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Global Review of Existing Legislation and Organizational Policies and Analytical Framework 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*

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Acronyms and Abbreviations

CEDAW Convention on the Elimination of All Forms of Discrimination against Women

CONDEI National Council of Childcare Facilities, Dominican Republic

EIGE European Institute of Gender Equality

GBV Gender-based violence

GBC Gender Balance Council, United Arab Emirates

Gen-PaCS Gender Parity in Civil Service

GEPA Gender Equality in Public Administration

GIRL Gender Inequality Research Lab (University of Pittsburgh)

GMGA Gender mainstreaming in government agencies

IPU Inter-Parliamentary Union

ISCO International Standard Classification of Occupations

ICT Information and communications technology

LGBTQIA+ Lesbian, gay, bisexual, transgender, queer or questioning, intersex, and asexual

LPA Local public administration

NDC Nationally determined contribution

NTLI National Transformational Leadership Institute

OECD Organization for Economic Co-operation and Development

PAR Public Administration Reform

PBSO Peacebuilding Support Office

PDET *Programas de Desarrollo con Enfoque Territorial* (Development Programs with Territorial Approach)

RBLAC Regional Bureau for Latin America and the Caribbean

ROAR Results-Oriented Annual Reporting

SDG Sustainable Development Goal

SOGIE Sexual Orientation and Gender Identity and Expression

STEM Science, Technology, Engineering and Mathematics

TSMs Temporary special measures

UNDP United Nations Development Program

UNDPPA United Nations Department of Political and Peacebuilding Affairs

VNR Voluntary National Review

WGEA Workplace Gender Equality Agency, Australia

WDC Women's Development Committees, Maldives

WHO World Health Organization

Introduction to the Global Review of Legislation and Policy for Promoting Women's Access to Leadership Positions in Public Administration

Gender equality¹ is at the core of an inclusive, accountable and responsive public administration. Despite representing almost half of the civil service around the world, women remain under-represented at all levels of public decision-making, particularly at higher hierarchical levels.² Women's representation in decision-making³ positions in public administration at the subnational levels of government differ among and within countries.⁴ In some contexts, women participate at higher levels in subnational than in central public administration.⁵ Also, the presence of women in public administration appears unequal across policy areas.⁶ Information technology, for example, is among the policy areas with the lowest representation of women.⁷

Taking gender into account is vital to the success of public institutions. Gender equality in public administration increases the engagement of women in the creation and implementation of policies and programs that respond to the specific needs of women. Having women in leadership promotes more effective and equitable governance.⁸ Women in decision-making positions ensure that women's priorities and interests are considered in policymaking.⁹ This, in turn, helps improve

¹ Gender equality is defined as: Equality under the law, equality of opportunity, and equality of voice (the ability to influence and contribute to policy making). This encompasses the concept of gender equity in terms of women's and men's fair and equal access to information, services, justice, resources, benefits and responsibilities. UNDP-OECD Framework for Assessing Gender Equality and Women's Leadership in Public Life (Unpublished).

²https://www.undp.org/sites/g/files/zskgke326/files/migration/ao/UNDP_AO_UPitt_2021_Gender-Equality-in-Public-Administration-EN1.pdf (p. 48)

https://www.unwomen.org/sites/default/files/2022-09/Progress-on-the-sustainable-development-goals-the-gender-snapshot-2022-en_0.pdf (p.19)

³ Decision-making positions are considered the jobs in public administration that come with the authority to lead the development, interpretation, and implementation of government policies.

<https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (p. 146)

⁴https://www.undp.org/sites/g/files/zskgke326/files/migration/ao/UNDP_AO_UPitt_2021_Gender-Equality-in-Public-Administration-EN1.pdf (pp. 14, 35, 47)

⁵https://www.undp.org/sites/g/files/zskgke326/files/migration/ao/UNDP_AO_UPitt_2021_Gender-Equality-in-Public-Administration-EN1.pdf (p. 35)

⁶https://www.undp.org/sites/g/files/zskgke326/files/migration/ao/UNDP_AO_UPitt_2021_Gender-Equality-in-Public-Administration-EN1.pdf (pp. 66, 79)

⁷<https://www.oecd.org/mcm/Policy-Framework-for-Gender-Sensitive-Public-Governance.pdf> (p. 8) and GEPA report, figure 4.1 -Women's participation in public administration, by policy area (p. 67)

https://www.undp.org/sites/g/files/zskgke326/files/migration/ao/UNDP_AO_UPitt_2021_Gender-Equality-in-Public-Administration-EN1.pdf (p. 68)

https://www.undp.org/sites/g/files/zskgke326/files/migration/ao/UNDP_AO_UPitt_2021_Gender-Equality-in-Public-Administration-EN1.pdf (p. 68)

⁸ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (pp. 46, 76, 80)

⁹ <https://www.oecd.org/mcm/Policy-Framework-for-Gender-Sensitive-Public-Governance.pdf> (p. 10)

service delivery, increase citizen engagement, and improve trust and confidence in government.¹⁰ In many countries, the government is the single largest employer; therefore, gender equitable public administration workplaces have the potential to benefit millions of employees.¹¹ In addition at the national level, government agencies can serve as a model for employers across sectors.¹²

To bolster gender equality in public administration, particularly in leadership positions, the United Nations has been promoting the adoption of action plans and conventions that aim to mitigate gender gaps in the workplace. For instance, the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) was adopted to ensure non-discrimination against women and laid down women's right to equal participation in government as one of the key avenues for achieving gender equality.¹³ the 2021 Gender Equality in Public Administration (GEPA) report by the United Nations Development Programme examined the current state of women leadership in public administration and offered recommendations for the future.¹⁴ Individual countries have also adopted measures to enhance equal opportunities for hiring and career advancement for women in the public sector. Israel, for instance, has undertaken affirmative measures for women's promotions.¹⁵ Other affirmative measures, such as targeted information sessions, coaching, and promoting targets have also been adopted by OECD countries.¹⁶

Defining key concepts (working definitions)

Gender refers to “socially constructed and socially learned behaviors and expectations associated with females and males. All cultures interpret and elaborate the biological differences between women and men into a set of social expectations about what behaviors and activities are appropriate and what rights, resources, and power women and men possess. Like race, ethnicity, and class, gender is a social category that largely establishes one's life chances. It shapes one's participation in society and in the economy.¹⁷

Gender equality in the public sector refers to the equal access and enjoyment by men and women of rights, information, resources, responsibilities, opportunities and protection in all matters related to

¹⁰https://www.undp.org/sites/g/files/zskgke326/files/migration/ao/UNDP_AO_UPitt_2021_Gender-Equality-in-Public-Administration-EN1.pdf (p. 89)

<https://www.oecd.org/mcm/documents/C-MIN-2017-7-EN.pdf> (p.52)

¹¹ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (pp. 19-20)

¹² <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (p. 20)

¹³ <https://www.ohchr.org/en/instruments-mechanisms/instruments/convention-elimination-all-forms-discrimination-against-women>

¹⁴ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (p. 13)

¹⁵ <https://www.oecd.org/mcm/documents/C-MIN-2017-7-EN.pdf> (p. 36)

¹⁶ <https://www.oecd.org/mcm/documents/C-MIN-2017-7-EN.pdf> (p. 36)

¹⁷ GEPA report glossary and UNDP-OECD Framework for Assessing Gender Equality and Women's Leadership in Public Life (Unpublished).

employment, including recruitment, hiring, training, promotion and salary. By promoting gender equality, public sector organizations commit to advancing gender mainstreaming and gender-responsive policies and practices, eliminating gender-based discrimination and providing equal opportunities for professional development and advancement. Public institutions also commit to collecting and using gender-based data to inform decision-making,

Public administration refers to the implementation of government policies and programs aimed at achieving public goals and objectives. It comprises “agencies and actions of the executive branch of the state at the central/national, regional and local levels.”¹⁸ Public administration involves the management of public resources and personnel to ensure the efficient and effective delivery of government services. It also plays an important role in the formulation, implementation, and evaluation of public policy.

Source: UN DESA's compilation and elaboration of existing definitions

This report highlights legislation and policies that promote women's access to leadership positions in public administration in 15 pre-selected countries. It 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.

Importance of Women Leaders in Public Administration for Gender Equality

Women Leaders in Public Administration

In order to address gender inequality in long-standing structures and norms, and more recently, the effects of COVID-19 and the backlash against women's rights,¹⁹ women should be represented in public administration leadership positions.²⁰ For example, on average during the pandemic, women made up just 24 per cent of task force positions,²¹ and only 18 per cent of task force leaders were women.²² Gender inclusive decision-making in public administration is important for a number of reasons: it asserts women's right to participate in public life; it signals to other institutions and individuals that gender equality matters; it takes women's and men's interests and perspectives into consideration, and it improves the quality of decision-making and the

¹⁸ GEPA report glossary

¹⁹ https://www.unwomen.org/sites/default/files/2022-09/Progress-on-the-sustainable-development-goals-the-gender-snapshot-2022-en_0.pdf (p.22)

²⁰ Shields, P. M. and Elias, Nicole M. (2022). Introduction to gender and public Administration. In P. M. Shields and N. M. Elias (Eds). *Handbook of gender and public Administration*. Edward Elgar Publishing. ISBN 9781789904727 (p. 14-15)

²¹ 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 (p. 23)

²² 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 (p.23)

outcomes.²³ Yet, despite the benefits of having women in public leadership positions (see previous section), they are still underrepresented across levels of public administration, particularly at higher levels of seniority. At the national level, women average 46 per cent of public administrators globally.²⁴ Looking across different levels of seniority, women average 38 per cent of managers, 30 per cent of senior managers, and 31 per cent of top leaders.²⁵ As the GEPA report indicates, data is lacking at the subnational level and inferences cannot be made based on the national level data.²⁶

Gender Equality in Public Administration

Governments have adopted several legislative and policy tools to increase the representation of women and promote gender equality in public administration. For instance, policies that are family-friendly and improve work-life balance may attract women to work in public administration.²⁷ These policies can include flexible working hours, maternity leave, and childcare benefits. As women typically shoulder more caregiving responsibilities, policies that offer support for these responsibilities can enable employees to deal with family pressures, thus encouraging women to enter public administration.²⁸ Work-life policies, such as flexible working arrangements, can also help to equitably distribute care work across gender lines.²⁹ Ensuring the permanence of flexible work arrangements, as well as supporting policies that value women's care work and promote an equal share of unpaid care work by men, can challenge social norms and provide opportunities for women to join public administration.³⁰ Having effective channels to challenge the gender wage gap in the public sector can promote gender equality and provide female public officials with support to ensure they receive fair pay.³¹

²³ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (p. 44)

²⁴ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (p.26, 27, 43, 48)

²⁵ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (p. 48)

²⁶ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (pp. 40, 167)

²⁷ https://read.oecd-ilibrary.org/governance/fast-forward-to-gender-equality_g2g9faa5-en#page4 (p. 117)

²⁸ Elias, Nicole M. and D'Agostino, Maria J. (2020). Care in crisis: COVID-19 as a catalyst for universal child care in the United States. *Administrative Theory & Praxis*, 43(2), 217-229. (pp. 218-219)

²⁹ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (pp. 17, 91, 112)

³⁰ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (pp. 17, 91,112)

³¹ <https://www.oecd-ilibrary.org/docserver/9789264252820-en.pdf?expires=1666974918&id=id&accname=guest&checksum=AB7498669DF256B8CD85AD0B9A1B8D04> (pp. 10, 11)

Decentralization from the national to the subnational and local levels of government is an important component of promoting gender equality in public administration. Decentralization occurs when the national government transfers control of political, legal, financial, informational, and other coordination of activities to subnational and local authorities or offices.³² Decentralization can improve the ability of subnational and local governments to allocate services that more directly respond to local needs.³³ It can spread the responsibility of promoting gender equality throughout jurisdictions and create more opportunities for women to access public administration positions.³⁴ Decentralization can, however, be challenging in that successful implementation relies on a number of factors, such as financial and human resources capacity.³⁵ But when decentralization policies are implemented to promote flexibility and aim to increase gender equality, particularly in leadership, they create opportunities for women to assume leadership roles in public administration.³⁶

