



**United
Nations**

Department of
Economic and
Social Affairs

Global Review of Good Practices for Promoting Women's Access to Leadership Positions in Public Administration

Consultant's report for the project *Building capacities for promoting the presence and leadership of women within public institutions at national and local levels*

December 2022

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Acknowledgments

This report was commissioned by UN DESA in the context of the project *Building capacities for promoting the presence and leadership of women within public institutions at national and local levels* funded by the Government of Italy. It was authored by Consultant Sebawit G. Bishu, Assistant Professor at the Evans School of Public Policy and Governance at the University of Washington. Within UN DESA/DPIDG, Valentina Resta, Senior Governance and Public Administration Officer, supervised the drafting of this report; Saras Jagwanth, Inter-regional Adviser reviewed it; Sinan Li and Regan Price, UN DESA/DPIDG Interns, provided valuable support to the finalization of the report.

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Acronyms

CNCD	National Council for Combatting Discrimination (Romania)
COVID-19	Coronavirus Disease of 2019
EEOC	Equal Employment Opportunity Commission (USA)
GMAP	Gender Mainstreaming Action Plan
ICMA	International City/County Management Association
ILO	International Labour Organization
KEMEA	Kenya MenEngage Alliance
LWG	League of Women in Government (USA)
MENA	Middle East and North Africa
MEGEN	Men for Gender Equality Now (Malawi)
MCS	Ministry of Civil Service
NAP	National Action Plan
N.D.	No Date
NGP	National Gender Policy
NHRCM	National Human Rights Commission of Mongolia
OECD	Organization for Economic Cooperation and Development
SDG	Sustainable Development Goal
SMG	Seoul Metropolitan Government
UAE	United Arab Emirates
UN	United Nations
UNDP	United Nations Development Programme
UN ECOSOC	United Nations Economic and Social Council
VNRs	Voluntary National Reviews

Introduction

This report was prepared within the framework of the project “[building capacities for promoting the presence and leadership of women within public institutions at national and local levels](#)” implemented by the UN Department of Economic and Social Affairs through its Division for Public Institutions and Digital Government (UN DESA/DPIDG). The project, funded by the Government of Italy, aims to support the development of action plans that prioritize gender equality and promote women’s career progression toward leadership positions in the public sector at national and local levels in Bhutan, Lao People’s Democratic Republic, Mauritius and Senegal. The purpose of this report is to conduct a desk review of country-level practices that are known to improve the representation and engagement of women in leadership roles in public administration around the globe. This report identifies good practices, observes trends, and synthesizes lessons learnt in this regard. It contributes to the effort of the 2030 Agenda for Sustainable Development with a focus on Goal 5: “Achieve gender equality and empowerment of all women and girls”, Goal 8: “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”, as well as indicator 16.7.1 of Goal 16: “Proportions of positions in national and local institutions, including (a) the legislatures; (b) the public service; and (c) the judiciary, compared to national distributions, by sex, age, persons with disabilities and population groups”.

When considering efforts to level the ground for women to thrive in leadership and other traditionally male-dominated roles, it is imperative to consider organizational practices that are known to improve the gender performance of public administration in different contexts. Therefore, the analytical strategy utilized for this research involved researching practices at the national and subnational levels that are known to have established women’s access to leadership roles, removed existing or potential barriers to women’s full participation in public administration leadership, and empowered women to enter and advance in public administration.

It must be noted that despite progress made over the years to advance women’s engagement in the workforce and in leadership roles, the COVID-19 pandemic has impacted women’s engagement in the formal and informal workforce.

On the one hand, women public administrators have been at the forefront, mobilizing gender considerations of COVID-19 response both at the national and subnational levels.¹ On the other hand, the COVID-19 pandemic has negatively impacted women’s participation in the workforce

broadly, including those in public administration. First, women have disproportionately fallen out of the workforce during the pandemic. Women's shouldering of unpaid care and domestic workload has had significant effect on their earnings and work-life balance.² Existing data further demonstrate that more than men, COVID-19 has pushed women out of the workforce disproportionately.³ Second, for both public and private sector institutions, the pandemic has shifted priorities, thus disrupting momentum on ongoing gender equality efforts. Tangible implications of such disruptions will be evident in the years to come. Thirdly, burnout has escalated much faster for women in the workforce.⁴ The aftermath of the pandemic has further highlighted the need for women to take on a prominent role in the creation of gender-sensitive policies and programs. .⁵

Methodology

The report development methodology followed three stages: (1) identification of countries known to have improved access to leadership roles for women in public administration both at the national and subnational levels; (2) identification of specific good practices at the national and subnational levels that are known to improve access to leadership for women in public administration; and (3) categorization and presentation of the good practices to identify actionable and transferable practices.

Identification of countries: The first stage of the research process entailed conducting a desk review of reports to identify countries with notable practices known to promote women's access to leadership positions and mainstream gender equality within public administration. The researcher reviewed a wide array of documents, such as the 2021 Global Gender Equality in Public Administration (GEPA) report, the Human Development Report published by the United Nations Development Programme (UNDP), UN Women databases, the United Nations Sustainable Development Group knowledge portal, country cases that won the United Nations Public Service Awards in the "gender" category over the years, reports of the treaty bodies of the United Nations system, Voluntary National Reviews (VNRs), and other analyses conducted by academia and civil society. The desk review of these documents guided the researcher to identify 20-30 countries across different regions for the in-depth review of good practices.

Identification of specific good practices at national and subnational levels: Following the identification of countries, the researcher identified and analyzed good practices and their contribution to promoting women’s access to leadership positions and mainstreaming gender equality within public administration. The researcher then compiled examples to include in the report and conducted interviews with selected practitioners known to have engaged in the implementation of the selected practices.

Categorization and presentation of examples to identify actionable and transferable practices: At the last stage, the researcher (1) selected good practices by ensuring a regional balance, (2) categorized them based on shared characteristics and by type of intervention, and (3) reported actionable and transferable practices with examples. *Table 1* presents a summary of the data collection and analysis process.

Good Practice Selection Criteria and Analytical Strategy

The selection of good practices was guided by the identification of impactful practices that have improved women’s advancement into leadership and often male-dominated roles in public administration. Other good practices, whose impacts are yet to be reported on, were also included if aligned with the “institutional mechanisms for the advancement of women” as identified by the Beijing Declaration and Platform for Action.⁶

The researcher prioritized practices implemented after the year 2015 (except for a few good practices implemented prior to 2015 where implications to gender equality have been substantial to date). Good practices included in the report are selected from different regions. The organization and reporting of good practice follow two steps. First, the researcher organized country-specific good practices under each of the categories and sub-categories introduced in *Table 2*. Second, good practices were described, and where relevant, compared with similar practices within the sub-categories. An overview of the good practices included in the report is summarized in Annex A.

