others will be for one or two years. They don't yet have funding for one of the proposals presented on the mobilising of resources for women's organisations.

Andrea explained the process to select these proposals. The management committee had received feedback from two theme co-ordinators and from peer reviews on whether they met the criteria. Proposals should include capacity building activities and there should be coherence and linkages between the projects. In some cases they might help find funding for projects they cannot fund themselves. Following the management meeting the research proposals were re-written and were now being presented to the GPAG for discussion. They have been approved but researchers welcome comments that will make them better. The convenor of the global hub will give feedback to the researchers from the discussion. It was stressed to the advisory group that these research proposals are confidential at this stage.

One further proposal is still being worked on and will be shared with the group later on. It will be looking at the UN Security Resolution 1325, on how it was agreed and is being implemented. This research will also be going beyond the global hub and will link with three regional hubs that have within them countries in a state of conflict or that are emerging from one. It was agreed at the management committee that UNIFEM has a central role leading on this proposal. They are still working on how to involve all the actors in re-writing the proposal and how to address capacity issues in order to make the research possible at local levels, considering the current situation in Afghanistan, Sudan, Palestine and Sierra Leone, the countries that would be involved in the research.

#### **Small Group Discussion**

The research proposals were discussed in three small groups and they gave feedback on content, approaches, researchers, linkages and relevance of the proposals. Two research proposals were presented for discussion under the theme of building constituencies, and three on the other themes: conceptualising empowerment, the changing nature of sexuality and empowering work.

#### **5. Communicating the RPC**

The management committee are working on a draft communication strategy but it is not finalised so it will be possible for the GPAG to feed into that discussion. It was suggested that there should be a process for integrating communication into the programme and that effective communication tools should be identified for targeting organisations.

There was a discussion on who the key stakeholders to communicate the research findings to will be. It is proposed that they are primarily feminist activists in global spaces, who would in turn be responsible for communicating further within their own organisations and systems. Rosalind said that they are targeting multilateral, bilateral organisations, international non-governmental organisations (INGOs), feminist networks such as AWID and DAWN, and politicians working on issues of gender equality in global spaces. Focussing on these primary stakeholders who would then take responsibility for further communication with their own contacts is known as a 'viral approach'.

It was stressed that the global hub should also communicate what they learn about global policy processes to people at the ground level. There is a strong advocacy element to the project and several members suggested that they should try to target more widely, not only feminist activists but also, for example people in the corporate sector.

The global hub has a responsibility to ensure power structures don't remain fixed. The information coming out of the RPC and reporting of results of research should also be produced in accessible formats and summaries for use in the regions. It was suggested that a generic document could be translated and published at a local level. It was important for the regional hub to also have a communication strategy to communicate findings from the local and regional level to the global level, so there is two-way flow of information.

Rosalind stressed that research and communication are completely integrated within the lifetime of the RPC but that returning the findings to other constituencies could require a simplified approach. It was suggested that it would be helpful to see the two as running parallel and that the findings should be aimed at multiple audiences.

Several members suggested that they should go for a wider audience that could be reached through trans national women's networks that could help reach feminist activists who are not connected to this project. The importance of supporting people in their strategies was stressed. Within this stakeholder group there is a lot of power to influence at a high level, which could enable feminist activists to do their work more effectively.

Others suggested that they should be more strategic in terms of whom to target and, for example, regional groups could have a say in what is needed for their particular hubs. They could translate regional research and take this information to the policy level where it is important to hear women's voices. As a result of the research, the global hub will have a better idea of what communication works and how change happens. These findings will support the regions and enable the findings of the regional hub to reach their target audiences.

DAWN has experience of disseminating a range of information, which gives them access to international spaces. They also translate popular documents into different languages and include women's voices, their life situation and articulate their problems, which has strengthened their voices. However, this has to be included in the budgeting and planning.

It was suggested that in order to empower people working within formal spaces information needs to be provided that makes complex ideas accessible at different levels. To see changes in these processes at a national and regional level they also have to focus on global actors, for example, government ministers might not understand how to negotiate international processes and receive no preparation apart from a quick briefing.

Also, there are ministers at the UN who do not understand how the system works. It is important to get competence to the people who are making the decisions.

In the discussion it was suggested that a viral approach could work so long as it is targeted. They should start with a stakeholder analysis: identifying the blockers, the agnostics, and drivers to see who the players are and who to target, might be worthwhile thinking through.

