WORKSHOP 1 - Gender-inclusive Leadership and Public Sector Innovation for Sustainable Development: Empowering Women Leaders for Future-ready Public Administration

United Nations Public Service Forum 2024

24-26 June 2024

Workshop 1 - Session 3: Strategies for Advancing Gender Equality in Public Administration

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Gender Equality in Public Administration: Why is it a priority?

Women have the **right to participate** in decision-making

Universal Declaration of Human Rights, Beijing Platform for Action, ECOSOC, UNDP Gender Equality Strategy

PA should be **representative** of society and tap into the **full potential** of the workforce

Women's **equal** participation in decision-making including in PA **contributes to development**

Source GIRL@Pitt & UNDP GEPA

GEPA: Dimensions and importance of gender-inclusive decision-making in Public Administration

What are the Dimensions of Gender-Inclusive Decision-Making in Public Administration?

Greater representation of women from diverse backgrounds in decision-making positions

Gender-sensitive approach to data collection, analysis, and response

Making decisions in ways that are sensitive to gender (both processes and outcomes)

Why Does Gender-Inclusive Decision-Making in Public Administration Matter?

Asserts women's right to participate in public life

Sends powerful signals to other institutions and to individuals in society

Takes both women's and men's interests and perspectives into consideration

Improves the quality of decision-making processes and outcomes

Source: Gender Inequality Research Lab (GIRL) at the University of Pittsburgh.

Gender Equality in Public Administration GEPA initiative

RESEARCH

- 2014 Global GEPA Report
- 2015-2022: UNDP-GIRL at University of Pittsburgh collaboration
- 2021 Global GEPA Report

CUSTODIANSHIP OF SDG16.7.1b

- The proportions of positions (by sex, age, persons with disabilities and population groups) in public service

COUNTRY SUPPORT

- OECD-UNDP GEPA tool, 2015 (Myanmar & Pakistan)
- Gender Equality Seal for Public Institutions Program

UNDP-OECD GEPA FRAMEWORK

This framework guided the DESA UNDP project country analyses

Produces a comprehensive assessment of GEPA national/sub-national level

Aims to identify gaps, barriers and opportunities for effective gender equality policies and practices in public institutions

Provides evidence-based recommendations for system-wide GEPA action

Offers assistance and support to governments for creating roadmaps to mainstream gender equality in public institutions

KEY ISSUES COVERED BY GEPA METHODOLOGY

- Institutional framework, resources and **policy coherence**
- **Strategies and policies** for gender equality
- **Implementation and coordination** mechanisms
- Public **consultations**
- **Accountability**, monitoring and evaluation
- Gender **analysis** (impact assessment)

- Participation and **leadership**
- **Recruitment**
- **Career stream**
- **Remuneration**
- **Work-life balance**
- **Workplace harassmen**t