Table 1- good practice categories and sub-categories

Categories	Sub-categories	Description
Institutional mechanisms to correct inequities	Corrective measures against gender-based discrimination	Mechanisms to correct gender inequalities by restructuring the institutional framework
	Corrective measures against gender-based harassment	
	Corrective measures against pay inequality	
	Gender mainstreaming practices	
	Research, data to promote gender analysis	
	Incentives and accountability mechanisms	
Human capital development	Formal training and development practices	Practices that enhance the skills and capacities of women to engage in decision-making roles in public administration as well as training on gender awareness and unconscious bias targeting men to eliminate barriers that women encounter in the workforce
	Mentorship and support practices	
Human resources practices	Recruitment, retention and promotion practices, including quotas	Practices aimed at removing barriers and improving the engagement of women in leadership and decision-making roles
	Work-life balance practices	

Table 2- Data collection and analysis process

Tasks	Process
Identification of good practices	Identify good practices aimed at improving women's participation in leadership roles in public administration
Selection of good practices by region	Ensure diversity by including good practices from the different regions of the world
Categorization of good practices	Categorize good practices for creating an enabling environment for women to succeed in leadership roles in public administration: <ul style="list-style-type: none"> • Institutional mechanism to correct inequities • Human capital development practices • Human resources practices
Categorization and reporting of sub-categories	Identify and organize subcategories of practices

Institutional Framework for Gender Equality

Women's equal participation in public administration roles at the national and subnational levels of government requires institutional and political commitment and implementation policies. Since the 1990s with the Beijing Declaration and Platform for Action, United Nations Member States have committed to improving women's engagement in public administration and most importantly, in leadership and decision-making roles in government. Achieving gender parity in organizations requires an active process with implications for the lives of women that work in them.

The institutional framework comprises organizational structures, procedures, and planning frameworks that guide day-to-day operations and culture⁷ and promote gender equality in public sector agencies. The institutional framework for gender equality also shapes how organizations interface with the public. Beyond that, larger societal culture and values also influence organizations and the values they enact. The report reflects on three categories of institutional mechanisms to improve the advancement of women in leadership roles in public administration. These are (1) institutional mechanisms to correct inequalities; (2) human capital development practices; and (3) human resource practices.

Category 1- Institutional Mechanisms to Correct Inequalities

This section reflects on the good practice and strategies for tackling the underrepresentation of women in leadership roles by rethinking the organizational gender architecture. Most practices presented here aim to correct existing inequalities embedded in organizations that impede women's advancement in the public sector. Examples of such corrective practices include addressing gender-based discrimination and harassment as well as pay inequalities. The practices of *gender mainstreaming*, *gender-disaggregated data for gender analysis*, and *incentives for institutional commitment* and *accountability mechanisms* are also discussed as broader national and subnational strategies for promoting gender equality in public administration. Good practices are discussed to showcase approaches intended to integrate gender into organizational structures, document progress, and hold institutions and the leadership accountable. In countries that promote gender mainstreaming (e.g. Latvia, Cambodia, and Malawi), organizational policies, practices, and budgeting decisions consider implications for women in public administration. Countries that

systematically collect data to perform gender analyses to track progress towards gender equality in public administration may see improvements in the presence of women in areas where they have been scarcely represented.⁸

Corrective measures against gender-based discrimination and violence: Addressing gender-based discrimination that women encounter in organizations is one of the fundamental ways to tackle gender inequalities. This often entails establishing entities responsible for enacting legal protection for women in the public sector workforce.

In **Lithuania**, the Code of Administrative Offences enacted in 2017 holds public organizations and managers responsible for breaches of equal rights and equal opportunities for women and men.⁹ Article 41.6 of the Code mandates that “Equal rights set out in the Republic of Lithuania on Equal Opportunities Act, and equal opportunities violations incur a fine for officials, employers or their authorized persons from twenty-eight to five hundred and seventy-nine euros”.¹⁰

Non-discriminatory employment laws were ratified in **Thailand** and **Timor-Leste** following the International Labour Organization (ILO) convention 111 (Timor-Leste in 2016 and Thailand in 2017).¹¹ In **Romania**, the National Council for Combating Discrimination (CNCD)—an independent and autonomous entity that combats gender-based discrimination and promotes equal treatment of men and women in the workforce—monitors equity-focused activities in line with the country’s strategy for “equality, inclusion and diversity”.¹² ¹³ In the **United States**, the Equal Employment Opportunity Commission (EEOC) offers oversight, similar to the CNCD in Romania, over both public and private organizations’ practice of equal employment opportunity laws.¹⁴ In 2018, the **Argentine** Chamber of Deputies passed the Micaela Law to fight gender-based violence. This law requires all state officials and employees, both men and women, across all levels of hierarchies to undergo mandatory gender-based violence training.¹⁵ In **Georgia**, in 2017, the Inter-Agency Commission for Gender Equality, Violence against Women and Domestic Violence was established as an institutional mechanism to implement Article 10 of the Istanbul Convention.¹⁶ This entity is responsible for adopting, implementing and monitoring national policies around issues of gender equality and the prevention of gender-based discriminations and violence against women.¹⁷ While this policy and institutional mechanisms are not specific to women in public administration, they can impact women across all levels and institutional settings. The direct

impacts of the legal framework and institutional mechanisms targeting the elimination of gender-based violence in Georgia are not known, yet their aim aligns with recommendations proposed in the Beijing Declaration and Platform for Action.

At the subnational level, the city of **Graz** in **Austria** requires departments across the municipal government to tackle all aspects of discrimination.¹⁸ The city's Gender Equality Action plan was a guiding document for this effort. The action plan emphasizes leadership commitment as vital to promoting gender equality in the municipal government. A notable impact of the Action Plan was an increased gender awareness within the municipal organizations.¹⁹ In Port Harcourt, **Nigeria**, national awareness of gender-based violence against girls and women was created by the Gender Vanguard Community Development Service Group. In addition to generating awareness against gender-based harmful practices, this group also advocates for women's active engagement in leadership roles in government and provides support to those aspiring to such roles at local, regional, and national levels.²⁰ This initiative has paved the way for women to engage in leadership roles in local, regional, and national platforms.

Corrective measures against gender-based harassment: Sexual harassment in the workplace is frequently faced by women in public and private organizations.²¹ Toxic workplace culture, biases, and a lack of human resource policies and reporting procedures to hold individuals accountable can result in gender-based harassment and put women in vulnerable positions. Issues of harassment are even more pronounced for women occupying male-dominated positions and other positions in male-dominated organizations. Practices documented below showcase strategies to create awareness on issues of harassment, as well as approaches to confront the problem in a holistic manner.

In 2018, the **Malaysian** public sector pursued a holistic approach with the "Guideline for Handling Sexual Harassment Case at the Workplace".²² This guideline required male and female Psychology Officers, Organizational Counsellors, Integrity or Human Resource Officers and Heads of Department to prevent and manage gender-based harassment complaints.²³ Besides laying out the infrastructure to address gender-based harassment, the guideline requires public sector organizations to generate awareness by holding prevention programs across federal and state agencies. Similarly, in **Mongolia**, the National Human Rights Commission of Mongolia

(NHRCM) performed training against workplace harassment, which led to the establishment of gender action plans to prevent harassment.²⁴ Despite its alignment with the objectives of the Beijing Declaration and Platform for Action, an analysis of impacts of this program in Mongolia is not available. Both the **Malaysian** and **Mongolian** public sectors have led a series of awareness and prevention programs across state and federal agencies.^{25 26} In **Mauritius**, the Parliamentary Gender Caucus conducted a capacity-building exercise for all Gender Focal Points to address workplace gender-based violence, with the support of the UNDP Country Office. **Mauritius** also has an Equal Opportunities Act (2008), in which sexual harassment is clearly defined. Similarly, **Afghanistan's** Prevention of Sexual Harassment law was passed in 2017 to strengthen the 2015 Anti-Harassment Law.²⁷ The amended law was strengthened to protect against the mishandling of complaints and protect victims of sexual harassment before and after incidences.²⁸ It must be noted that since 2021, laws protecting women only operate under the confines of the Shariah law.²⁹ Lastly, harassment measures in labor codes in **Georgia** and online reporting platforms in **India** are applied as mechanisms to prevent workplace harassment.³⁰

Corrective measures against pay inequality: Pay inequality is pervasive for women relying on minimum wage jobs. Low minimum wages affect women in the workforce because they are often overrepresented in minimum wage jobs such as retail work, domestic work, and factory work.^{31 32} Despite pay inequality being a key form of gender-based discrimination, not many organizations devote sufficient resources to correct it.