In Maldives, for example, the Gender Equality Act specifies procedures related to decentralization.³⁷ Specifically, it grants councils legal powers to administer the Act in their respective jurisdictions, and the Minister may appoint island councils, atoll councils, and city councils as the primary implementing agency in their respective jurisdictions.³⁸ Complementing the Gender Equality Act, The Decentralization Act 2010 creates the Women's Development Committees (WDC) to advise island council on matters related to municipal services and to uphold the rights of women.³⁹ The 2019 amendment of the Decentralization Act and established the WDCs as formal local government structure. It also allocates a third of council seats for female councilors.⁴⁰

³² Vasylieva, N. V., Vasylieva, O. I., Prylipko, S. M., Kapitanets, S. V., & Fatkhutdinova, O. V. (2020). Approaches to the formation of public administration in the context of decentralization reform in Ukraine. *Cuestiones Políticas*, 38, 301-320. <https://doi.org/10.46398/cuestpol.38e.19>

³³ Cepiku, D. & Mastrodascio, M. (2021). Equity in public services: A systematic literature review. *Public Administration Review*, 81(6), 1019-1032. (pp. 1027)

³⁴ Williamson, S. & Carson, L. (2019). Representations of new public management in Australian Public Service gender equality policies. *Equality, Diversity, & Inclusion*, 39(2), 235-250. (pp. 245)

³⁵ Cepiku, D. & Mastrodascio, M. (2021). Equity in public services: A systematic literature review. *Public Administration Review*, 81(6), 1019-1032. (pp. 1027)

³⁶ Williamson, S. & Carson, L. (2019). Representations of new public management in Australian Public Service gender equality policies. *Equality, Diversity, & Inclusion*, 39(2), 235-250. (pp. 239)

³⁷ Gender Equity Act, 18/2016 (2016). https://maldives.unfpa.org/sites/default/files/pub-pdf/Gender%20Equality%20Act_0.pdf

³⁸ Gender Equity Act, 18/2016 (2016). https://maldives.unfpa.org/sites/default/files/pub-pdf/Gender%20Equality%20Act_0.pdf

³⁹ Ministry of Environment. (2021, January 10). Gender Action Plan: *Accelerating Renewable Energy Integration and Sustainable Energy (ARISE) Project (P172788)*. Republic of Maldives. <https://www.environment.gov.mv/v2/en/download/108>; Act on Decentralization of the Administrative Divisions of the Maldives (2010). (pp. 23) <http://www.shareefweb.com/documents/LocalGovReforms/MaldivesDraftlaw®ulations/Draft%20Translation%20of%20decentralisation%20ActMaldives.pdf> (pp. 23)

⁴⁰ Act on Decentralization of the Administrative Divisions of the Maldives (2019). <https://www.finance.gov.mv/decentralization-act> and <https://presidency.gov.mv/Press/Article/22835>

Overview of Efforts to Promote Gender Equality and Women's Leadership in Public Administration

International action plans and conventions seek to highlight the importance of gender equality and lessen women's leadership gaps. For instance, the 1979 Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) was adopted by the United Nations General Assembly to ensure non-discrimination against women, including their right to equal participation in the government.⁴¹ The Convention established an international bill of rights for women and created an agenda for action to guarantee those rights.⁴² Likewise, the Beijing Platform for Action of 1995 has been impactful in empowering women through its comprehensive global policy framework. The Platform for Action covers power and decision-making; institutional mechanisms as one of the twelve areas of concern regarding gender equality.⁴³ Since 1995, policy recommendations have resulted in continued efforts for the removal of discriminatory legislation.⁴⁴

In 2015, the United Nations Member States adopted the 2030 Agenda for Sustainable Development to create a shared blueprint for ensuring peace and prosperity. The core of the 2030 Agenda, 17 Sustainable Development Goals (SDGs) range from minimizing poverty to reducing inequalities. Goal 5 includes several targets that are critical for promoting gender equality and women's leadership in public administration. These include ending discrimination and eliminating all forms of violence against women and girls in public and private spheres, valuing unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibilities within households, and ensuring women's full participation in leadership and decision-making in public life. Other targets of Goal 5 involve enhancing women's use of enabling technology such as information and communications technology (ICT) and adopting and strengthening policies and legislation for the promotion of gender equality at all levels.⁴⁵ Ten additional Goals have gender-specific benchmarks including Goal 4 for quality education, Goal 10 for Reduced Inequalities, and Goal 16 for Peace, Justice, and Strong Institutions, which also have components that address gender equality and create more opportunities for women and girls.⁴⁶ SDG indicator 16.7.1b, in particular, measures representation in the public service. Using this indicator, in 2021, the United Nations Development Programme (UNDP) Oslo Governance Centre released a policy brief focused on "how to promote the inclusion

⁴¹<https://www.ohchr.org/en/instruments-mechanisms/instruments/convention-elimination-all-forms-discrimination-against-women>

⁴²<https://www.ohchr.org/en/instruments-mechanisms/instruments/convention-elimination-all-forms-discrimination-against-women>

⁴³https://caribbean.unwomen.org/sites/default/files/Field%20Office%20Caribbean/Attachments/Publications/PFA_E_Final_WEB.pdf (p. 9)

⁴⁴https://caribbean.unwomen.org/sites/default/files/Field%20Office%20Caribbean/Attachments/Publications/PFA_E_Final_WEB.pdf (pp. 9, 53)

⁴⁵<https://www.un.org/sustainabledevelopment/gender-equality/>

⁴⁶<https://unstats.un.org/sdgs/report/2022/The-Sustainable-Development-Goals-Report-2022.pdf> (pp. 11, 46, 58).

and participation of marginalized groups in public institutions". The brief emphasizes that the meaningful participation of women in decision-making processes is critical to sustaining peace.⁴⁷

Along with SDG Annual Reports, the 2021 GEPA report offers insights into the current state of women empowerment in the public sector worldwide.⁴⁸ The GEPA report was created to serve as a catalyst for policy and programming, with the primary goal of accelerating women's equal participation and leadership in public administration. The report reviews women's participation in public administration at both central and subnational levels, with the recognition that analysis of the subnational level of public administration is useful for understanding barriers to gender inclusion across geographic areas.⁴⁹ Following a thorough analysis of gender-inclusive policies around the world, the GEPA report provides recommendations and identifies five main areas for action: promoting positive synergies with the broader gender equality agenda; strengthening constitutional, legislative, and policy frameworks; supporting institutional change within public administration; strengthening data availability to track progress on women in decision-making in the public service; and leveraging partnerships for change.⁵⁰

International efforts center around gender mainstreaming as a key approach to address systemic inequalities and discrimination in public administration, which is utilized by countries across the globe. "Effective gender mainstreaming requires embedding a gender lens in governance and the policy cycle, using government tools to close gender gaps and strengthen institutions and coordination for gender equality, and promoting balanced gender representation in public leadership".⁵¹ Adopting strategic frameworks that set objectives and targets for gender equality, including using gender impact assessments in decision-making, helps to address inequality in public sector workplaces.⁵² Actions to improve gender mainstreaming include increasing leadership commitments to the gender equality agenda; integrating gender equality considerations in recovery and resilience plans; and assigning roles and responsibilities for embedding gender impact assessment (GIA) tools in the policymaking cycle.⁵³

⁴⁷<https://www.undp.org/oslo-governance-centre/publications/brief-advancing-inclusive-decision-making-sust-dev-representation-public-service-through-sdg-1671b> (p. 1)

⁴⁸ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (pp. 21-22, 26)

⁴⁹ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (p. 35)

⁵⁰ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (p. 107)

⁵¹ <https://www.oecd.org/mcm/Implementation-OECD-Gender-Recommendations.pdf> (p. 8)

⁵² <https://www.oecd.org/mcm/Implementation-OECD-Gender-Recommendations.pdf> (p. 21)

⁵³ <https://www.oecd.org/mcm/Implementation-OECD-Gender-Recommendations.pdf> (p. 21)

At the national level, Namibia, for example, strives to ensure full integration of the SDGs into the developmental documents, particularly Namibia's Fifth National Development Plan (NDP5).⁵⁴ Namibia is doing well in relation to its current number of women in leadership positions.⁵⁵ In Namibia's public sector, women in management positions account for 43 per cent in relation to 57 per cent of men.⁵⁶ There are currently 22 women Ministers (Ministers and Deputy Ministers).⁵⁷ This outcome is attributed to the 50/50 representation quota system adopted across all areas of public representation, including representation at regional and local authority's levels.⁵⁸

Methodology of the Global Review of Legislation and Policy for Promoting Women's Access to Leadership Positions in Public Administration

The primary aim of this report is to present legislation and policy proven effective in promoting women's access to leadership positions in public administration. This section details how countries were selected for the sample of the analysis, how sources were collected, and how the sources were organized, coded, and analyzed.

Identification of Countries

The first stage of the research process consisted of identifying countries from which legislation and policy related to women's participation in leadership in public administration were to be analyzed. To ensure geographic diversity in selecting countries to include in the analysis, countries from each of UNDP's six defined regions were chosen: Europe and North America; Eastern and Southeastern Asia and Oceania; Latin America and the Caribbean; Sub-Saharan Africa; Northern Africa and Western Asia; and Central and Southern Asia. Next, countries with a participation rate above or near the 46 per cent global baseline were identified. These countries were mostly over the global average of 46 per cent and based on the most recent year available.⁵⁹ Subsequently, the

⁵⁴ Republic of Namibia. (2018). *Implementation of Sustainable Development Goals: Voluntary national review*. United Nations.

https://sustainabledevelopment.un.org/content/documents/19880New_Version_Full_Voluntary_National_Review_2018_single_1_Report.pdf (pp. 5)

⁵⁵ Republic of Namibia. (2018). *Implementation of Sustainable Development Goals: Voluntary national review*. United Nations.

https://sustainabledevelopment.un.org/content/documents/19880New_Version_Full_Voluntary_National_Review_2018_single_1_Report.pdf (pp. 6)

⁵⁶ Republic of Namibia. (2018). *Implementation of Sustainable Development Goals: Voluntary national review*. United Nations.

https://sustainabledevelopment.un.org/content/documents/19880New_Version_Full_Voluntary_National_Review_2018_single_1_Report.pdf (pp. 6)

⁵⁷ Republic of Namibia. (2018). *Implementation of Sustainable Development Goals: Voluntary national review*. United Nations.

https://sustainabledevelopment.un.org/content/documents/19880New_Version_Full_Voluntary_National_Review_2018_single_1_Report.pdf (pp. 6)

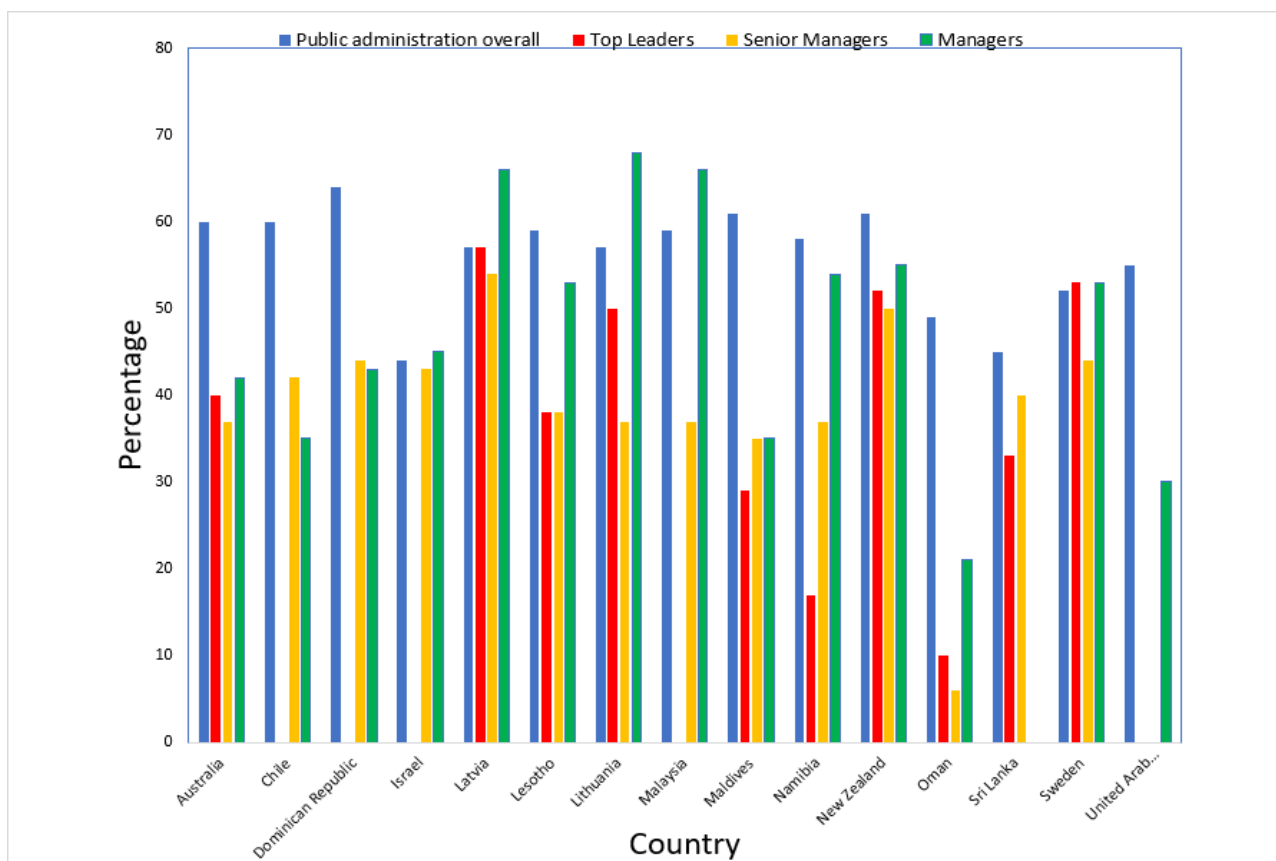
⁵⁸ Republic of Namibia. (2018). *Implementation of Sustainable Development Goals: Voluntary national review*. United Nations.