The IDS communication team has considerable expertise that could be drawn on for example, in terms of approaches. A number of suggestions were made on tools that could be used for communication of findings. For example, audio streaming, which includes putting together short interviews, might be a possibility for the diaries of the gender person in an organisation as it is anonymous and could be disseminated to a wider audience. They have also thought about an in-house storyteller and journalists who can get the right information into the right spaces. It was suggested that PANOS could be approached for advice on how to work with the media.

It was suggested that information could be disseminated through radio and TV programmes such as BBC World who are often looking for new initiatives. It was also suggested that they should identify events coming up they might want to target such as the Commonwealth finance meeting, the G8, and the CSW which would provide a peg on which to develop the communication strategy.

Helen summarised the wide-ranging discussion: feminist activists are still the primary target but others are still to be defined; they should communicate with the regional hubs on how their information will reach the global level; they have to be strategic in what they are hoping to achieve in a short period and need a variety of tools according to the target. Mapping external events where information can be disseminated was also important. Rosalind said they would amend the research proposal with these ideas as appropriate.

## **6. Funding for communication work and research**

Most of the research proposals have a two- year time frame, although the conflict research will be for four years. The idea is to develop further proposals for a second two-year period but funding is insufficient to do as much as they would like. Rosalind explained that the DfID resources have allowed them to build a house and relationships but that they don't have the money for the furniture so they will need to go out and get more funding.

A number of suggestions were made on what sources could be approached for additional funds for the research.

## **7. How we will work together**

Rosalind reported on the next steps. The full version of the Scoping Report will be sent out in February 2007. The RPC inception report will be going to DFID at the end of November 2006 and then will be sent out. The remaining research proposal on conflict would be sent to the advisory group in the following week for their comments.

The website will be going live at the end of November and they have designed the global page. They can post the names of the advisory group on the website but everyone needs to agree if they want to be there. They will also immediately post the existing short version

of the Scoping Report and a report of the panel discussion to be held at DFID that afternoon.

It was suggested that information about the project and news items could be circulated widely through websites such as Siyanda, the University of East Anglia (UEA) gender group and others including regional ones.

There was discussion on how to make the best use of the time and experience of members over the next 12 months. Group members discussed what they hoped to get from being a part of the advisory group and what they have to offer. Their participation in the group could have advantages to members in their own work such as networking.

The group discussed how they will work together in the period to the next GPAG meeting and what levels of information and communication would be necessary. So far we have an e-mail list on One World Action's server. The RPC website would be live soon and would be used to share information. In addition, Rosalind will prepare regular updates for e-mailing. There was a request for clear subject lines and deadlines in the e-mails. There was a request for information on the members of the regional hubs and contacts to share information.

When the research proposals are agreed they will be posted on the website. It was suggested that rather than sending lengthy documents only the URL links to website could be sent. Researchers might contact some members specifically for information once in a while. Some members asked if they could opt out of certain topics and suggested that individuals should decide what they want to read. Helen said at present there is a very simple e-mail list but later on it may be possible to make this more selective

## **8. Conclusions of the GPAG Meeting**

Members were asked to comments on the process. In general everyone felt it had been good and inclusive. Helen was congratulated for managing the process in an efficient way and that chairing the debates and not losing the thread of the discussion in a long agenda was an achievement in itself. The process was considered to be extremely useful and members had learnt a lot.

It was suggested that in future a longer feed-in time would be helpful in order to read all the documents for discussion. The research proposals were sent very late and some members had not been able to read these before the meeting, which they felt had affected the contribution they were able to make to the discussion. It would also be helpful to have the questions for discussion before the next meeting so they can reflect on these before the meeting.

Rosalind said they would explore ways to communicate between meetings. Video conferencing might be a possibility for some virtual meetings. Gerard agreed to investigate the DFID network if it was felt helpful to have video conferencing.

Members were thanked on behalf of IDS and OWA. Rosalind said she was very impressed by everyone's skills and thanked Helen for using her web of networks to bring this fantastic group together. She was looking forward to working with the group and urged everyone to stay in touch and visit the website.

### **Panel discussion: *What roles do global policy and international practice play in supporting women's rights and empowerment?***

Following the end of the meeting members of the GPAG spoke on a panel at DFID, followed by a discussion with an invited audience. This was an opportunity to let people know about the RPG.