The Department of Interior in **Switzerland** actively engages in addressing issues of pay inequality. The pay equality initiative in **Switzerland** establishes a legal framework to alleviate issues of gender inequality. Policy implementation and administrative strategies mainly focus on: (a) publishing statistics on pay inequality; (b) implementing equal pay requirements in procurement practices; (c) offering training support to organizations to self-assess compliance with equal pay legal expectations, and (d) establishing a charter for equal pay in the public sector as a tool to monitor continued compliance with the law across all sectors of government. The gender pay gap is narrowing in **Switzerland**. The Federal Statistics Office of **Switzerland** reported that the pay gap has improved from 12 per cent in 2016 to 10.8 per cent in 2020.³³

In 2020, the government of **Gabon** rectified the 1994 Labor Code. The revised law mandates equal remuneration for men and women in the workforce. In addition, this law was meant to buttress efforts to improve equal access to employment for women across all jobs and industries.^{34 35} Further research is needed to assess the impact of the recently rectified law on the gender pay gap in **Gabon**.

At the subnational level, the **Seoul** Metropolitan Government in the **Republic of Korea** offers an example of good practice targeting the gender pay gap. In 2018, the pay gap in the **Republic of Korea** was 34.1 per cent, putting the country in poor standing compared to other OECD countries.³⁶ The **Seoul** Metropolitan Government (SMG) introduced strategies to reduce gender-based pay inequality. First, the city government revised its legal framework to address issues of gender inequality. Second, it put together a group of experts and stakeholders that were charged with screening policies to hold organizations accountable for their practices. Third, it introduced a pay disclosure system to strengthen transparency and accountability across public and private organizations. Although the impact of these changes is yet to be fully understood, the strategies implemented are responsive to institutional frameworks for gender equality as promoted by the Beijing Declaration and Platform for Action.

The province of **Québec, Canada** recognizes its responsibility to ensure the achievement of pay equity. The legal framework in **Québec** gives the responsibility of demonstrating policy compliance to organizations.³⁷ The policy also requires that employers must pay adjustments to correct the wage gaps found. To support organizations, training, tools and auditing interventions are offered on how to comply with equal pay policies. As of June 2021, the City of Québec achieved 94.2 per cent compliance with the pay equity framework.³⁸

Table 3: summary of institutional mechanisms to correct inequalities

Issue	Country	Level of Government	Strategy or Mechanism
<i>Gender-based discrimination and violence</i>	Argentina, Lithuania, Nigeria, Romania, Thailand, Timor-Leste, United States, Graz (Austria)	National and subnational	<ul style="list-style-type: none"> • Non-discrimination laws • Laws against gender-based violence • Establishment of independent reporting agencies • Strategic plans to address gender inequality and combat discrimination

			<ul style="list-style-type: none"> • National awareness campaigns
<i>Gender-based harassment</i>	Afghanistan, Georgia, India, Malaysia, Mauritius, Mongolia	National	<ul style="list-style-type: none"> • Introduction of sexual harassment bill • Guidelines for addressing workplace harassment, and workplace harassment training • Prevention programs
<i>Pay inequality</i>	Gabon, Switzerland, Québec (Canada), Seoul (Republic of Korea)	National and subnational	<ul style="list-style-type: none"> • Revision of legal framework to address pay inequality • Holding organizations accountable for compliance with equal pay policy • Pay disclosure system • Training to organizations on equal pay policy compliance • Publishing statistics on pay inequality • Implementing equal pay requirements in procurement practices • Establishing a charter for equal pay in the public sector as a tool to monitor continued compliance with the law

Gender mainstreaming practices require governments and institutions to intentionally remove inequities through policies, processes, resource allocation, and laws.³⁹ Governments and public sector institutions that integrate gender equality values and practices aim to improve equity and the quality of life of men and women. Several countries implement some aspects of gender mainstreaming, but few take a holistic approach that mainstreams gender as an integrative aspect of policymaking, institutional processes, programs and resource allocation.

Since 2012, the Gender Equality unit housed within the Ministry of Welfare of **Latvia**, has been coordinating policies and programs that promote equal employment opportunity.^{40 41} This entity (1) introduces to and guides national government institutions on gender equality principles, (2) leads the planning and preparation of policy documents pertaining to gender equality for public administration agencies, (3) evaluates areas where gender inequities are pertinent in public organizations, and (4) develops a guiding framework for equal opportunities and the equitable treatment of women across sectors.⁴² The ministry also monitors and evaluates the implementation of national gender equality policies, including the proper adoption of such policies across programs, processes, and in resource allocation. In **Latvia**, women’s representation in the national

civil service leadership varies across the board. In 2018, women represented 31 per cent of State Secretary roles but represented 55 per cent and 51 per cent of deputy State Secretary and Heads of the Institution roles, respectively.⁴³

In **Cambodia**, the National Program for Public Administration Reform (2019-2030) is instrumental in integrating gender mainstreaming in the civil service.⁴⁴ Integral parts of the gender mainstreaming efforts are gender-responsive budgeting and mandatory gender sensitivity training for the newly recruited workforce, existing employees and the senior management. Positive results are attributed to the Gender Mainstreaming Action Plan (GMAP) efforts that are led by the Ministry of Civil Service (MCS).⁴⁵ The promotion of gender equality in the civil service is a key feature of the action plan.⁴⁶ Notwithstanding the recent introduction of the foregoing gender mainstreaming initiative, **Cambodia** is yet to attain SDG indicator 16.7.1 on the proportions of positions in national and local institutions. Nonetheless, progress is seen in women's engagement in leadership roles at both national and subnational levels. For example, in 2018 women represented 14 per cent of the under-secretary role in the executive branch compared to 7.4 per cent in 1998.⁴⁷ At the subnational level, in 2017, women represented 43 per cent of the decision-makers compared to 40 per cent in 2014.⁴⁸

In **Bahrain**, gender mainstreaming efforts were collectively designed by stakeholders from public and nonprofit organizations. These stakeholders engaged in the framing of the national model for mainstreaming the needs of women in the National Development Plan.⁴⁹ The National Development Plan is the primary strategic document that guides national government entities' efforts to mainstream the needs of women in development and is endorsed by the head of state. National efforts to improve women's representation in public administration leadership have resulted in **Bahrain** ranking second to Tunisia for women's representation in leadership roles (at 37 per cent) and first in the Middle East and North Africa (MENA) region for women's representation in middle management positions (at 59 per cent).⁵⁰

In the sub-Saharan Africa region, **Ethiopia** is a case where the government took an active role in mainstreaming gender across all sectors, strategic plans, and programs.⁵¹ Non-state actors also actively contributed to the government's efforts to strategically address gender inequalities. In

2018, women represented 50 per cent of the cabinet roles in the Ethiopian government, including leadership roles in defense and in the judiciary.^{52 53 54}