https://sustainabledevelopment.un.org/content/documents/19880New_Version_Full_Voluntary_National_Review_2018_single_1_Report.pdf (pp. 23)

⁵⁹ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf>

leadership rates within each region were considered and countries with higher leadership rates based on available data were selected.⁶⁰ This criterion for selection aimed to ensure the sample reflects both women's participation and access to leadership positions in public administration. See Figure A below for women's participation and leadership rates in the 15 selected countries. See Appendix A for a complete list of countries by region.

Figure A: Women's Participation in Public Administration and Leadership in 15 Selected Countries



Note. Not all countries provided data on top leaders, senior managers, or managers. Author's elaboration of data from the UNDP University of Pittsburgh Gender Equality in Public Administration (2021) report⁶¹

Compilation and Analysis of Gender Legislation and Policy of 15 Countries

National and subnational legislation and policies were compiled and analyzed to assess their effectiveness in promoting women's success in leadership positions in public administration

⁶⁰ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf>

⁶¹ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (pp. 172-181)

globally, with a particular focus on the identified 15 countries. This analysis highlights legislation and policy from each country that can be shared regionally and globally to support the development of action plans and other policy measures that prioritize gender equality and promote women's career progression toward leadership positions in the public sector. ATLAS.ti, a qualitative data analysis software, was used to organize code and analyze the identified legislation and policy.

Analysis of Legislation and Policy Promoting Women's Leadership in Public Administration

Countries across the globe have adopted comprehensive and innovative legislation and policy measures to increase women's participation in leadership positions in public administration.⁶² In each of the following subsections below, an overview of each topic is provided to contextualize the legislation and policy measures from the 15-country sample including quotas, temporary special measures, measures to address stereotypes and gender roles in the workplace, workforce development, work-life balance, information communications and technology as well as measures to address digital gender gaps and discriminatory remuneration. Examples primarily emerge from the national level of government in each of the 15 countries.

Measures to Promote Gender Parity in Public Administration

Research supports the use of measures to improve women's representation in politics and administration, to enable policies that address the needs of both women and men and to create more favorable attitudes towards women as leaders, among other benefits.⁶³ Such measures, including gender quotas, temporary special measures (or affirmative action), and others, seek to correct historical and cultural barriers to gender parity in public administration.⁶⁴ However, quotas, and other affirmative action policies are not well documented in public administration.⁶⁵ There is limited data on how these types of measures have been implemented for recruitment, particularly at the subnational level. More data on implementation is needed to assess whether measures, such as recruitment policies, address barriers in women's access to public administration leadership positions and ensure transparency in recruitment procedures. This topic needs to be examined at the national and subnational level in greater detail using outcome data and should go beyond policy intent. Consequently, there are challenges in understanding which policies are most effective and how to best design, implement, and reform existing policies.

The United Nations Common agenda highlights the importance of promoting gender parity through quotas and special measures "to promote gender parity in all spheres and at all levels of

⁶² Levine, H. and D'Agostino, M.J. (2018) Women in the Workforce: Trends and Innovations, in Global Governance: Women in Public Administration, eds. M.J. D'Agostino and M. Rubin. NY: Routledge Publishers. Park, S., & Liang, J. (2021). A comparative study of gender representation and social outcomes: The effect of political and bureaucratic representation. *Public Administration Review*, 81(2), 321-332.

⁶³ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (p. 109-110)

⁶⁴ <https://www.idea.int/sites/default/files/publications/from-paper-to-lived-reality-gender-responsive-constitutional-implementation.pdf> (p. 16)

⁶⁵ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (p. 58)

decision-making, including quotas and special measures.”⁶⁶ Quotas and temporary special measures (TSMs) are “constitutional regulations, electoral laws, or policies that require a certain percentage of positions to be held by women and/or men.”⁶⁷ Quotas are sometimes considered TSMs due to their time-limited nature, since they may end when equal political representation is accomplished.⁶⁸ TSMs include targeted recruitment, hiring, and contributing to creating a pipeline of women to leadership positions. For example, electoral gender quotas have contributed to changing the ways that candidates are selected in more than 130 countries.⁶⁹ Quotas have been found to be most effective when they are combined with wider institutional structures and cultural norms that support women's participation in public administration.⁷⁰ However, there remains a lack of examples where quotas have been removed following an assessment indicating that gender parity goals were achieved.⁷¹ There is also a lack of recognition of the importance of intersectionality in quota policies. In many cases, minority women remain underrepresented in the public sector despite quotas aimed at achieving gender parity.⁷² It is important to note that quotas alone cannot correct all cultural and institutional barriers to women's participation in public administration.⁷³

Malaysia and Namibia offer examples of *measures to promote gender parity in public administration at the national level*. In Malaysia, a quota system requiring 30 per cent of senior positions in the public sector to be filled by women has increased the representation of women at the premier grade level in the public sector from 19 per cent to 32 per cent from 2004 to 2010.⁷⁴ The Government's intervention to enhance women's capacity and increase their share as decision-

⁶⁶ https://www.un.org/en/content/common-agenda-report/assets/pdf/Common_Agenda_Report_English.pdf (p.60)

⁶⁷ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (p. 147)

⁶⁸ <https://www.idea.int/sites/default/files/publications/from-paper-to-lived-reality-gender-responsive-constitutional-implementation.pdf> (p. 16); Tamang, L. R. (2021). Enhancing equality in political life: Successes and limitations with electoral gender quotas. In R. Vijayarasa (Ed.), *International Women's Rights Law and Gender Equity: Making the Law Work for Women*. Taylor Francis.

⁶⁹ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (p. 58)

⁷⁰ McGing, C. (2019). Electoral quotas and women's rights. In N. Reilly (Ed.), *International Human Rights of Women* (pp. 175-192). Springer Reference.

⁷¹ Tamang, L. R. (2021). Enhancing equality in political life: Successes and limitations with electoral gender quotas. In R. Vijayarasa (Ed.), *International Women's Rights Law and Gender Equity: Making the Law Work for Women*. Taylor Francis.

⁷² Tamang, L. R. (2021). Enhancing equality in political life: Successes and limitations with electoral gender quotas. In R. Vijayarasa (Ed.), *International Women's Rights Law and Gender Equity: Making the Law Work for Women*. Taylor Francis

⁷³ McGing, C. (2019). Electoral quotas and women's rights. In N. Reilly (Ed.), *International Human Rights of Women* (pp. 175-192). Springer Reference.

⁷⁴ <https://www.ecoi.net/en/file/local/2072651/N2235052.pdf> (p. 10)

<https://digitallibrary.un.org/record/1627641?ln=en#record-files-collapse-header> (pp. 2, 9, 11)

<https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (p. 59)

makers is reflected in more recent data. As of December 2021, women holding decision-making positions of Premier Grade C⁷⁵ and above in government agencies stand at 38.2 per cent.⁷⁶ Similarly, Namibia's efforts to include more women in public administration leadership positions are articulated in the 2010-2020 Gender Action Plan,⁷⁷ as part of the strategy to implement the National Gender Policy (NGP).⁷⁸ This Plan aims to reserve 50 per cent of decision-making positions in all public and private sectors to women including through the use of affirmative action measures.⁷⁹ In public administration, it aims to achieve 50 per cent of representation of women at all levels of management positions in all levels of government, including local government.⁸⁰ Quotas are also incorporated into human resource and recruitment policies to achieve 50 per cent of representation of women at all levels of management positions.⁸¹ At the subnational level of government, the 2019 amendment of the Decentralization Act in the Maldives allocates a third of local council seats for female councilors (see Gender Equality in Public Administration" section).

⁷⁵ Premier Grades are meant for senior management e.g. the rank of the Director General and above.

⁷⁶ https://tbinternet.ohchr.org/_layouts/15/treatybodyexternal/Download.aspx?symbolno=CEDAW%2fC%2fMYS%2f6&Lang=en (p. 10)

⁷⁷ From 2010-2020, Namibia introduced the National Gender Plan of Action, which focused on implementing the gender equality strategies first laid out within the 1997 National Gender Policy. Additionally, objectives expanded beyond promoting women in positions of leadership and gender mainstreaming and also worked to address inequalities within family life, education, and access to ICT, among others. The National Gender Plan of Actions shared similar goals with Namibia's National Gender Policy from 2008-2018, which focused upon gender mainstreaming, in which Namibia will ultimately have equality among genders within their society, and have equal opportunities to participate in political, social, economic and cultural development. <https://mgepesw.gov.na/documents/792320/918990/NATIONAL+GENDER+PLAN+OF+ACTION+2010-2020.pdf> (p. 8)

<https://genderlinks.org.za/wp-content/uploads/2020/03/Namibia-National-Gender-Policy.pdf> (p. 8)

⁷⁸ The National Gender Policy (NGP) was first introduced in 1997, with its primary goals focusing on increasing a woman's access to resources and ensuring a gender balance in power and decision-making positions. The NGP encompassed ten areas of concern that would aid in ensuring a balance of power, such as eliminating and addressing discriminatory practices against women and promoting gender equality in a variety of domains, including in educational institutions and management of the environment.

https://www.nid.org.na/images/pdf/gender/An_introduction_to_gender_issues_in_Namibia.pdf (p. 10)

Analyses of the NGP (1997) and its sequential plans have shown progress in the advancement of gender equality among various domains, and most notably, the number of girls in education matching and surpassing that of boys, along with legal reforms addressing inequalities, discrimination, and historical imbalances.