PUBLICLY AVAILABLE SEX-DISAGGREGATED DATA IS NECESSARY FOR EVIDENCE BASED POLICYMAKING

To identify gender gaps in public institutions

To analyze glass walls

To analyze glass ceilings

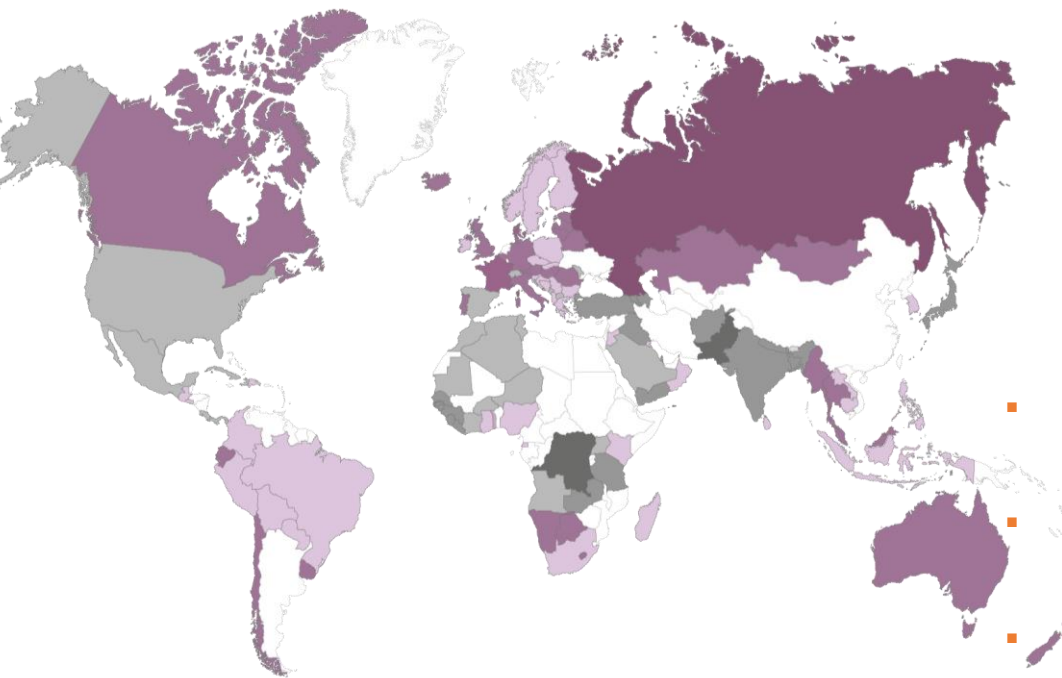To develop SMART indicators for measuring progress