In **Mauritius**, with the support of UNDP, the Parliamentary Gender Caucus has established a network of high-level gender focal points across ministries. Each focal point is responsible to mainstream gender in the sector under the responsibility of the respective ministry. The caucus conducts regular capacity-building activities on gender mainstreaming and gender analysis within the policy cycle and legislative processes for members of the parliament as well as gender focal points. The caucus is chaired by the speaker of the national assembly. Concurrently, the Ministry of Gender Equality and Family Welfare liaises with gender cells in each ministry/department to ensure gender sensitivity in policy and programming. The minister of gender equality further chairs a national steering committee on gender mainstreaming that is tasked to monitor and evaluate actions being taken by each gender cell, and to report on the implementation of the newly launched National Gender Policy. Women hold 29 per cent of senior management positions in public administration while their presence in (middle) management positions is much higher (at 41 per cent). No data is available on the percentage of women in top leadership positions in public administration at the subnational level.⁵⁵

Lastly, **Seychelles** has achieved gender parity for women in decision-making roles within the cabinet of ministers and those in managerial roles in the public sector. Women represent over 50 per cent of officials who hold principal secretary⁵⁶ and senior manager roles. Furthermore, women represent over 70 per cent of the local government leadership.⁵⁷ A driving force behind achieving gender equity in public service leadership has been the National Gender Policy (NGP) which was adopted in 2016.⁵⁸

Research and data to promote gender analysis: Gender statistics refers to gender disaggregated data that reflect gender inequalities embedded in society and in organizations. Reliable and timely data that accurately reflect the conditions and challenges of women are crucial for designing informed policies and strategic goals at both the national and subnational levels.⁵⁹ Complementary to accurate and timely data, research and analysis are needed to compare the proportional representation of various demographic groups in the public service and the causes and consequences of women's unequal participation in leadership and decision-making roles in public

administration. Moreover, the need for timely data and analysis on the representation of women with intersectional identities such as ethnic minority women, and women with disability is still a pressing issue.

The government of **Rwanda** laid out its national strategic plan, Vision 2020, with the intention to transform the country into a knowledge economy where skilled workers thrive, and the public sector promotes accountable, ethical, and equitable outcomes.⁶⁰ An integral part of this reform was gender analysis where reliable data is used to evaluate gender-neutral policies, practices, and programs. In 2010, the government of **Rwanda** implemented a census on public sector employees called the “Civil Service Census” and later used it as the foundation for the 2011 Gender Monitoring Report. This report generated the gender baseline and revealed the national status of women in the public service. The government of **Rwanda** is the first country in sub-Saharan Africa to have achieved gender parity in the representation of women in cabinet positions, where women are represented at 50 per cent, up from 36.8 per cent in 2014.⁶¹ As of 2018, women in **Rwanda** held 34 per cent of managerial positions, 33.5 per cent of chief executive positions and comprised 34.5 per cent of the workforce in senior official legislative roles in government.⁶²

In **Lithuania**, in 2015, the Office of Equal Opportunities, along with the Association of Municipalities and the Lithuanian Women’s Lobbying Organization initiated a project to promote gender equality across municipal organizations, known as the “Municipal Success Code — Gender Equality”.⁶³ The project provided support by performing gender analyses for municipal governments and developing practical solutions using evidence-based approaches, among other actions. The project assisted the monitoring and evaluation of the strategies used to improve the state of gender inequalities in municipal governments. A comprehensive review of the impact was set to be conducted at the end of the program in 2021.⁶⁴ This program provided a holistic support to municipal governments, from identifying barriers to designing strategic solutions and monitoring the impact of using data for an evidence-based approach to tackling gender inequalities.⁶⁵ In **Romania**, the County Commission for Equal Opportunities - a multisector-multistakeholder entity - informs and consults municipal governments on issues of gender inequities using data.⁶⁶ ⁶⁷ The County Commission also conducts regular data collection to generate a report on gender equality within municipal organizations. While the impact of gender

data collection on reducing gender inequality is unclear, both **Lithuania** and **Romania** have achieved gender parity in top leadership roles in public administration.⁶⁸

The **Republic of Korea**'s first National Statistics Development Plan (2015) prioritized gender mainstreaming as one of its core task areas. The plan recommends technical and capacity-building support for developing gender statistics for two ministerial offices every year.⁶⁹ Another example is "Geostat", an electronic gender data portal operated by the statistical office of the government of **Georgia**, which informs the public on the status of women in the country.⁷⁰ The government uses this gender data portal to collect and organize data to inform the public, government, policymakers and public servants on the status of women. Similarly, **New Zealand** has a centralized data portal system that collects, organizes and disseminates gender statistics.⁷¹ **New Zealand's** gender portal informs gender analysis for policy advocacy around issues pertaining to women in the workforce and in society in general.⁷²

Incentives and accountability mechanisms: Despite the presence of national strategic plans, political commitment, and gender infrastructure to address gender inequalities in public administration, establishing consistent focus and action to reach gender parity is challenging.⁷³ Hence, a combination of incentives and accountability mechanisms are crucial to securing long-term commitment on gender equality in the public sector and encourage institutions to follow through national strategic plans and programs to tackle gender inequalities in public administration. In **Chile**, the National Management Improvement Program was tasked to improve the performance of government institutions, including the evaluation and improvement of public service delivery and the working conditions of civil servants.⁷⁴ To promote active engagement in program implementation, monetary incentives were designed to increase institutional budget allocation and the salary of public administrators when commitments were followed through. Disincentives were also applied in the form of a budget reduction when institutional commitments failed. This accountability framework is overseen by **Chile's** National Service for Women, in collaboration with the Ministry of Finance to follow work plans and commitments to determine institutions' performance status.⁷⁵ In **Austria**, federal ministries were tasked to develop at least one gender objective with related activities and indicators. The ministries were expected to develop gender-centered measures in their respective policy areas.⁷⁶ Policy impacts and institutional

performance were simultaneously assessed based on gender impact. Gender statistics show that women represent 42 per cent of officials in senior management roles in **Chile** in 2018 - a 12 per centage point increase since 2009, and 38 per cent of top leadership roles in public administration are held by women in **Austria** in 2018.^{77 78} Nevertheless, it is difficult to develop a direct causal link between incentives and accountability and the status of women in leadership positions in the two countries.

Table 4: summary of organizational gender architecture designed to foster gender equality

Strategy	Country	Level of Government	Strategy or Mechanism
Gender Mainstreaming	Cambodia, Bahrain, Ethiopia, Latvia, Mauritius, Seychelles	National and subnational	<ul style="list-style-type: none"> • Guidance on gender equality principles • Establishment of gender equality policies in public administration • Evaluation of areas for improvement on gender performance • Monitoring of implementation of gender equality policies • Mandatory gender sensitivity training in the civil service • Stakeholder engagement in gender mainstreaming efforts
Research and data to promote gender analysis	Georgia, Lithuania, New Zealand, Romania, Republic of Korea, Rwanda	National and subnational	<ul style="list-style-type: none"> • Collection of gender statistics • Performing gender analysis to determine the state of gender inequalities in public administration and publishing related reports • Use of gender statistics to design evidence-based policies and programs
Incentives and accountability mechanisms	Austria, Chile	National	<ul style="list-style-type: none"> • Establishment of national performance management programs that monitor gender equality performance • Monetary incentives to public sector employees to follow through gender action plans

Category 2: Human Capital Development Practices

Gender inequality in human capital perpetuates the unequal participation of women in leadership and decision-making roles across sectors. The Beijing Declaration and Platform for Action (1995)

recognizes the strategic importance of capacity building through training and development for women to address their underrepresentation in decision-making roles across sectors. Human capital development, in the context of gender inequality, focuses on the training and development of women to gain skills that facilitate their success in roles where few of them are represented, particularly in leadership roles. It also recognizes men as partners in eliminating barriers that women encounter in the workforce. Gender equality efforts in the last decade have paid attention to the importance of male engagement to promote equality. Male engagement efforts have mostly centered around sensitizing men to promote gender equality as well as preventing gender-based discrimination, harassment, and violence against women. To this end, a gender transformative approach is adopted as a tool to engage men in gender equality efforts.⁷⁹ This approach targets areas in which women encounter bias and face discrimination stemming from gender stereotypes, especially in roles and positions traditionally held by men. Hence, men's engagement in the effort to promote gender equality in public administration leadership is crucial.