<https://mgepesw.gov.na/documents/792320/918990/NATIONAL+GENDER+PLAN+OF+ACTION+2010-2020.pdf/4d8b1e64-8e8d-061b-3b14-ef5dd2810ac6?version=1.0&download=true> (p. 36)

https://www.nid.org.na/images/pdf/gender/An_introduction_to_gender_issues_in_Namibia.pdf (p. 10)

⁷⁹ <https://mgepesw.gov.na/documents/792320/918990/NATIONAL+GENDER+PLAN+OF+ACTION+2010-2020.pdf> (p. 65)

⁸⁰ <https://mgepesw.gov.na/documents/792320/918990/NATIONAL+GENDER+PLAN+OF+ACTION+2010-2020.pdf> (p.66)

⁸¹ <https://mgepesw.gov.na/documents/792320/918990/NATIONAL+GENDER+PLAN+OF+ACTION+2010-2020.pdf> (p. 69)

Addressing Stereotypes and Gender Roles in Public Administration

Gender stereotypes are pervasive and have the potential to perpetuate unequal gender roles within public sector workplaces.⁸² Failure to acknowledge gender biases in public administration leads to inequities for women, globally. Women are often underrepresented in the public sector⁸³ particularly in high-level positions, while women are predominantly concentrated in health, education, social services agencies across the world.⁸⁴ Women also are concentrated at lower-level positions of the hierarchy of public agencies compared to their male counterparts who occupy more senior positions.⁸⁵ Due in part to pervasive biases, the presence of women in public sector workplaces, alone, is not enough to change the entrenched gender stereotypes and roles.⁸⁶ Creating a more inclusive public sector requires systemic changes in the ways public institutions operate.⁸⁷ Thus, the workplace culture in public administration should be addressed through antidiscrimination and women-friendly policies that are equitable in preventing discrimination and meeting the practical needs women experience.⁸⁸ Additionally, amplifying information on bias in public administration could positively impact workplace culture and promote future women leaders in public agencies.⁸⁹ Having preferential recruitment and promotion policies can create

⁸² Gender stereotypes in the workplace are generalized views or preconceptions about attributes, characteristics, or roles that are or ought to be possessed by or performed by women and men, a product of the “social role” culture which subjects women to inadvertent systematic discrimination. These gender biases are usually unconscious and implicit, and measures should be taken to enable women to advance into leadership positions.
https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---act_emp/documents/publication/wcms_601276.pdf
<https://www.ohchr.org/en/women/gender-stereotyping> https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---act_emp/documents/publication/wcms_601276.pdfhttps://academicworks.cuny.edu/cgi/viewcontent.cgi?article=1404&context=jj_pubs

⁸³ The initial part of the report shows that, on average, women's representation is 46 per cent, which means that parity is within reach. However, this is the global average. However, women's underrepresentation rates are higher in some parts of the world. For example, an average of 32 per cent of women are in public administration in Central and Southern Asia, an average of 46 per cent of women are in public administration in Eastern and Southeastern Asia and Oceania, an average of 54 per cent of women are in public administration in Europe and North America, an average of 48.5 per cent of women are in public administration in Latin America and the Caribbean, an average of 37 per cent of women are in public administration in North Africa and Western Asia, and an average of 36 per cent of women are in public administration in Sub-Saharan Africa.
<https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (pp. 172-177)

⁸⁴ https://academicworks.cuny.edu/cgi/viewcontent.cgi?article=1404&context=jj_pubs (pp. 4, 7)
<https://planipolis.iiep.unesco.org/en/2019/implementation-sustainable-development-goals-national-review-israel-2019-7328>

⁸⁵ https://academicworks.cuny.edu/cgi/viewcontent.cgi?article=1404&context=jj_pubs (p. 3)

Gedikli, C. (2019). Occupational gender segregation in Turkey: The vertical and horizontal dimensions. *Journal of Family and Economic Issues*, 41, 121-139 (p. 135-136)

⁸⁶ https://academicworks.cuny.edu/cgi/viewcontent.cgi?article=1404&context=jj_pubs

⁸⁷ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf>

⁸⁸ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (p. 39)

⁸⁹ https://academicworks.cuny.edu/cgi/viewcontent.cgi?article=1404&context=jj_pubs (p. 9)

female role models in the workplace, which contributes to redefining gender stereotypes.⁹⁰ Another practice that reduces stereotyping and gender bias is having an interview process that involves several individual interviews rather than a panel, since panels are more likely to perpetuate biases.⁹¹ Given the importance of addressing stereotypes in order to advance women in public sector leadership positions, measures that go beyond policy to address stereotypes themselves are critical.

A recent development in addressing gender stereotypes and roles in public administration emerges from the recognition that women are not a homogenous group with undifferentiated experiences.⁹² Multiple identities, such as ability status, age, ethnicity, race, religion, socioeconomic status, sexual orientation and gender identity and expression (SOGIE), and other individual characteristics, intersect and overlap with one another to shape one's experience and outcomes.⁹³ The intersectionality of these characteristics determine access to assets, capabilities, voice, in addition to inclusive governance, encompassing the political system, the rule of law, and the civil service.⁹⁴ Generally, women, older adults, minorities, and people with disabilities tend to experience more barriers to career opportunities.⁹⁵ Women who do not fulfill these gender stereotypes may be penalized in performance evaluations and overlooked for advancement.⁹⁶ Minority women, in particular, face more frequent and severe harassment compared to non-minority men, women, and even to minority men.⁹⁷ Negative perceptions of socioeconomic status along with race and gender identities may bias judgments and limit access to career opportunities.⁹⁸ Religious beliefs can also create barriers in the workplace when there is harassment or a lack of accommodations for religious practices.⁹⁹ To better understand and address the

⁹⁰ Foley, M., & Williamson, S. (2018). Managerial perspectives on implicit bias, affirmative action, and merit. *Public Administration Review*, 79 (1), 35-45 (p. 40)

⁹¹ Foley, M., & Williamson, S. (2018). Managerial perspectives on implicit bias, affirmative action, and merit. *Public Administration Review*, 79 (1), 35-45 (p. 42)

⁹² Elias, Nicole M. and Colvin, Roddrick. (2019). A third option: Understanding and assessing non-binary gender policies in the United States. *Administrative Theory & Praxis*, 42(2), 191–211.

⁹³ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (p. 94)

⁹⁴ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf>

⁹⁵ Shaw, L. R., Chan, F. & McMahon, B. T. (2012). Intersectionality and disability harassment: The interactive effects of disability, race, age, and gender. *Rehabilitation Counseling Bulletin*, 55(2), 82-91. DOI: 10.1177/0034355211431167. (p. 83)

⁹⁶ https://academicworks.cuny.edu/cgi/viewcontent.cgi?article=1404&context=jj_pubs (p. 9)

⁹⁷ Shaw, L. R., Chan, F. & McMahon, B. T. (2012). Intersectionality and disability harassment: The interactive effects of disability, race, age, and gender. *Rehabilitation Counseling Bulletin*, 55(2), 82-91. DOI: 10.1177/0034355211431167. (p. 83)

⁹⁸ Kang, S. K. & Bodenhausen, G. V. (2015). Multiple identities in social perception and interaction: Challenges and opportunities. *Annual Review of Psychology*, 66, 547-574. (p. 551); Marshburn, C. K., Cochran, K. J., Flynn, E., & Levine, L. J. (2020). Workplace anger costs women irrespective of race. *Frontiers in Psychology*, 11. (p. 11)

⁹⁹ Ghumman, S. Ryan, A. M., Barclay, L. A., & Markel, K. S. (2013). Religious Discrimination in the workplace: A review and examination of current and future trends. *Journal of Business Psychology*, 28, 439-454. DOI: 10.1007/s10869-013-9290-0.

underrepresentation of different demographic groups, UNDP suggests that countries apply an intersectional lens and consider interwoven factors (e.g. income levels, geography, sex, age, ethnic identity and sexual orientation, etc.) to public administration.¹⁰⁰

Australia, Latvia, New Zealand, Sweden and United Arab Emirates offer examples of *measures to address stereotypes and gender bias at the national level*. The Australian 2012 Workplace Gender Equality Act¹⁰¹ has a policy objective to mainstream flexible work practices. The Australian Government's Workplace Gender Equality Agency (WGEA)¹⁰² has sought to implement this policy objective by addressing workplace cultural norms by supporting the engagement of men in flexible working arrangements to ensure it is seen as a legitimate option for male and female employees,¹⁰³

Although there is no specific constitutional provision on gender equality,¹⁰⁴ in 2018, the Cabinet of Ministers of Latvia established a "Plan for the Promotion of Equal Rights and Opportunities for Women and Men," which is considered the national policy for the promotion of equal rights and opportunities for women and men at all levels of government.¹⁰⁵ The Plan, which was renewed for 2021-2023, incorporates monitoring of gender equality policies.¹⁰⁶ In the United Arab Emirates (UAE) National Plan¹⁰⁷ to address the SDGs, the Gender Balance Council (GBC) was established to improve gender equality across government entities including at the local government level.¹⁰⁸ Much, if not all, of the GBC's work serves to implement the gender dimensions of Agenda 2030 in particular targets associated with SDG 5 and UAE's federal and local level development

¹⁰⁰ <https://www.undp.org/policy-centre/oslo/publications/brief-advancing-inclusive-decision-making-sust-dev-representation-public-service-through-sdg-1671b>

¹⁰¹ <https://www.legislation.gov.au/Details/C2016C00895> (pg. 4)

¹⁰² The Australian Workplace Gender Equality Agency was created to implement the Workplace Gender Equality Act <https://www.wgea.gov.au/>

¹⁰³ <https://genderinstitute.anu.edu.au/news/equilibrium-man-challenge-accelerating-flexible-work-practices>

¹⁰⁴ <https://eige.europa.eu/gender-mainstreaming/countries/latvia>

¹⁰⁵ <https://likumi.lv/ta/en/en/id/300170-plan-for-the-promotion-of-equal-rights-and-opportunities-for-women-and-men-for-20182020> (pg. 5)

The Plan has been developed to implement an efficient and well-considered national policy for the promotion of equal rights and opportunities for women and men. It is based on the gender equality policy objectives set out in the Concept Paper on the Promotion of Gender Equality.

¹⁰⁶ <https://eige.europa.eu/gender-mainstreaming/toolkits/gear/legislative-policy-backgrounds/latvia>

¹⁰⁷ Members of the National Committee have a variety of sector-specific and cross-cutting roles to implement the SDGs. The Gender Balance Council lead efforts to progress SDG 5 and has a cross-cutting role to address gender-specific issues across the SDG framework.

https://sustainabledevelopment.un.org/content/documents/20161UAE_SDGs_Report_Full_English.pdf

¹⁰⁸ https://sustainabledevelopment.un.org/content/documents/20161UAE_SDGs_Report_Full_English.pdf (p. 72)

Established in 2015, the UAE Gender Balance Council (GBC) is a federal entity responsible for developing and implementing the gender balance agenda in the United Arab Emirates. The Council aims to address persistent issues concerning gender gaps by advocating for gender equality across UAE society, contributing to legislation on gender issues and proposing ways to achieve a balanced representation of women and men in decision-making positions. Since its founding, the GBC has launched pioneering initiatives and projects with the objective of positioning the UAE as a model society for gender balance.

plans.¹⁰⁹ One of its initiatives is the Gender Balance Guide.¹¹⁰ The guide is a reference to help public and private institutions address gender gaps in public and private workplaces. A central area of focus specific to mitigating stereotypical gender roles found within the guide is gender-sensitive communication. This guidance addresses ways to deliver messages and address issues to ensure inclusiveness, diversity, and maintain integrity in public statements as well as informal communications including meetings and intra-office dialogue.

Beyond strategies to move away from negative stereotypes and biases, some aspects of gender equality still require the basic recognition of identities. Historically, the lack of SOGIE recognition has led to a lack of research, training, and available information on SOGIE identities in public administration.¹¹¹ An increasing number of countries are introducing new concepts and methods for the collection of official statistics on sex and gender identity,¹¹² which is a critical first step in understanding identity groups. While at this stage there are no international standards for measuring gender identity, some countries have made significant efforts to improve their data collection tools (administrative records, surveys and censuses) by going beyond a female-male binary distinction.¹¹³ New Zealand's Ministry for Women¹¹⁴ is the Government's principal advisor on improving the lives of New Zealand women and girls. The Ministry works closely with other government agencies to influence and advise on policy development and provide gender data and analysis for the private and public sectors. As part of New Zealand's Women's Employment

¹⁰⁹ https://sustainabledevelopment.un.org/content/documents/20161UAE_SDGs_Report_Full_English.pdf (p. 72)

¹¹⁰ <https://www.oecd.org/gov/gender-balance-guide-uae-2017.pdf>

The 'Gender Balance Guide: Actions for UAE Organizations' is the first of its kind in the world for workplaces and is a reference to help public and private institutions address gender gaps in line with UAE's Vision 2021 and the 2030 Agenda. One of the aims of UAE's Vision 2021 is to strengthen female participation in society, particularly in the economic sector. The guide details how organizations can assist in achieving that objective by proposing concrete actions that are in line with international standards, UAE legislation and national gender balance indicators. These efforts will enable the GBC to establish the UAE as one of the top countries globally in the United Nations Development Program's (UNDP) Gender Inequality Index by 2021

¹¹¹ Meyer, S. J. & Elias, N. M. (2022). Rainbow Research: Challenges and recommendations for sexual orientation and gender identity and expression (SOGIE) survey design. *International Society for Third-Sector Research*.