## Appendix

### Participants

|                      |                                              |
|----------------------|----------------------------------------------|
| Hussainatu Abdullah  | Independent researcher, Sierra Leone         |
| Firdous Azim         | BRAC University, Bangladesh                  |
| Cassandra Balchin    | Independent Expert                           |
| Gerard Howe          | Department for International Development, UK |
| Zohra Khan           | One World Action                             |
| Sarah Mosedale       | IDPM, University of Manchester               |
| Helen O'Connell      | One World Action                             |
| Vivienne Taylor      | University of Cape Town & DAWN               |
| Sarojini Thakur      | Commonwealth Secretariat                     |
| Laura Turquet        | ActionAid UK                                 |
| Guro Katharina Vikor | Ministry of Foreign Affairs, Norway          |
| Sarah White          | University of Bath, UK                       |
| Marilyn Thomson      | Rapporteur for meeting                       |
| Alice Caravani       | Administrator                                |
| Andrea Cornwall      | Institute of Development Studies             |
| Rosalind Eyben       | Institute of Development Studies             |

### Apologies

|                 |                                             |
|-----------------|---------------------------------------------|
| Rawwida Baksh   | IDRC, Canada                                |
| Virginia Guzman | Brazil/Latin America Research Programme     |
| Jeremy Holland  | Oxford Policy Management                    |
| Nazneen Kanji   | Aga Khan Network Foundation                 |
| Elisa Martinez  | CARE International                          |
| Maxine Molyneux | Institute for the Study of the Americas, UK |
| Patti O'Neill   | Network on Gender Equality, DAC/OECD        |
| Hoda Rashad     | American University in Cairo                |
| Everjoice Win   | ActionAid International                     |
| Ellen Wratten   | Department for International Development UK |

## Mapping of experiences and skills to share with the RPC Global Programme

|            |                                                                                                                                                                                                                                                                                                |
|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Sarojini   | Formulating policy for women<br>Gender training in different regions of the Commonwealth<br>Trade and economics from gender perspective                                                                                                                                                        |
| Sarah M    | Feminist epistemology<br>Accessible communications                                                                                                                                                                                                                                             |
| Hussainatu | Publicising the Solemn Declaration on Gender Equality in Africa<br>Could circulate RPC findings within the African Union                                                                                                                                                                       |
| Sarah W    | Share experience of other advisory groups to large research programmes                                                                                                                                                                                                                         |
| Helen      | Advocacy and communications<br>Building constituencies and political processes are particular interests<br>Global economy                                                                                                                                                                      |
| Firdous    | As a member of the regional hub in south Asia can help with communications between hubs<br>Interested in supporting the sexuality proposal if it is rewritten to include sexuality in conflict areas                                                                                           |
| Viviene    | Can facilitate links with the DAWN network to help build up the profile of the project<br>DAWN has research experiences and good intellectual resources that could be used and also processes for discussion                                                                                   |
| Zohra      | Can share the expertise and knowledge of One World Action's partners<br>Can make links to UK Gender and Development Network (GAD), WIDE, and the Gender and Trade Expert Group<br>Working on trade, aid, gender mainstreaming, new aid modalities (building on gender budgeting experience)    |
| Laura      | Has recently started at ActionAid UK<br>Communications and media experience and some advocacy<br>ActionAid International's campaign for 2007 will be on violence against women                                                                                                                 |
| Marilyn    | Can make link to CAWN (Central America Women's Network) which is researching violence against women and engaged in economic literacy work<br>City University/ESRC seminar series of globalisation                                                                                              |
| Cassandra  | Gender, identity and culture, fundamentalisms<br>Links to other networks<br>Developing innovative advocacy tools                                                                                                                                                                               |
| Alice      | Dissertation on trade and Mercosur<br>Interested in impact of trade and globalisation on women                                                                                                                                                                                                 |
| Gerard     | Thrilled to be considered a femocrat<br>Sits on EU Gender Committee, WB advisory group, the DAC GenderNet and other groups so can make links<br>On the RPC overall advisory group and on another RPC based in Hong Kong so can provide an overview of the research and feed across information |
| Guro       | Knows about the processes in the multilaterals and what is going on so can feed this in and suggest how we can interact with those processes                                                                                                                                                   |