Human capital development entails both formal and informal training including educational experience, mentorship, and work experience, to build knowledge and skills. Resource commitment towards capacity development programs is a crucial way to assess organizations' pledge to gender equality and, given that the budgeting process is an avenue for resource allocation, it is only logical to integrate gender into the resource allocation process to promote gender-responsive public governance.⁸⁰

National and subnational strategies that foster the development of female public servants in preparation for leadership roles in public administration are discussed in this section. Good practices are clustered under (a) formal training and development strategies that aim at building the skills of women and men public servants, and (b) informal capacity-building efforts such as mentorship and support that aim to equip women to take up roles traditionally occupied by men.

Formal training and development practices: Formal training is one of the most common human capital development practices, both at national and subnational levels. Training and development strategies often help to fill the knowledge and experience gap that prevents women public servants from occupying leadership and decision-making roles. Examples include training in management

and leadership, organizational analysis, policy development, and management of administrative processes.

In 2019 in the **Solomon Islands**, a National Action Plan (NAP) was agreed upon by members of parliament in collaboration with the government and civil society organizations. The NAP stipulates that the public sector must work towards advancing women's engagement in leadership and decision-making roles.⁸¹ One of the core strategic aims of the NAP is to facilitate access to higher qualification training to prepare women for leadership roles in justice, peace and security areas. Training topics include leadership in post-conflict processes, as well as policing and security governance.⁸² Public agencies in **the Solomon Islands** also offer training and development opportunities for the advancement of women public servants into leadership roles.

Some human capital development programs focus on creating a pipeline of future female public servants. The **United Arab Emirates (UAE)** trains women and youth to engage and innovate in male-dominated fields of peace, safety, and security. **UAE's** initiative is tied to the national plan to achieve gender parity in leadership roles and the strategy to achieve 50 per cent representation of women in top management, administration, and field assignments by 2021.⁸³ Since the implementation of the capacity development program in 2016, the **UAE** has exceeded planned targets. As of 2018, women represented 40 per cent in leadership roles and decision-making councils in government.⁸⁴

The gender equality law in **Mongolia** adopted a quota-like approach that aims at proportional recruitment and training of women administrators with the intention of preparing them for leadership roles. In 2018, the Civil Service Council supported by UNDP Mongolia conducted a survey to identify barriers to women's advancement into leadership roles in the public service. The baseline survey identified three areas of improvement: (1) lack of trust in the promotion system; (2) the lack of role models; and (3) the absence of professional support.⁸⁵ Based on the findings from the baseline survey, the Civil Service Council has since employed a five-year (2018-2023) targeted "quota-like" recruitment training program for women administrators across the country.⁸⁶ The program identifies women in the civil service administrative system and enrolls them in a formalized leadership training program in preparation for leadership roles. The training program

emphasizes people management training (soft training), as well as providing mentorship and career coaching to the recruited women administrators. While the program impact is not yet known, it has provided opportunities to women administrators with the potential for taking up leadership roles.

Human capital development programs that target men are also a vital part of gender equality efforts in organizations. The Men for Gender Equality Now (MEGEN) in **Malawi** is an organization that works to create awareness and build capacity for men to empower women to engage in the government and in politics.⁸⁷ MEGEN Malawi is active in 18 districts and conducts training and capacity building programs that help deconstruct societal privileges and biases of men.⁸⁸ Similarly, **Kenya** MenEngage Alliance (KEMEA) is a network of public, community-based and civil society organizations that conduct research and design interventions to engage men in gender equality efforts.⁸⁹

Mentorship and support: as mentioned earlier, *mentorship and support practices* are also forms of human capital development often used to train women into leadership roles and build a talent pipeline. Mentorship and support programs are beneficial for organizational capacity building and to improve women's preparedness to engage in leadership roles in public administration, particularly those traditionally held by men. An example is **Israel's** talent management initiative, the Civil Service Cadet Program, led by the Civil Service Commission in conjunction with other stakeholders. The program works towards building a pool of future public servant leaders.⁹⁰ It is acclaimed for its objective to accelerate women's and other minority groups' advancement to decision-making roles in the public service sector. Men and women in the program receive mentorship and are assigned to supervisors that support their professional development.⁹¹ The most recent cohort in the program represents 53 per cent women and 47 per cent men and has trained 150 cadets over the course of eight years.⁹²

The **Malaysian** civil service provides women equal access to career development opportunities, such as in-service training and on-the-job professional experience opportunities.⁹³ Special leadership training for women in management and leadership, organizational analysis, and policy development and administrative processes are also made available. Besides fostering skill

development for women, these programs intend to develop women’s confidence and build a network of support through access to role models.⁹⁴ In **Malaysia**, initiatives to accelerate women’s engagement in leadership roles have received a positive review in the last decade.⁹⁵ The country has also surpassed its target of 30 per cent representation of women in leadership roles in public service, attaining 36.1 per cent as of 2018.⁹⁶

In the **United States**, the League of Women in Government (LWG), an affiliate organization of the International City/County Government Association (ICMA), supports local and statewide public sector organizations in their efforts to advance women into leadership roles.⁹⁷ LWG focuses on both educating elected officials about the value of equal opportunity for women in local government leadership, and providing support and professional development opportunities (such as leadership coaching opportunities) for women seeking to pursue leadership opportunities in local government organizations in the US. Since its establishment, the LWG has promoted increased awareness about gender inequality in access to leadership roles among elected leaders and administrators within local government authorities.⁹⁸

Table 5: human capital development practices

Strategy	Country	Level of Government	Strategy or Mechanism
Formal training and development strategies	Kenya, Malawi, Mongolia, Solomon Islands, United Arab Emirates	National	<ul style="list-style-type: none"> • Training for leadership succession • Access to leadership-focused training such as management, policy development, organizational analysis and administrative processes • Training and capacity-building programs tailored towards men engagement in gender equality efforts
Mentorship and support	Israel, Malaysia, United States	National and subnational	<ul style="list-style-type: none"> • Mentor/supervisor pairing at talent development programs • Mentorship program with experienced public servants and peers to educate and inform about career advancement in the public service • Leadership coaching

Category 3: Human Resources Practices

Human resources practices are critical areas where organizational gender architecture is integrated into the day-to-day operations of organizations. Gender-cognizant human resources practices recognize that organizations are not gender neutral and human resources practices can be avenues where male advantages are reproduced.^{99 100} Human resources practices should consider existing gender-based inequalities and seek to promote equal opportunities for men and women in public sector organizations by tackling (a) barriers preventing women from accessing traditionally male-dominated occupations and positions; (b) biased organizational cultures that prevent women's engagement in leadership and decision-making roles; and (c) societal and cultural values and practices that make it harder for women to thrive in traditionally male-dominated roles. This report identifies three human resources management tools as good practices. Firstly, *recruitment, retention, and promotion practices* aim at addressing barriers that women face as they pursue male dominated roles. Secondly, *quotas* are mechanisms to recruit and retain women into leadership roles in public administration. Lastly, *gender-responsive human resources practices* promote work-life balance and create spaces for men and women to engage in the workforce in a more balanced and equitable manner.