¹¹² <https://www.undp.org/policy-centre/oslo/publications/brief-advancing-inclusive-decision-making-sust-dev-representation-public-service-through-sdg-1671b> (p. 9)

¹¹³ <https://www.undp.org/policy-centre/oslo/publications/brief-advancing-inclusive-decision-making-sust-dev-representation-public-service-through-sdg-1671b> (p. 9)

¹¹⁴ <https://women.govt.nz/about/our-work>

<https://legislation.govt.nz/act/public/2020/0040/latest/whole.html#LMS106159>

The Ministry for women is a public service agency as indicated in the Public Service Act of 2020. The Public Service Act 2020 articulates the purpose, principles and values of a unified Public Service, underpinned by the spirit of service as the fundamental characteristic of the Public Service.

<https://www.publicservice.govt.nz/about-te-kawa-mataaho/who-we-are/>

The Minister is appointed by the Public Service Commissioner. The goal of the Public Service Commission is to set the standards of conduct and integrity expected of public servants. They administer guidance on principles that underpin the work of the Public Service, such as political neutrality, free and frank advice, merit-based appointments, open government and stewardship.

Action Plan¹¹⁵ (2022) actions for LGBTQIA+ seek to improve employment data collection and reporting and investigate the effectiveness of employment, education and training interventions and programs.¹¹⁶ Obtaining SOGIE employment data will provide a fuller understanding of the challenges and remedies to promote women in leadership positions in public administration. In another example, Sweden's Gender Equality Act seeks to integrate gender in all of their operations.¹¹⁷ Gender mainstreaming in government agencies (GMGA) is a strategy used to integrate gender equality in the agency's work.¹¹⁸ The Swedish Gender Equality Agency¹¹⁹ is tasked to support government agencies, county councils, regions, and municipalities in their efforts to achieve the goals of gender equality policy.¹²⁰ In addition, Sweden's former Feminist Foreign Policy¹²¹ put into action by Sweden's Foreign Service adopted a gender equality perspective throughout its operations. As part of the Policy,¹²² the Swedish Foreign Service worked to promote gender equality issues at meetings, conferences, and other events.¹²³ The Swedish Foreign Service continuously reviewed the events, programs of visits, delegations, panels and negotiation teams in which it participates, to ensure that these contribute as far as possible to increase the visibility of women, girls and LGBTQIA+ persons as actors and to make use of all the available competence.¹²⁴ Sweden's 2014 Policy¹²⁵ refers to promoting gender equality including through training. For example, in 2021, an e-training course on sexual exploitation, abuse, and harassment was launched.¹²⁶ The Policy implements other workforce development efforts to create a gender-

¹¹⁵https://women.govt.nz/sites/public_files/Te%20Mahere%20Whai%20Mahi%20W%C4%81hine%20Women%E2%80%99s%20Employment%20Action%20Plan%202022.pdf

The plan is a part of the Government's Employment Strategy, which aims to ensure that all New Zealanders can fulfill their potential in developing skills, finding secure employment and engaging in rewarding careers. It sits alongside and supports the work of the other employment action plans for Māori, Pacific, younger, ethnic, older and disabled workers

¹¹⁶https://women.govt.nz/sites/public_files/Te%20Mahere%20Whai%20Mahi%20W%C4%81hine%20Women%E2%80%99s%20Employment%20Action%20Plan%202022.pdf (p. 63)

¹¹⁷<https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/CSW/64/National-reviews/Sweden.pdf>

¹¹⁸ <https://swedishgenderequalityagency.se/gender-equality-in-sweden/gender-mainstreaming/>

¹¹⁹ <https://swedishgenderequalityagency.se/gender-equality-in-sweden/>

¹²⁰<https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/CSW/64/National-reviews/Sweden.pdf> (p. 6)

¹²¹ Despite reversal of Sweden's Feminist Foreign Policy in 2022, its effectiveness remains relevant and has been emulated in other countries (see footnote 139) <https://foreignpolicy.com/2022/11/18/sweden-feminist-foreign-policy-billstrom-gender-equality/>

¹²²<https://www.government.se/492c36/contentassets/fc115607a4ad4bca913cd8d11c2339dc/handbook---swedens-feminist-foreign-policy---english.pdf> (p. 11-13)

¹²³<https://www.government.se/492c36/contentassets/fc115607a4ad4bca913cd8d11c2339dc/handbook---swedens-feminist-foreign-policy---english.pdf> (p. 53)

¹²⁴<https://www.government.se/492c36/contentassets/fc115607a4ad4bca913cd8d11c2339dc/handbook---swedens-feminist-foreign-policy---english.pdf> (p. 53)

¹²⁵https://www.government.se/49700e/contentassets/9992f701ab40423bb7b37b2c455aed9a/utrikesforvaltnings-handlingsplan-for-feministisk-utrikespolitik-2021_eng.pdf (p. 3- p.4).

¹²⁶https://www.government.se/49700e/contentassets/9992f701ab40423bb7b37b2c455aed9a/utrikesforvaltnings-handlingsplan-for-feministisk-utrikespolitik-2021_eng.pdf (p. 28)

equitable workplace in the public sector, including Sweden's Gender Coaches Program, which provides tools for senior managers within the Swedish Foreign Service to improve gender equality in leadership.¹²⁷ The Gender Coaches Program includes joint seminars and personal coaches who help with the concrete and direct application of gender mainstreaming within their respective areas of operation.¹²⁸

Workforce Development to Promote Women's Leadership in Public Administration

Workforce development can include a variety of training and mentoring programs or "fast-track" schemes that serve as a pipeline to promote women's participation in the labor force, which in turn lessens gender gaps in leadership and senior management positions.¹²⁹ Focusing on pipelines that promote women in the workforce of the public sector can provide a model for society and other sectors, such as the private sector and educational institutions.¹³⁰ Currently, workforce development training initiatives are more accessible for male employees compared to their female counterparts in the public sector.¹³¹ Training programs that incorporate topics such as gender and inclusion help to draw attention to the existing gaps and barriers to gender equality in the workplace. Training programs specifically focused on telework can help reduce disparities in access to training across gender lines.¹³² However, the isolation caused by telework can make it difficult to provide training programs, particularly to women who balance work and care-taking responsibilities.¹³³ Since women have unequal access to training and mentorship programs, policies focusing upon workforce development will allow for a more inclusive and fair work environment that fosters gender parity and recognizes women's contribution to the workplace.¹³⁴ On-the-job development programs can help all employees advance to more senior positions, and simultaneously create networking opportunities and enhance skills for women.¹³⁵

¹²⁷<https://www.government.se/492c36/contentassets/fc115607a4ad4bca913cd8d11c2339dc/handbook---swedens-feminist-foreign-policy---english.pdf> (p. 40)

¹²⁸<https://www.government.se/492c36/contentassets/fc115607a4ad4bca913cd8d11c2339dc/handbook---swedens-feminist-foreign-policy---english.pdf> (p. 40)

¹²⁹ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (p. 113)

¹³⁰ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (p.62)

¹³¹ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (p. 62)

¹³² Filardi, F., de Castro, R. M. P., & Zanini, M. T. F. (2018). Advantages and Disadvantages of Teleworking in Brazilian Public Administration: Analysis of SERPRO and Federal Revenue Experiences. *Cadernos EBAPE.BR*, 18(1), 28-46 (p. 38)

¹³³ De Macedo, T. A. M., dos Santos Cabral, E. L., Castro, W. R. S., de Souza Junior, C. C., da Costa Junior, J. F., Pedrosa, F. M., da Silva, A. B., de Medeiros, V. R. F., de Souza, R. P., Cabral, M. A. L., & Masculo, F. S. (2020). Ergonomics and Telework: A Systematic Review. *Work*, 66,777-788. (p. 784)

¹³⁴ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf>

¹³⁵ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (p. 62)

New Zealand offers an example of *measures to address workforce development at the national level*.

New Zealand's Ministry for Women,¹³⁶ as the Government's principal advisor on improving the lives of New Zealand women and girls, implements the Women's Employment Action Plan¹³⁷ (2022).¹³⁸ The Women's Employment Action Plan¹³⁹ is a policy that provides specific actions to improve employment pathways for women who are marginalized at work, including women in the LGBTQIA+ community in the public sector.¹⁴⁰ Specifically, one effective tool presented in the Plan that applies to both public and private sectors is the Training Incentive Allowance (TIA), which includes financial support for single parents, people with disabilities, injuries or health conditions completing a course of study to gain skills to improve their employability.¹⁴¹ In 2021, 86 per cent of TIA recipients were female, but a goal for the future is to develop an Online Career Planning tool to provide information and support for women to plan their career path.¹⁴² As 61 per cent of the public administration in New Zealand is made up of women,¹⁴³ this policy has the

¹³⁶ <https://women.govt.nz/about/our-work>

<https://legislation.govt.nz/act/public/2020/0040/latest/whole.html#LMS106159>

The Ministry for women is a public service agency as indicated in the Public Service Act of 2020. The Public Service Act 2020 articulates the purpose, principles and values of a unified Public Service, underpinned by the spirit of service as the fundamental characteristic of the Public Service.

<https://www.publicservice.govt.nz/about-te-kawa-mataaho/who-we-are/>

The Minister is appointed by the Public Service Commissioner. The goal of the Public Service Commission is to set the standards of conduct and integrity expected of public servants. They administer guidance on principles that underpin the work of the Public Service, such as political neutrality, free and frank advice, merit-based appointments, open government and stewardship.

¹³⁷ https://women.govt.nz/sites/public_files/Te%20Mahere%20Whai%20Mahi%20W%C4%81hine%20Women%E2%80%99s%20Employment%20Action%20Plan%202022.pdf

The plan is a part of the Government's Employment Strategy, which aims to ensure that all New Zealanders can fulfil their potential in developing skills, finding secure employment and engaging in rewarding careers. It sits alongside and supports the work of the other employment action plans for Māori, Pacific, younger, ethnic, older and disabled workers

¹³⁸ https://women.govt.nz/sites/public_files/Te%20Mahere%20Whai%20Mahi%20W%C4%81hine%20Women%E2%80%99s%20Employment%20Action%20Plan%202022.pdf (p. 63)

¹³⁹ New Zealand's Ministry for Women is the Government's principal advisor in improving the lives of New Zealand women and girls. The Ministry works closely with other government agencies to influence and advise on policy development and provide gender data and analysis for the private and public sectors.

¹⁴⁰ *Te Mahere Whai Mahi Wāhine* features actions to improve employment pathways for women who are marginalized at work, particularly wāhine Māori, Pacific women, young and older women, disabled women, women who are former refugees and recent migrants, and women in the LGBTQIA+ community.

<https://women.govt.nz/documents/te-mahere-whai-mahi-w%C4%81hine-women%E2%80%99s-employment-action-plan-2022> (p. 1)

¹⁴¹ <https://women.govt.nz/documents/te-mahere-whai-mahi-w%C4%81hine-women%E2%80%99s-employment-action-plan-2022> (pp. 12, 53)

¹⁴² <https://women.govt.nz/documents/te-mahere-whai-mahi-w%C4%81hine-women%E2%80%99s-employment-action-plan-2022> (p. 53)

¹⁴³ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (p. 173)

potential to positively impact women in public administration, especially in accessing leadership positions.

Work-life Balance to Promote Gender Equality in Public Administration

It is important to note that unintended consequences for women may arise compared to their male counterparts, especially in terms of bearing a double burden of care work and professional as a result of greater flexibility to take on both.¹⁴⁴ Work-life balance policies are intended to help alleviate gendered care responsibilities, which often hinder work-life balance, especially for women.¹⁴⁵ Work-life balance policies include a wide range of topics and policy approaches, including pay and benefits equity; emergency leave arrangements; flexible and compressed working hours, including part-time work; paid maternal, paternity, and parental leave; and affordable care benefits, such as childcare access for civil servants.¹⁴⁶ In a post-COVID employment context, work-life balance is even more important to addressing inequality between women and men's personal and work lives. This is a challenge in both the private and public sectors. Even though the public sector seems to be more successful in achieving this equilibrium, there remains room for improvement in all sectors.¹⁴⁷

Australia, Israel, Lithuania, United Arab Emirates, Dominican Republic, and Malaysia offer examples of *measures to address work-life balance at the national level*. Australia's¹⁴⁸ Public Service Gender Equality Strategy¹⁴⁹ strives to embed inclusive and respectful workplace practices to increase women's access to public service leadership positions.¹⁵⁰ With a focus on workplace flexibility, one of the three major aims, Australian public agencies have piloted an innovative¹⁵¹ workplace flexibility strategy. The policy goal is to provide greater flexibility for employees to

¹⁴⁴ Elias, Nicole M. and D'Agostino, Maria J. (2020). Care in crisis: COVID-19 as a catalyst for universal child care in the United States. *Administrative Theory & Praxis*, 43(2), 217-229.