For accountability and transparency

To address these gaps with intentional policy

To remain committed to SDGs

Source *Gender Inequality Research Lab (GIRL) at the university of Pittsburgh*

Percentage of Women Employees in Public Administration

Percentage of Women Senior Managers in Public Administration

- Ranges from **1%** to **54% women vs. 99%** to **48% men**

- Average: **30% women/70% men**

- **5 countries** exceed **50% women, 132** exceed **50% men**

- Average: **46% women vs. 52% men**

- **32%** of countries at or near **gender parity**
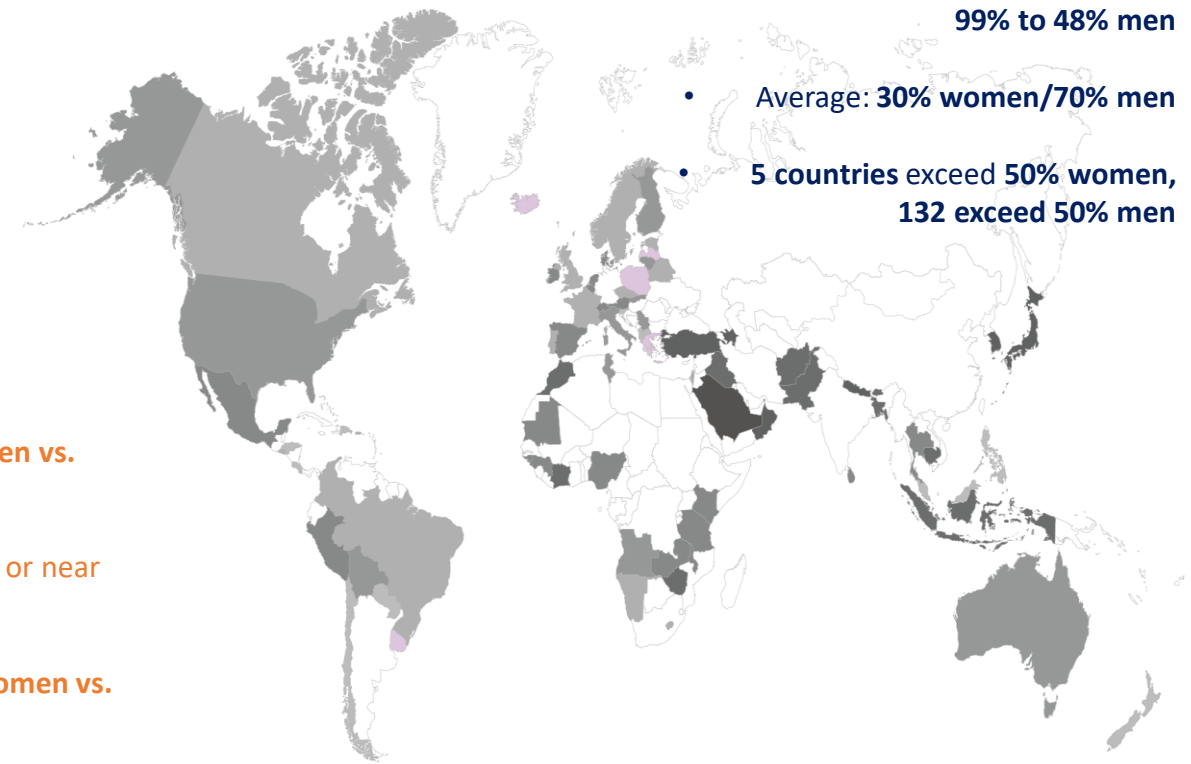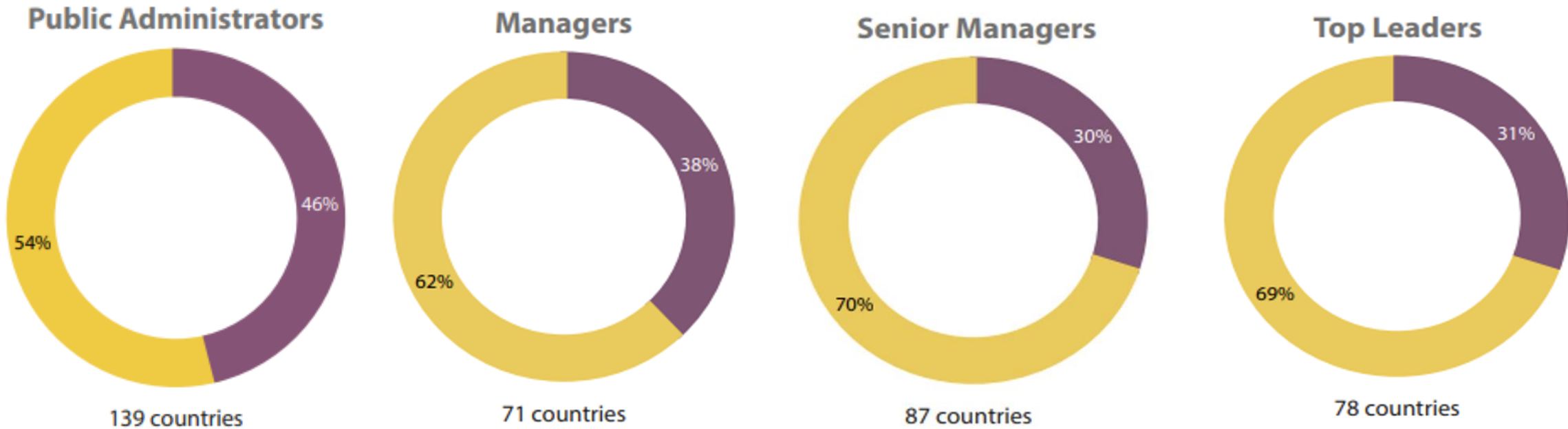
- From **6%** to **77% women vs. 94%** to **27% men**

Legend: < 10% | 10-29% | 30-44% | 45-54% (Gender Parity) | 55-69% | 70%+

0% — 50% — 70%

139 countries.
Source: 2021 Global Gender Equality in Public Administration Report, UNDP
University of Pittsburgh

GENDER GAP IN PARTICIPACION IN PUBLIC ADMINISTRATION

Public Administrators — 54% / 46% — 139 countries

Managers — 62% / 38% — 71 countries

Senior Managers — 70% / 30% — 87 countries

Top Leaders — 69% / 31% — 78 countries

Percentage of Men — Percentage of Women

Source: 2021 Global Gender Equality in Public Administration Report, UNDP
University of Pittsburgh