Recruitment, retention, and promotion practices restructure internal processes to promote gender equality in public administration. In the **United Arab Emirates (UAE)**, policing agencies worked to improve women's representation in the policing profession.¹⁰¹ In 2016, the **Dubai** Police department established the Women Empowerment and Social Inclusion Strategy for policing agencies. This program aimed to actively recruit and equip women to engage in a traditionally male-dominated public service profession and foster gender-responsive services in the service areas of peace and security. The program increased the representation of women in the city police workforce to 12 per cent.¹⁰² Similar to the **UAE** program, **Israel's** Civil Service Cadet Program (see "Formal training and development practices" section) has recruited and trained 150 cadets. Women represent over 50 per cent among the last cohort of trainees.¹⁰³

Quotas: Quotas are common mechanisms to engage women in the electorate, yet their use remains limited in the context of public administration leadership. Examples of quotas are observed in **Malaysia, Colombia, and Uruguay**. Training and development initiatives in **Malaysia** support

the implementation of the gender quota policy, issued in 2011, the quota policy requires women to represent a third of decision-making roles in the public sector.¹⁰⁴ By 2020, women's representation in decision-making roles in **Malaysia** reached 32 per cent.¹⁰⁵ The **Colombian** National Quota Law 581 (2000) mandates at least 30 per cent of upper-level decision-making roles in public administration to be occupied by women.¹⁰⁶ As of 2015, women in Colombia represent 38 per cent of the upper-level decision making roles at the national level of the executive branch.¹⁰⁷ However, when further disaggregating women's representation across sectors, women are still underrepresented in leadership roles in traditionally male-dominated institutions such as defense and national intelligence and counter-intelligence agencies.¹⁰⁸ Similarly, in **Uruguay**, the State Observatory of Human Resource Management, supported by UNDP, monitors compliance with the Quota Law (2009) for access to public administration leadership by women and marginalized members of the community.¹⁰⁹ As of 2017, women in Uruguay represent 32 per cent of the top leadership and 52 per cent of the senior managers in the public service.¹¹⁰

Work-life balance practices: Social role expectations often hinder women's full participation in the workforce across public and private sector organizations, particularly in leadership and decision-making roles where challenges to balance work and life responsibilities make it difficult for women to fully engage in roles that do not offer flexibility. Work-life balance practices are designed to support women and men manage their work and care responsibilities. Work cultures and structures that require regularly long working hours make it difficult for women with care responsibilities to participate in organizational life. Hence, work-life balance strategies are key to attracting, retaining, and promoting women into roles that are often designed to be fitting for men, since women on average disproportionately take on unpaid domestic work compared to men.¹¹¹

The government of **Latvia** used employee survey data to assess the well-being of public servants and guide programs to support the psychological needs of public administrators.¹¹² The work-life balance implication of this practice is such that it assesses employee needs and positions organizations to better respond to them.¹¹³ The government of **Bhutan** employed a similar approach, where it assessed needs and implemented an affordable childcare program for employees in the public and other sectors.¹¹⁴

In **Chile**, regulations passed in 2016 ensured access to childcare for public servants with children under the age of two and had previously introduced flexible working arrangements to accommodate the needs of working mothers with a child dependent.¹¹⁵ Chilean women's participation in the workforce is heavily impacted by unequal care responsibilities, such that only 50 per cent of women engage in the labor force.¹¹⁶ Hence, childcare services significantly impact workforce participation of women. Despite the lack of empirical evidence on the direct impact of this policy on the recruitment and retention of women public administrators in Chile, provisions of such social policies are known to support women's active engagement in the workforce.¹¹⁷ In Chile, most recent data shows that women represent 42 per cent of senior manager roles in public administration.¹¹⁸

Japan has developed nursery services, which are available to male and female public servants.¹¹⁹ Japan's response to the growing needs of working women was urgent because of low birth rates and increased women's participation in paid work. Introducing human resource practices that are responsive to women's needs acts as retention mechanisms to encourage women to comfortably engage in both work and familial roles.¹²⁰ Similar to the Chilean context, the direct impact of childcare services on women's engagement in leadership roles in public administration in Japan is not known. However, since the implementation of the childcare policy in Japan, the labor force participation of women between the ages of 35 and 39 has increased from 58.8 per cent in 2010 to 62.5 per cent in 2015.¹²¹

Pakistan implemented regulations to exempt women from the rotation policy that compels public servants to work outside of their home province'. The policy enables women to stay closer to their families while pursuing a career in the public service.¹²²

In **Mauritius**, the Employment Rights Act provides that breastfeeding women are entitled to a paid break of one hour or two paid breaks of 30 minutes each, per day during the first six months after confinement for a longer period if indicated by a medical practitioner.¹²³

Policies that support childcare responsibilities are vital for all engaged in caregiving. Care responsibilities for elder family members also disproportionately impact women in the workforce.

Hence, policies that support those in their elderly care roles are central to women’s success in the workforce. An example of such policies is observed in **China**, where a care leave system is in place to support one-child families in their elder care roles.¹²⁴

Other policies that support women navigating re-entry into the workforce after career interruptions due to parental care can ease their re-engagement in the workforce. For example, the **Republic of Korea** has a system that supports women’s re-entry into the workforce through the national women’s re-employment centers program.¹²⁵ In addition, in 2017, **the Republic of Korea** modified daycare service’s hours of operation to fit into the work schedule of parents.¹²⁶ Similarly, the eBunda program in **Brunei Darussalam** targets continued learning opportunities for women with career hiatus because of childbearing responsibilities.¹²⁷

Table 6: human resource practices

Strategy	Country	Level of Government	Strategy or Mechanism
Recruitment, retention and promotion practices	Israel, United Arab Emirates	National and subnational	<ul style="list-style-type: none"> • Audit of human resource practices that hinder women’s advancement into leadership • Training and development as a mechanism to attract women into male-dominated professions such as policing, civil service cadet program to attract women into public service leadership
Work-life balance practices	Bhutan, Brunei Darussalam, China, Chile, Japan, Latvia, Mauritius, Pakistan, Republic of Korea	National and subnational	<ul style="list-style-type: none"> • Employee wellbeing survey • Access to affordable childcare • Flexible working hours • Exemption from mandatory rotation policy • Elderly care policies, and re-entry programs
Quotas	Colombia, Malaysia, Uruguay	National	<ul style="list-style-type: none"> • Application of gender quotas or “quota-like” policies and procedures

Annex A

Region	Countries	Source of data	Categories	Sub-Categories
Europe and North America	Austria	National	Institutional mechanism to correct inequities	Addressing gender-based harassment; incentives and accountability mechanisms
	Canada	Subnational	Institutional mechanism to correct inequities	Addressing pay inequality
	Georgia	National	Institutional mechanism to correct inequities	Addressing gender-based discrimination
	Latvia	National	Institutional mechanism to correct inequities; human resource practices	Recruitment, gender mainstreaming, research and data to promote gender analysis; retention and promotion practices; work-life balance practices
	Lithuania	National and subnational	Institutional mechanism to correct inequities	Addressing gender-based discrimination; research and data to promote gender analysis
	Romania	National and subnational	Gender-responsive resource allocation	Research and data to promote gender analysis
	Switzerland	National	Institutional mechanism to correct inequities	Addressing pay inequality
	United States	Subnational	Human capital development	Formal training and development strategies; mentorship and support
	Latin America and the Caribbean	Argentina	National	Institutional mechanism to correct inequities
Chile		National	Institutional mechanism to correct inequities	Incentives and accountability mechanisms; work-life balance practices
Colombia		National	Human resource practices	Gender quotas
Uruguay		National	Human resource practices	Gender quotas
Asia and the Pacific	Bahrain	National and subnational levels	Institutional mechanism to correct inequities	Gender mainstreaming practices
	Bhutan	National	Human resource practices	Work-life balance practices