¹⁴⁵ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf>. (p. 90)

¹⁴⁶ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf>. (p. 112)

¹⁴⁷ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf>. (p. 38)

¹⁴⁸ The Australian Workplace Gender Equality Act 2012 has a policy objective to mainstream flexible work practices. The Australian Government's Workplace Gender Equality Agency (WGEA), created to implement the Gender Equality Act has sought to address the workplace cultural norms typically associated with men in management.

¹⁴⁹ <https://www.apsc.gov.au/sites/default/files/2021-11/Balancing-the-future-the-Australian-Public-Service-gender-equality-strategy-2016-19.pdf> (pp. 5-15)

¹⁵⁰ <https://www.apsc.gov.au/sites/default/files/2021-12/APSC%20-%20Gender%20Equality%20Strategy.pdf>. (pp. iv-vi)

¹⁵¹ The APS (Australian public service) has achieved gender parity in the senior executive service (this is not the case according to the statistics provided in Figure A (42 per cent in 2015) and the gender pay gap has reduced annually, now at a level of 6.6 per cent compared with 13.4 per cent in the broader economy (for the same period).

<https://www.apsc.gov.au/sites/default/files/2021-12/APSC%20-%20Gender%20Equality%20Strategy.pdf>

decide where and how to work, which in turn can better accommodate different life circumstances and result in a more balanced work-life.¹⁵² In addition, flexible workplace approaches are also considered family and caring-friendly working policies used to recruit and retain women in public sector workplace.¹⁵³ Starting with a pilot in 2019, public agencies¹⁵⁴ introduced the flexible-by-default approach, that is, treating all roles as flexible.¹⁵⁵ By supporting the shadowing of employees for example, a team of employees circulate around the workplace to backfill where support is needed.¹⁵⁶

In Israel, the Equal Rights for Women's Law, 1951¹⁵⁷ and the Authority for the Advancement of the Status of Women Law, 1998¹⁵⁸ aim to promote gender equality. The objective of the Women's Equal Rights Law is to determine principles for ensuring full equality between men and women.¹⁵⁹ However, the Women's Employment Law articulates Israel's parental leave policy that encourages the involvement of both mothers and fathers beyond providing flexible post-parental leave.¹⁶⁰ In line with this policy, for example, Israeli civil servants are provided one hour leave each day from work for the first four months, post parental leave, without a salary deduction.¹⁶¹

The Law on Equal Opportunities for Women and Men of the Republic of Lithuania is the main national law that guarantees equal opportunities for all persons regardless of their gender as laid

¹⁵²<https://www.apsc.gov.au/sites/default/files/2021-11/Balancing-the-future-the-Australian-Public-Service-gender-equality-strategy-2016-19.pdf> (p. 4 and p. 13)

¹⁵³ Workplace Flexibility Strategy, Workplace Gender Equality Agency, https://www.wgea.gov.au/sites/default/files/Building_a_flexibility_strategy.pdf (p.4)

¹⁵⁴ This was a pilot study focusing on three agencies, the agencies were not named, perhaps due to confidentiality, but the study included 150 interviews and 24 focus groups with over 250 participants. https://www.unsw.adfa.edu.au/sites/default/files/documents/172084-Gender-Equality-Publication_171122.pdf (p.4)

¹⁵⁵<https://www.apsc.gov.au/sites/default/files/2021-11/Balancing-the-future-the-Australian-Public-Service-gender-equality-strategy-2016-19.pdf> (p. 13)

¹⁵⁶https://www.unsw.adfa.edu.au/sites/default/files/documents/172084-Gender-Equality-Publication_171122.pdf (p. 12)

¹⁵⁷ https://unece.org/fileadmin/DAM/RCM_Website/Israel_English.pdf (pg. 1)

¹⁵⁸ https://unece.org/fileadmin/DAM/RCM_Website/Israel_English.pdf (p. 3)

¹⁵⁹The Authority for the Advancement of the Status of Women Law is designed "to advance equality between men and women in Israel, lead to coordination between the bodies dealing with the status of women in Israel, advance the education, legislation and enforcement in these fields, ensure that the implications of proposed legislation on equality between men and women be examined as part of legislative proceedings, advance activity for the prevention of violence against women, make the tools and information required for achieving the aforesaid objectives available to the government, and establish a central authority that will act to implement these principles." https://unece.org/fileadmin/DAM/RCM_Website/Israel_English.pdf (p. 3)

¹⁶⁰ Employment of Women Law 5714-19549, https://www.ilo.org/dyn/natlex/natlex4.detail?p_lang=&p_isn=3196&p_classification=13.02#:~:text=Employment%20of%20Women%20Law%2C%205714%2D1954,-Country%3A&text=Abstract%2FCitation%3A,Employment%20of%20Women%20Ordinance%201945

¹⁶¹ https://unece.org/fileadmin/DAM/RCM_Website/Israel_English.pdf (p. 19)

Employment of Women Law 5714-19549. https://www.ilo.org/dyn/natlex/natlex4.detail?p_lang=&p_isn=3196&p_classification=13.02#:~:text=Employment%20of%20Women%20Law%2C%205714%2D1954,-Country%3A&text=Abstract%2FCitation%3A,Employment%20of%20Women%20Ordinance%201945

down in the Constitution of the country.¹⁶² The Law requires national and municipal authorities and offices to implement equal rights between women and men.¹⁶³ Lithuania has an innovative approach to parental leave to create conditions for women to return to work. Not only is parental leave available to each parent until a child reaches the age of three, but the leave is also available to a child's grandmother or grandfather, with the assumption that a grandparent is helping to provide childcare.¹⁶⁴

The United Arab Emirates¹⁶⁵ (UAE), increased maternity leave to 90 paid days and extended breastfeeding breaks to two hours a day for one year in both the federal and local government.¹⁶⁶ In addition, part-time work and remote work were approved for women in order to enable them to balance their family and professional responsibilities and to increase women's participation in the UAE paid labor market in both federal and local government.¹⁶⁷

The Dominican Republic addresses women's work-life balance through provisions for childcare. Within the framework of the Constitution of the Dominican Republic, the Social Security Law organized the Dominican Social Security System and established the National Council of Childcare Facilities (CONDEI) to provide childcare facilities for children between 45 days and five years of age.¹⁶⁸ This mechanism oversees public childcare facilities, better-equipping women to meet their family responsibilities while being employed outside the home.¹⁶⁹

¹⁶² https://hlpf.un.org/sites/default/files/vnrs/2021/19673VNR_Lithuania_EN_updated.pdf

¹⁶³ The Law prohibits any discrimination of persons based on gender by establishing and applying social security provisions, or any discrimination of persons due to gender based on their membership and participation in organizations of employees or employers or in other organizations. The person in charge of the supervision of the Law on Equal Opportunities for women and men is the Equal Opportunities Ombudsman whose work is ensured by the Office of the Equal Opportunities Ombudsman.

https://hlpf.un.org/sites/default/files/vnrs/2021/19673VNR_Lithuania_EN_updated.pdf (p. 17)

¹⁶⁴ https://hlpf.un.org/sites/default/files/vnrs/2021/19673VNR_Lithuania_EN_updated.pdf (p. 18)

<https://e-seimas.lrs.lt/portal/legalAct/lt/TAD/676587f2cf1911e9a56df936f065a619?jfwid=-k3id7tf7e> (p. 81)

¹⁶⁵ *United Arab Emirates* (UAE) National Plan[#] to address the SDGs, the Gender Balance Council was established to improve gender equality across government entities including local government. Much, if not all, of the GBC's work, serves to implement, the gender dimensions of Agenda 2030 in particular targets associated with SDG 5 and UAE's federal and local level development plans.

¹⁶⁶ https://tbinternet.ohchr.org/_layouts/15/treatybodyexternal/Download.aspx?symbolno=CEDAW%2fC%2fARE%2f4&Lang=en (pp. 5-6)

¹⁶⁷ https://tbinternet.ohchr.org/_layouts/15/treatybodyexternal/Download.aspx?symbolno=CEDAW%2fC%2fARE%2f4&Lang=en (p. 6)

¹⁶⁸ <http://phlaw.com/imagen?file=articulos/301/law-on-dominican-social-security-system> (pp. 12-13)

The National Council of Childcare Facilities (CONDEI) is the mechanism created by the Dominican State to oversee childcare facilities, in response to the mandate contained in Act 87-01, which establishes the Dominican Social Security System and also the right to childcare facilities for children between 45 days and five years of age, supplementing the benefits of the Family Health Insurance scheme. This provision is fundamental because it enables women to reconcile their family responsibilities with their outside employment. The country now has 25 of these centres

¹⁶⁹ https://tbinternet.ohchr.org/_layouts/15/treatybodyexternal/Download.aspx?symbolno=CEDAW%2fC%2fDOM%2f6-7&Lang=en (p. 17)

Particularly in a post-COVID employment context, addressing career breaks and support for women's return to work are significant for promoting gender equality. Based on Constitutional amendment Article 8(2) which prohibits gender discrimination, the Ministry of Women, Family and Community Development in Malaysia, focuses on strengthening the family institution by creating a more conducive working environment with the goal of increasing the number of women in decision-making positions in the public sector.¹⁷⁰ The National Policy on Women 1989¹⁷¹ and the Plan of Action for the Advancement of Women 2010-2015,¹⁷² have resulted in more coherent and focused programs to integrate women in development and further elevate their status in society.¹⁷³ One of the specific goals in the Plan of Action, is to assist re-entry of women who have taken time off for childcare by providing flexible work hours, in order to promote gender equity.¹⁷⁴ In addition, the Ministry of Women, Family and Community Development¹⁷⁵ has sought to reintegrate women on career breaks back into the workforce¹⁷⁶ through the Malaysia's Career Comeback Program.¹⁷⁷ The program offers women who have been on a career break for at least six months advisory services, learning workshops, and support on finding employment opportunities.¹⁷⁸ In 2018 and 2021, the Malaysian government mandated the implementation of a tax incentive in the form of an income tax exemption for women returning from a career break in an effort to encourage them to rejoin the workforce.¹⁷⁹

Information and Communications Technology to Address Digital Gender Gaps and Promote Women's Leadership in Public Administration

Though information and communications technology has always been important for the work of public administration, COVID-19 accelerated the use of digital technologies in governance, necessitating public administrators to use ICT in order to provide online services.¹⁸⁰ The COVID-

¹⁷⁰ <https://sustainabledevelopment.un.org/content/documents/15881Malaysia.pdf> (pp. 23-34)

¹⁷¹ <https://www.adb.org/sites/default/files/institutional-document/32552/women-malaysia.pdf> (p. xiv)

¹⁷² <https://www.adb.org/sites/default/files/institutional-document/32552/women-malaysia.pdf> (p. 49)

¹⁷³ <https://sustainabledevelopment.un.org/content/documents/15881Malaysia.pdf> (pp. 23-34)

¹⁷⁴ <https://www.adb.org/sites/default/files/institutional-document/32552/women-malaysia.pdf> (p. 39)

¹⁷⁵ <https://www.kpwkm.gov.my/kpwkm/index.php?r=portal/about&id=L0k5SGRaL3Q4T2REWmpxb2hMNUR3QT09>

¹⁷⁶ <https://sustainabledevelopment.un.org/content/documents/15881Malaysia.pdf> (p. 23)

¹⁷⁷ <https://www.kpwkm.gov.my/kpwkm/uploads/files/KenyataanMedia/PRESS%20STATEMENT%20WOMEN%20CAREER%20COMEBACK%20BY%20TALENTCORP.pdf>

<https://www.talentcorp.com.my/resources/press-releases/grant-launched-for-employers-to-recruit-women-returnees>
<https://www.talentcorp.com.my/careercomeback>

¹⁷⁸ https://www.talentcorp.com.my/clients/TalentCorp_2016_7A6571AE-D9D0-4175-B35D-99EC514F2D24/contentms/img/Documents/TalentCorp%20Profile_2022_web.pdf (p. 4)

¹⁷⁹ <https://www.ecoi.net/en/file/local/2072651/N2235052.pdf> (p. 10)

<https://www.talentcorp.com.my/initiatives/career-comeback-tax-exemption#:~:text=ARE%20YOU%20ELIGIBLE%3F,to%20taking%20a%20career%20break>

<https://www.talentcorp.com.my/initiatives/career-comeback-tax-exemption#:~:text=ARE%20YOU%20ELIGIBLE%3F,to%20taking%20a%20career%20break>

¹⁸⁰ Grinin, L., Grinin, A., & Korotayev, A. (2022). COVID-19 pandemic as a trigger for the acceleration of the cybernetic revolution, transition from e-government to e-state, and change in social relations. *Technological Forecasting & Social Change*, 175, 1-10. (pp. 2, 9)

19 pandemic has led many private companies and government administrations to shift their primary way of working from in-person to remote,¹⁸¹ which exposed digital gender gaps in many contexts. Despite digital literacy efforts having positive influences on e-government performance and effectiveness in some contexts, there still remains a digital gap among men and women, globally.¹⁸² These inequities contribute to an underrepresentation of women holding leadership and managerial positions in ICT, and little research to date considers gender and its role within e-government and public administration.¹⁸³ Extant research maintains that the implementation of ICT has increased in public administration throughout the last decade, yet ICT is not gender-neutral¹⁸⁴ nor is it managed by men and women, equally.¹⁸⁵ ICT, used to routinize and automate work processes, is often culturally associated with masculinity, and women often face challenges in ICT access and skill development.¹⁸⁶ According to UNDP, ICT training, coaching, and mentoring geared toward women are essential in bridging the digital divide and ensuring women are promoted to leadership positions.¹⁸⁷ The work of organizations such as the Feminist Observatory of the Internet can be critical in mitigating the gender digital divide in public administration and society at large.¹⁸⁸

¹⁸¹<https://www.oecd-ilibrary.org/docserver/1c258f55-en.pdf?expires=1664288130&id=id&accname=guest&checksum=1B6FD055149FEB729FE2D53F6C3E0446> (pp. 36-37)

¹⁸² Abdulkareem, A. K., & Ramli, R. M. (2020). Digital literacy and the performance of e-government: Evaluating the moderating role of gender as a demographic factor. *Asia Proceedings of Social Sciences*, 6(2), 112-116. (pp. 113, 115)

Hodžić, S., Ravšelj, D., & Alibegović, D.J. (2021). E-government effectiveness and efficiency in EU-28 and COVID-19. *Central European Public Administration Review*, 19(1), 159-180. (pp. 159, 175)

Androniceanu, A., & Georgescu, I. (2021). E-government in European countries, a comparative approach using the principal components analysis. *The NISPAcee Journal of Public Administration and Policy*, 14(2), 65-86 (p. 80)

¹⁸³ Figueroa-Domecq, C., Palomo, J., Flecha-Barrio, M. D., & Segovia-Perez, M. (2020). Technology double gender gap in tourism business leadership. *Information Technology and Tourism*, 22, 75-106. (p. 92).

Hernandez, M.G., Nesti, G., & Cucciniello, M. (2021). Introduction to the special issue on digital government and gender. *Information Polity*, 26. 109-113. (p. 110)

https://forum.generationequality.org/sites/default/files/2021-03/AC_Acceleration%20Plan.Final%20Draft%20%28March%2030%29_EN.pdf (pp. 41-42).

¹⁸⁴ Abdulkareem, A. K., & Ramli, R. M. (2020). Digital literacy and the performance of e-government: Evaluating the moderating role of gender as a demographic factor. *Asia Proceedings of Social Sciences*, 6(2), 112-116. (pp. 113, 115)

Figueroa-Domecq, C., Palomo, J., Flecha-Barrio, M. D., & Segovia-Perez, M. (2020). Technology double gender gap in tourism business leadership. *Information Technology and Tourism*, 22, 75-106. (p. 92).

¹⁸⁵ Hernandez, M.G., Nesti, G., & Cucciniello, M. (2021). Introduction to the special issue on digital government and gender. *Information Polity*, 26. 109-113.

¹⁸⁶ Feeney, M.K., & Fusib, K. (2021). A critical analysis of the study of gender and technology in government. *Information Polity*, 26. 115-129.

Seljan, S., Miloloza, I., & Pejic Bach, M. (2020). E-government in European countries: Gender and ageing digital divide. *Interdisciplinary Management Research*, 16, 1563-1584 (p. 1569)

Figueroa-Domecq, C., Palomo, J., Flecha-Barrio, M. D., & Segovia-Perez, M. (2020). Technology double gender gap in tourism business leadership. *Information Technology and Tourism*, 22, 75-106. (p. 90).

¹⁸⁷ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> p. 113

¹⁸⁸ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf>, pg. 120

While several governments (e.g. Israel¹⁸⁹) have adopted *measures to address digital gender gaps*, the research did not evidence many relevant policies to address digital divides in the public sector. Oman's National Digital Access Policy¹⁹⁰ and the National Digital *Oman* Initiative (e.oman)¹⁹¹ to advance women's digital literacy include training programs for government employees, of whom almost 50 per cent were women.¹⁹²

Remuneration to Promote Gender Equality in Public Administration

Inequality in pay wages between men and women exists in all countries, across all sectors.¹⁹³ In the United States, it was noted that, on average, women earn 77 cents to every dollar a man earns.¹⁹⁴ UN Women estimates that, in the absence of action to accelerate progress in closing the gender pay gap, it will not be until 2077 that women will be equally compensated.¹⁹⁵ Working towards pay equity in all sectors contributes to Sustainable Development Goal 5 “Achieve gender equality and empower all women and girls” as well as, “equal pay for work of equal value” of target 5 of Goal 8.¹⁹⁶ Closing the pay gap is also essential to ensuring women are afforded long-term economic security.¹⁹⁷ As the pay gap persists, it can result in long-term effects on the economic empowerment of women as insufficient wages during the “working years” can lead to older-age poverty.¹⁹⁸ Pay equity is particularly important in the public sector, as globally, it employs more women than the private sector.¹⁹⁹ Glass walls and glass ceilings are the invisible horizontal and vertical segregation that keep women in less powerful roles in public institutions. This contributes

¹⁸⁹ The National Digital Initiative addresses, the use of enabling technology to promote the empowerment of women <http://digital-israel.mag.calltext.co.il/magazine/83/pages/6> and https://planipolis.iiep.unesco.org/sites/default/files/ressources/israel_vnr_2019.pdf (pg. 109-110). <https://www.gov.il/BlobFolder/policy/1046/he/1046.pdf>

¹⁹⁰ <https://omannews.gov.om/topics/en/79/show/109839/ona#:~:text=The%20National%20Digital%20Access%20Policy%20in%20the%20Sultanate%20of%20Oman,all%20opportunities%20on%20ICT%20platforms>

¹⁹¹ https://tbinternet.ohchr.org/_layouts/15/treatybodyexternal/Download.aspx?symbolno=CEDAW%2fC%2fOMN%2f2-3&Lang=en (p. 27)

https://ita.gov.om/itaportal/Data/English/DocLibrary/FID2010921144034803/ITA_e.oman_eng_new.pdf (p. 9)

¹⁹² https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/CSW/64/National-reviews/Oman_En.pdf (p. 12)

¹⁹³ <https://www.unwomen.org/en/news/in-focus/csw61/equal-pay>

¹⁹⁴ <https://www.usnews.com/opinion/articles/2014/04/08/on-equal-pay-day-the-white-house-highlights-the-gender-wage-gap>

¹⁹⁵ <https://www.unwomen.org/en/news/in-focus/csw61/equal-pay>

¹⁹⁶ <https://unric.org/en/250-years-needed-to-bridge-the-pay-gap/>

¹⁹⁷ <https://www.unwomen.org/en/news/in-focus/csw61/equal-pay>

¹⁹⁸ <https://www.oecd.org/mcm/Implementation-OECD-Gender-Recommendations.pdf> (p. 42); https://www.oecd-ilibrary.org/sites/eba5b91d-en/index.html?itemId=/content/publication/eba5b91d-en&_csp=c4d781ebd7ae527d3e8f943290ceaa76&itemIGO=oecd&itemContentType=book

¹⁹⁹ <https://blogs.worldbank.org/governance/five-facts-gender-equity-public-sector>

to the pay gap and creates barriers to career advancement which keep women in lower-status positions with lower pay.²⁰⁰

Maldives, Israel, and Australia offer examples of *measures to enhance equal remuneration at the national level*.

Maldives' National Pay Policy Act,²⁰¹ established a National Pay Commission in 2016,²⁰² to create a set of professional standards and determine the salary and benefits given to public servants. Gender pay equity standards are also used by Israel and Australia. Israel's Committee on the Advancement of Women in the Civil Service developed guidelines which include criteria for setting salary standards in an effort to narrow discrepancies in salaries between women and men in the same position.²⁰³ The Israeli guidelines also require employers to report varied salary components to the Civil Service Commission (CSC), which not only improves transparency, but also helps the CSC supervise and narrow salary gaps.²⁰⁴ Similarly, as part of Australia's²⁰⁵ efforts to support policy implementation on gender equality in the public sector, the Workplace Equality Agency developed a Guide to Pay Equity.²⁰⁶ The primary purpose of the Australian Guide is to facilitate an understanding of what is meant by gender pay gaps as well as identify causes of gender pay gaps and establish goals, strategies, and actions to manage and improve gender pay equity.²⁰⁷ Beyond the Guide, Australia's Workplace Equality Agency also developed the pay gap calculator for employers to use when conducting pay gap audits and analysis.²⁰⁸ Similarly, as part of Israel's Worth the Same Project, the Salary Gap Calculator is a tool developed to analyze gender related

²⁰⁰ <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (p. 64); <https://www.oecd.org/mcm/Implementation-OECD-Gender-Recommendations.pdf> (p. 44)

²⁰¹ One of the purposes of this Act is to make provision for a set of professional standards, which may be relied upon or referred to (compared) by those with authority to determine the salary and benefit given to public servants. <https://www.finance.gov.mv/public/attachments/5jwjcwf0XXCuiqGuZ4OWvGy9nt2YjI5YykKIYJYL.pdf> (p. 3)

²⁰² National Pay Commission is a commission established by Act No.11/2016 (National Pay Policy Act) that shall determine a mandatory standard for the authorities to whom the Constitution has vested the powers of determining the salary and benefit of the public servants, and benefit given in resignation from or termination of employment or tenure of membership and to determine the salary and benefit, and benefit given in resignation from or termination of employment or tenure of membership of those determined by an Act of parliament. <https://www.finance.gov.mv/national-pay-commission>

²⁰³ https://unece.org/fileadmin/DAM/RCM_Website/Israel_English.pdf (p. 20)

²⁰⁴ https://unece.org/fileadmin/DAM/RCM_Website/Israel_English.pdf

²⁰⁵ https://www.unsw.adfa.edu.au/sites/default/files/documents/172084-Gender-Equality-Publication_171122.pdf

²⁰⁶ This guide was developed to assist in reporting matters under gender equality indicator three: and in meeting the WGEA Employer of Choice for Gender Equality criterion three, equal remuneration between women and men under the Workplace Gender Equality Act 2012. <https://www.wgea.gov.au/sites/default/files/documents/guide-to-gender-pay-equity.pdf> (p. 2)

²⁰⁷ <https://www.wgea.gov.au/sites/default/files/documents/guide-to-gender-pay-equity.pdf> (p. 2)

²⁰⁸ The gender pay gap [tools] were viewed more than 177,000 times in 2020-21 - a 9 per cent increase from the last financial year. The calculator's recently updated features include a simplified user interface and streamlined categories to align with the current reporting requirements. The Agency has received positive feedback about this resource from both public and private organizations. <https://www.wgea.gov.au/sites/default/files/documents/WGEA-annual-report-2020-21.pdf> (p. 12)

pay data.²⁰⁹ Nonetheless, the use of tools and guidelines remains contingent on awareness of the gender pay gap.²¹⁰

Conclusion of the Global Review of Legislation and Policy for Promoting Women's Access to Leadership Positions in Public Administration

Women's representation in decision-making positions in public administration is central to creating an equitable and effective public administration.²¹¹ Women in leadership positions can voice women's priorities and interests in the policy and decision-making processes.²¹² This report highlights legislation and policies that promote women's access to leadership positions in public administration in 15 pre-selected countries (see the section "Identification of Countries"). Examples of legislation and policy primarily emerge from the national level of government in each of the 15 countries, due to a lack of available information at subnational and local governments.²¹³