	Cambodia	National	Institutional mechanism to correct inequities	Gender mainstreaming; gender quotas
	China	National	Human resource practices	Work-life balance practices
	Japan	National	Human resource practices	Work-life balance practices
	Israel	National and subnational	Human capital development; leadership and innovative actions	Mentorship and support; recruitment, retention and promotion practices
	Malaysia	National and subnational	Institutional mechanism to correct inequities; human capital development practices	Addressing gender-based harassment; formal training and development strategies; quotas
	Mongolia	National	Institutional mechanism to correct inequities; human resource practices; human resource practices	Addressing gender-based harassment; gender quotas; formal training and development strategies
	Pakistan	National	Human resource practice	Work-life balance practices
	Republic of Korea	National and Subnational	Institutional mechanism to correct inequities; human capital development	Pay inequality; institutional mechanism to correct inequities; informal mentorship and support; work-life balance practices
	Solomon Islands	National	Human capital development practices	Formal training and development strategies
	Timor-Leste	National	Institutional mechanism to correct inequities	Addressing gender-based discrimination
	United Arab Emirates	Subnational	Human capital development practices	Formal training and development strategies;
Africa	Ethiopia	National and subnational	Institutional mechanism to correct inequities	Gender mainstreaming practices
	Gabon	National	Institutional mechanism to correct inequities	Addressing pay inequality
	Malawi	National	Institutional mechanism to correct inequities	Gender mainstreaming practices; research, data to promote gender analysis

	Mauritius	National	Institutional mechanism to correct inequities (Commission and Tribunal)	Addressing gender-based harassment; gender mainstreaming practices
	Nigeria	National	Institutional mechanism to correct inequities	Addressing gender-based discrimination
	Rwanda	National	Institutional mechanism to correct inequities	Data to promote gender analysis
	Seychelles	National	Institutional mechanism to correct inequities	Gender mainstreaming

¹ UN Women and UNDP (2020). "Government response to COVID-19: Lessons on Gender Equality for a world in turmoil" Available at https://www.unwomen.org/sites/default/files/2022-06/Government-responses-to-COVID-19-Lessons-on-gender-equality-for-a-world-in-turmoil-en_0.pdf. Accessed on 20 September 2022.

² Ibid

³ UN Women (n.d.). "COVID-19: Rebuilding for Resilience". Available at https://www.unwomen.org/en/hq-complex-page/covid-19-rebuilding-for-resilience?gclid=Cj0KCCQjwqc6aBhC4ARIsAN06NmMwjDiGz0SbDuelXENtkzC8DOTgoq5IHvwUzuiuCwmbhkN5ROeMEzfkAahfHEALw_wcB. Accessed on 15 October 2022.

⁴ Truscott-Smith, Anna, Camilla Frumar and Bailey Nelson (2022). "The Pandemic Hit Women Hard; Here is What Leaders Must Do Next". Available at <https://www.gallup.com/workplace/390233/pandemic-hit-women-hard-leaders-next.aspx>. Accessed on 15 October 2022. Accessed on October 10, 2022.

⁵ UNDP. (2021). "Gender Equality in Public Administration". New York, NY: United Nations Development Programme.

⁶ Women, U. N. (1995). "Beijing Declaration and Platform for Action-Beijing+ 5 Political Declaration and Outcome".

⁷ Guy, Mary E. (1994). "Organizational architecture, gender and women's careers". *Review of Public Personnel Administration*14(2): 77-90.

⁸ UNDP. (2014). *Gender Equality in Public Administration*. New York, NY: United Nations Development Programme, p. 35.

⁹ UN Women. (2019). "Republic of Lithuania national-level review on the Implementation of the Beijing Declaration and Platform for Action (1995)". Available at <https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/CSW/64/National-reviews/Lithuania.pdf>. Accessed on 10 August 2022.

¹⁰ The Republic of Lithuania (2016). "The Republic of Lithuania Code of Administrative Offenses ", Art. 416, p.12 Available at https://europam.eu/data/mechanisms/PF/PF%20Laws/Lithuania/Lithuania_Code%20of%20administrative%20offences_1985_amended2016_eng.pdf Accessed on 05 August 2022.

¹¹ United Nations, Economic and Social Commission for Asia and the Pacific and UN Women Regional Office for Asia and the Pacific (2020). *The Long Road to Equality: Taking stock of the situation of women and girls in Asia and the Pacific for Beijing+25*, Bangkok, Thailand.

¹² The National Council for Combating Discrimination (n.d.) “CNDC” Available at <http://www.cncd.org.ro/>. Accessed on 01 November 2022.

¹³ The strategy targets women and other marginalized groups such as the LGBTQ community and racial minority groups.

¹⁴ Equal Employment Opportunity Commission (n.d). “EEOC Overview" Available at <https://www.eeoc.gov/overview>. Accessed on 01 November 2022.

¹⁵ United Nations. (2020). Argentina: National Voluntary Report 2020. Available at https://hlpf.un.org/sites/default/files/vnrs/2021/26386VNR_2020_Argentina_Report_Spanish.pdf. Accessed on 1 August 2022.

¹⁶ The Istanbul convention mandates a monitoring mechanism on violence against women broadly as well as on domestic violence.

¹⁷ European Union (2021). “Gender Equality in Georgia in GAP III Priority Areas: Country Review”. Available at https://www.eeas.europa.eu/sites/default/files/documents/Georgia%20Country%20Gender%20Review_0.pdf. Accessed on 10 September 2022.

¹⁸ United Nations Public Service Awards (n.d.). “Graz goes Equal! City of Graz” Available at <https://publicadministration.un.org/en/Research/Case-Studies/unpsacases/ctl/NominationProfilev2014/mid/1170/id/3826>. Accessed on 1 August 2022.

¹⁹ Ibid

²⁰ United Nations Public Service Awards (N.D.). “Port Harcourt Local Government Gender Vanguard Community Development Service Group” Available at <https://publicadministration.un.org/en/Research/Case-Studies/unpsacases/ctl/NominationProfilev2014/mid/1170/id/3826>. Accessed on 1 August 2022.

²¹ UNDP. (2014). *Gender Equality in Public Administration*. New York, NY: United Nations Development Programme.

²² Ministry of Women, Family and Community Development. (2019). Malaysia Progress Report 2014-2019. Available at: [https://www.asiapacificgender.org/sites/default/files/documents/Malaysia%20\(English\).pdf](https://www.asiapacificgender.org/sites/default/files/documents/Malaysia%20(English).pdf). Accessed on 25 July 2022.

²³ Ibid

²⁴ UNDP. (2021). *Gender Equality in Public Administration*. New York, NY: United Nations Development Programme.

²⁵ Ibid

²⁶ Ministry of Women, Family and Community Development. (2019). Malaysia Progress Report 2014-2019. Available at: [https://www.asiapacificgender.org/sites/default/files/documents/Malaysia%20\(English\).pdf](https://www.asiapacificgender.org/sites/default/files/documents/Malaysia%20(English).pdf). Accessed on 25 July 2022.

²⁷ United Nations, Economic and Social Commission for Asia and the Pacific and UN Women Regional Office for Asia and the Pacific (2020). *The Long Road to Equality: Taking stock of the situation of women and girls in Asia and the Pacific for Beijing+25*, Bangkok, Thailand

²⁸ Media Afghanistan (2017). “Afghanistan's Anti-Harassment Law, and why it should be amended”. Available at: <https://www.sa-hr.org/single-post/2017/06/12/afghanistans-anti-harassment-law-and-why-it-should-be-amended>. Accessed on 16 November 2022.

²⁹ *POSH at Work* (2021). “Sexual Harassment, Taliban & Afghanistan: An analysis”. Available at: <https://poshatwork.com/sexual-harassment-taliban-afghanistan-an-analysis/> Accessed on 01 December 2022.

³⁰ United Nations, Economic and Social Commission for Asia and the Pacific and UN Women Regional Office for Asia and the Pacific (2020). *The Long Road to Equality: Taking stock of the situation of women and girls in Asia and the Pacific for Beijing+25*, Bangkok, Thailand

³¹ United Nations, Economic and Social Commission for Asia and the Pacific and UN Women Regional Office for Asia and the Pacific (2020). *The Long Road to Equality: Taking stock of the situation of women and girls in Asia and the Pacific for Beijing+25*, Bangkok, Thailand.

³² For example, recognizing gender implications of low minimum wages for workers in the garment industry, Bangladesh increased the minimum wage and issued a mandatory annual salary for garment workers. Similarly, in 2015, the Republic of Fiji mandated a national minimum wage and later revised it in 2017. Lao PDR revisited its Social Security Law in 2014, giving access to Social Security Fund for those in engaged in the informal workforce (UN ECOSOC 2020).

³³ Workplace Switzerland. (2022). “Workplace in Switzerland Barely Moves”. Available at <https://www.swissinfo.ch/eng/gender-wage-gap-barely-moves-in-switzerland/47469824> Accessed on 1 August 2022.

³⁴ World Bank. (2022). “Gabon revises legislation to protect women and increase their economic role”. Available at <https://blogs.worldbank.org/africacan/gabon-revises-legislation-protect-women-and-increase-their-economic-role>. Accessed on 10 August 2022.

³⁵ Paragraph 24 of the Constitution promotes equal access to electoral mandates as well as to professional public service career. Law No. 9/2016 also sets setting the electorate quotas for women at 30 per cent and young people at 20 per cent and that of women to senior state jobs (United Nations 2022).

³⁶ United Nations Public Service Awards (n.d.). “Korea’s first public announcement on gender-equal pay and policy on alleviating gender-based income” Available at https://publicadministration.un.org/unpsa/en/Home/Case-Details-Public?PreScreeningGUID=8C57D8CE-0A7E-4EB5-8033-5A367EA55346&ReadOnly=Yes&ReturnURL=http://publicadministration.un.org/unpsa/database/Home/UNPSA-Initiatives-and-the-SDGs*/. Accessed on 1 August 2022

³⁷ United Nations (n.d.) “Implementation of Pay Equity Act in Quebec”. Available at, <https://publicadministration.un.org/unpsa/database/Winners/2022-winners/Pay-Equity-Act-in-Quebec>. Accessed on 15 August 2022.

³⁸ Ibidem

³⁹ Gülay Caglar. (2013). "Gender mainstreaming". *Politics & Gender* 9(3): 336-344.

⁴⁰ UN Women (n.d.) “Latvia: National report on the Beijing Declaration and Platform of Action adopted at the Fourth World Conference on Women and on the results of the 23rd Special Session of the General Assembly”. Available at <https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/CSW/64/National-reviews/Latvia.pdf>. Accessed on 21 July 2022.

⁴¹ European Institute for Gender Equality (n.d.). Latvia. Available at <https://eige.europa.eu/gender-mainstreaming/countries/latvia>. Accessed on 10 October 2022.

⁴² UN Women (n.d.) “Latvia: National report on the Beijing Declaration and Platform of Action adopted at the Fourth World Conference on Women and on the results of the 23rd Special Session of the General Assembly”. Available at <https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/CSW/64/National-reviews/Latvia.pdf>. Accessed on 21 July 2022.

⁴³ Ibid

⁴⁴ United Nation (2019). “Cambodia Voluntary National Review 2019”. Available at https://hlpf.un.org/sites/default/files/vnrs/2021/23603Cambodia_VNR_PublishingHLPF.pdf. Accessed on 5 August 2022.

⁴⁵ Ibid

⁴⁶ Ibid

⁴⁷ Ibid

⁴⁸ Ibid

⁴⁹ United Nations (n.d.) “National Model for the Integration of Women’s Needs in Development (2014-2016) Supreme Council for Women”. Available at, <https://publicadministration.un.org/en/Research/Case-Studies/unpsacases/ctl/NominationProfilev2014/mid/1170/id/3483>. Accessed on 15 August 2022.

⁵⁰ Ibid

⁵¹ UNDP (2019). “UNDP principal met with top Women Leaders in Ethiopia” Available at <https://www.undp.org/ethiopia/news/undp-principal-met-top-women-leaders-ethiopia>. Accessed on August 15.

⁵² Ibid

⁵³ Global Citizen (October 2018). “Ethiopia’s new cabinet is a historic win for women in government”. Available at <https://www.globalcitizen.org/en/content/ethiopia-cabinet-ministers-women-abi-y-ahmed/>. Accessed on 21 October 2022.

⁵⁴ The Washington Post (November 2018). “Women’s rights activist named to head Ethiopia’s Supreme Court”. Available at https://www.washingtonpost.com/world/womens-rights-activist-named-to-head-ethiopias-supreme-court-in-new-reform/2018/11/01/9ed28fc4-dbdb-11e8-b3f0-62607289efee_story.html. Accessed on 01 November 2022.

⁵⁵ UNDP. (2021). *Gender Equality in Public Administration*. New York, NY: United Nations Development Programme.

⁵⁶ As an appointed public manager, a principal secretary in Seychelles is responsible for directing and coordinating the general functioning of a public agency. The principal secretary’s roles and responsibilities are guided by operational policy guidelines for the effective implementation of the public agency’s mandate under the leadership of the Minister.

⁵⁷ United Nations (2020). “Republic of Seychelles: Voluntary National Review 2020”. Available at https://hlpf.un.org/sites/default/files/vnrs/2021/26383VNR_2020_Seychelles_Report.pdf. Accessed on 10 August 2022.

⁵⁸ Ibid

⁵⁹ Ahmed Nauraiz Rana. (2020). “Leveraging Big Data to Advance Gender Equality”. Available at <https://www.ifc.org/wps/wcm/connect/24721437-3f10-4e7b-9177-eb067d188d4c/EMCompass-Note-86-Big-Data-and-Gender-v2.pdf?MOD=AJPERES&CVID=nbNtqBX>. Accessed on 15 September 2022.

⁶⁰ Republic of Rwanda (2011). Gender Statistics: Achieving MDG 3. Available at <https://statistics.gov.rw/publication/gender-statistics-public-sector-rwanda>. Accessed on 15 September 2022.

⁶¹ United Nations. (2019). Rwanda Voluntary National Review (VNR) Report 2019. Available at https://sustainabledevelopment.un.org/content/documents/23432Rwanda_2019_VNR_Final_Draft_17_06_2019.pdf. Accessed on 10 August 2022.

⁶² Ibid

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