Innovative gender equality measures included in this report span across several policy focus areas including quotas, temporary special measures, measures to address stereotypes and gender roles in the workplace, workforce development, work-life balance, information communications and technology as well as measures to address digital gender gaps and discriminatory remuneration. (see Table 1 for a complete list of legislation and policies). Decentralization from the national to the subnational and local levels is an important dimension in advancing women's leadership and

²⁰⁹ "Worth the Same" Promoting Equal Pay is a three (3)-year project (2012-2015) to reduce gender pay gaps in the Israeli labor market. The main objectives of this Venture are: Developing knowledge of salary differences in Israel and abroad; increasing awareness of employers about the pay differences and the need to narrow them; coordinating collective action by employees by raising awareness and providing tools to cope with wage differences in workplaces; motivating policy-makers and the State authorities to effectively fight the pay differences in the market through legislative amendments and regulation that would allow increasing enforcement to prevent discrimination in pay and promote preventative enforcement; intensifying the public discourse on the matter of pay gaps, specifically among employers, employees and decision-makers.
https://tbinternet.ohchr.org/_layouts/15/TreatyBodyExternal/Download.aspx?symbolno=INT%2FCEDAW%2FADR%2FISR%2F27759&Lang=en (p. 44)

²¹⁰ Gender Salary Gaps Survey in 2015-2016, examined the prevailing perceptions and standpoints of employers regarding gender salary gaps. The survey revealed some challenges whose awareness is crucial in order to improve pay equality. For example, findings showed that 85 per cent of employers in the public and business sectors believe that there is no difference between a salary of a man and a woman and only 17 per cent of employers have examined if there are gender differences in the compensation levels in their workplace; this may explain the lack of awareness to the gender pay gaps. Though only 9 per cent of employers take active initiatives for reducing salary gaps, 56 per cent of employers noted commitment to gender equality as part of their organization's vision or its values and 81 per cent of employers indicated that they consider themselves as the responsible factor to narrow down salary differences.
https://tbinternet.ohchr.org/Treaties/CEDAW/Shared%20Documents/ISR/INT_CEDAW_ADR_ISR_27759_E.pdf (pp. 43-44)

²¹¹ https://www.undp.org/sites/g/files/zskgke326/files/migration/ao/UNDP_AO_UPitt_2021_Gender-Equality-in-Public-Administration-EN1.pdf (p. 19)

²¹² <https://www.oecd.org/mcm/Policy-Framework-for-Gender-Sensitive-Public-Governance.pdf> (p. 10)

²¹³ The GEPA report notes this lack of data at the subnational level and that inferences should not be made based on the national level data. <https://www.girl.pitt.edu/sites/default/files/undp-upitt-2021-gender-equality-in-public-administration-en3.pdf> (pp. 40, 167)

promoting gender equality in public administration. Decentralization policies can promote flexibility and create opportunities for women in public administration leadership roles.²¹⁴

Despite the innovative legislative and policy advances to promote women's access to leadership positions in public administration highlighted in this report, "wicked problems" for addressing gender inequality in public administration remain²¹⁵ including gender stereotypes that continue to stall progress toward gender equality. Stereotypes surrounding gender can significantly impact social norms,²¹⁶ behaviors, and structures, that in turn, lead to different levels of gender equality. Public policy can only go so far in promoting gender equality if inegalitarian attitudes, sexism, and misogyny persist in society.²¹⁷ Nevertheless, public policy plays a key role in the adoption and initiation of gender equitable practices and in promoting positive gender equality outcomes in society.²¹⁸ Public policies to promote women's representation and leadership in public administration are important for providing legislative and policy ground, securing political will, and incentivizing good practices for equity. Yet, such policies alone are not enough to drive transformative gender equality change.

Mainstreaming gender in a broader range of social and economic policies is critical for addressing the long-lasting structural barriers. Gender stereotypes in social norms also need to be changed for sustainable and fundamental changes. Ultimately, public administration can serve to promote gender equality and higher representation of women in decision-making positions. As such, conducting a self-assessment within public sector agencies to unveil gaps vis-a'-vis internationally agreed standards on gender equality and identify capacity needs to support remedial action are critical for gender equality progress and support the development of action plans and other initiatives that prioritize gender equality and promote women's career progression towards leadership positions in the public sector.

²¹⁴ Williamson, S. & Carson, L. (2019). Representations of new public management in Australian Public Service gender equality policies. *Equality, Diversity, & Inclusion*, 39(2), 235-250. (pp. 239)

²¹⁵ <https://link.springer.com/content/pdf/10.1057/s42214-020-00054-w.pdf>

²¹⁶ Social norms function as unspoken "rules of the game" governing societies' expectations and beliefs about what is and is not acceptable. Gender-related social norms guide stereotypes of men's and women's roles in society. Among these, restrictive masculinities are social constructs relating to rigid and inflexible notions, shared by both men and women, about how men should behave— an example being the idea that "men should have more rights to a job than women when jobs are scarce" (p. 48). <https://www.oecd.org/mcm/Implementation-OECD-Gender-Recommendations.pdf>.

²¹⁷ <https://www.oecd.org/mcm/documents/C-MIN-2017-7-EN.pdf> (p. 46)

²¹⁸ <https://www.oecd.org/mcm/Implementation-OECD-Gender-Recommendations.pdf> (p. 48)

Appendix A: List of 15 Countries Included in Analysis by UNDP Region

<i>Central & South Eastern Asia</i>	<i>Eastern & South Eastern Asia & Oceania</i>	<i>Europe & North America</i>	<i>Latin America & the Caribbean</i>	<i>North Africa & Western Asia</i>	<i>Sub-Saharan Africa</i>
Maldives	Australia	Latvia	Dominican Republic	Israel	Lesotho
Sri Lanka	New Zealand	Lithuania	Chile	Oman	Namibia
	Malaysia	Sweden		United Arab Emirates	

Table 1: Summary of Legislation and Policy from 15 Country Sample Promoting Women's Leadership in Public Administration

Policy Focus	Legislation or Policy Type	Country
Measures to Promote Gender Parity in Public Administration	Quotas ²¹⁹	Malaysia
Measures to Promote Gender Parity in Public Administration	Quotas ²²⁰	Namibia
Gender Stereotypes in the Workplace	Awareness Raising Campaign ²²¹	Australia
Gender Stereotypes in the Workplace	Awareness Raising Campaign ²²²	Latvia
Gender Stereotypes in the Workplace	Women and LGBTQIA+ Employment Action Plan ²²³	New Zealand
Gender Stereotypes in the Workplace	Accommodations for SOGIE Identities ²²⁴	Sweden
Gender Stereotypes in the Workplace	Guidelines ²²⁵	UAE
Workforce Development	Training Incentive Allowances ²²⁶	New Zealand

²¹⁹ <https://www.ecoi.net/en/file/local/2072651/N2235052.pdf>

²²⁰ <https://mgepesw.gov.na/documents/792320/918990/NATIONAL+GENDER+PLAN+OF+ACTION+2010-2020.pdf>

²²¹ <https://www.oecd.org/mcm/documents/C-MIN-2017-7-EN.pdf>

²²² <https://hlpf.un.org/sites/default/files/vnrs/2022/VNR%202022%20Latvia%20Report%202.pdf>

²²³ <https://women.govt.nz/documents/te-mahere-whai-mahi-w%C4%81hine-women%E2%80%99s-employment-action-plan-2022>

²²⁴ <https://www.government.se/492c36/contentassets/fc115607a4ad4bca913cd8d11c2339dc/handbook---swedens-feminist-foreign-policy---english.pdf>

²²⁵ <https://www.oecd.org/gov/gender-balance-guide-uae-2017.pdf>

²²⁶ <https://women.govt.nz/documents/te-mahere-whai-mahi-w%C4%81hine-women%E2%80%99s-employment-action-plan-2022>

Workforce Development	E-Training Workshops ²²⁷	Sweden
Workforce Development	Gender Coaches ²²⁸	Sweden
Work-life Balance	Flexible by default ²²⁹	Australia
Work-life Balance	National Childcare Facilities ²³⁰	Dominican Republic
Work-life Balance	Post Parental leave ²³¹	Israel
Work-life Balance	Expansive Family Leave Policy ²³²	Lithuania
Work-life Balance	Flexible Work Arrangements ²³³	Lithuania
Work-life Balance	Tax Incentive ²³⁴	Malaysia
Work-life Balance	Career Stream Support ²³⁵	Malaysia
Work-life Balance	Breastfeeding in the Workplace ²³⁶	UAE
Work-life Balance	Flexible work Arrangements ²³⁷	UAE

²²⁷https://www.government.se/49700e/contentassets/9992f701ab40423bb7b37b2c455aed9a/utrikesforvaltningens-handlingsplan-for-feministisk-utrikespolitik-2021_eng.pdf

²²⁸<https://www.government.se/492c36/contentassets/fc115607a4ad4bca913cd8d11c2339dc/handbook---swedens-feminist-foreign-policy---english.pdf>

²²⁹<http://publicservice.govt.nz/assets/DirectoryFile/Action-plan-2018-2020-Eliminating-the-Public-Service-Gender-Pay-Gap.pdf>

²³⁰https://tbinternet.ohchr.org/_layouts/15/treatybodyexternal/Download.aspx?symbolno=CEDAW%2fC%2fDOM%2f6-7&Lang=en

²³¹ https://unece.org/fileadmin/DAM/RCM_Website/Israel_English.pdf

²³² https://hlpf.un.org/sites/default/files/vnrs/2021/19673VNR_Lithuania_EN_updated.pdf

²³³ https://hlpf.un.org/sites/default/files/vnrs/2021/19673VNR_Lithuania_EN_updated.pdf

²³⁴ <https://www.ecoi.net/en/file/local/2072651/N2235052.pdf>

²³⁵https://www.talentcorp.com.my/clients/TalentCorp_2016_7A6571AE-D9D0-4175-B35D-99EC514F2D24/contentms/img/Documents/TalentCorp%20Profile_2022_web.pdf

²³⁶https://tbinternet.ohchr.org/_layouts/15/treatybodyexternal/Download.aspx?symbolno=CEDAW%2fC%2fARE%2f4&Lang=en

²³⁷https://tbinternet.ohchr.org/_layouts/15/treatybodyexternal/Download.aspx?symbolno=CEDAW%2fC%2fARE%2f4&Lang=en

ICT/Digital Divide	National Digital Policy ²³⁸	Israel
ICT/Digital Divide	National Digital Machinery ²³⁹	Israel
ICT/Digital Divide	Digital Literacy Training ²⁴⁰	Latvia
ICT/Digital Divide	Digital Literacy Training ²⁴¹	Oman
ICT/Digital Divide	National Digital Initiative ²⁴²	Oman
Remuneration	Guiding Principles for Pay Equity ²⁴³	Australia
Remuneration	Guiding Principles for Pay Equity ²⁴⁴	Israel
Remuneration	Salary Pay Gap Calculator ²⁴⁵	Israel
Remuneration	National Pay Policy Act ²⁴⁶	Maldives

²³⁸<https://planipolis.iiep.unesco.org/en/2019/implementation-sustainable-development-goals-national-review-israel-2019-7328>

²³⁹ <https://planipolis.iiep.unesco.org/en/2019/implementation-sustainable-development-goals-national-review-israel-2019-7328>

²⁴⁰ <https://hlpf.un.org/sites/default/files/vnrs/2022/VNR%202022%20Latvia%20Report%202.pdf>

²⁴¹https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/CSW/64/National-reviews/Oman_En.pdf

²⁴²https://tbinternet.ohchr.org/_layouts/15/treatybodyexternal/Download.aspx?symbolno=CEDAW%2fC%2fOMN%2f2-3&Lang=en

²⁴³ <https://www.wgea.gov.au/sites/default/files/documents/guide-to-gender-pay-equity.pdf>

²⁴⁴ https://unece.org/fileadmin/DAM/RCM_Website/Israel_English.pdf

²⁴⁵https://tbinternet.ohchr.org/Treaties/CEDAW/Shared%20Documents/ISR/INT_CEDAW_ADR_ISR_27759_E.pdf

²⁴⁶ <https://www.finance.gov.mv/public/attachments/5jwjcwf0XXCuiqGuZ4OWvGy9nt2YjI5YykKIYJYI.pdf>

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