WOMEN IN DECISION-MAKING POSITIONS ACROSS DIFFERENT POLICY AREAS IN PUBLIC ADMINISTRATIONS

Gender Parity

Policy Area	%
Women's Issues	63%
Health	57%
Education	52%
Social Issues	51%
Labour & Social Security	46%
Commerce and Industry	42%
Finance	41%
Culture	41%
Science, Technology, Engineering and Mathematics	41%
Foreign Relations	40%
Planning	38%
Executive Operations	38%
Housing and Regional Development	38%
Defence	36%
Justice and Public Security	35%
Environmental Protection	33%
Natural Resources	33%
Information and Communications	33%
Agriculture	33%
Public Works and Transportation	29%

Source: 2021 Global Gender Equality in Public Administration Report, UNDP &University of Pittsburgh

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GEPA REPORT: SEX-DISAGGREGATED DATA FOR EVIDENCE BASED POLICYMAKING

When we have good quality data:

- gender gaps become visible

- policy options become attainable

Globally, 36% of decision makers in economic and finance ministries are women while 64% are men.

WHEN SEX-DISAGREGATED DATA EXISTS ACROSS DECISION-MAKING LEVELS AND ACROSS POLICY AREAS:
**For example, Economic and Finance Ministries**

Source *Gender Inequality Research Lab (GIRL) at the university of Pittsburgh*

*The global data is taken from an average of decision making data from OECD, LAC, Asia-Pacific, Arab States, and Africa.

WE CAN VISUALIZE and COMPARE: MAKES LEARNING FROM GOOD PRACTICES POSSIBLE (But too few countries make such data publicly available!)

SHARE OF WOMEN EMPLOYEES IN ECONOMIC & FINANCE MINISTRIES

- ECIS: 66
- OECD: 58
- Africa: 52
- LAC: 48
- Asia-Pacific: 35

Legend: 50%+ / 40-49% / 30-39% / Under 30%

% women employees in economic and finance ministries
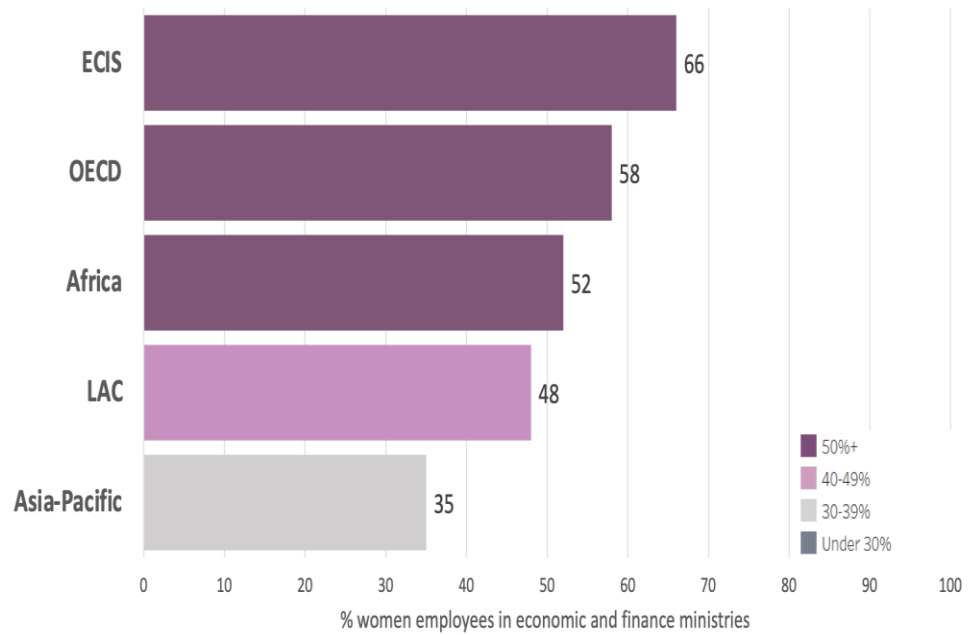
Note: Regional Break Down of Participation Level Data
OECD
- Data from Spain, Sweden, US, & New Zealand (2021-23)

LAC
- Data from Chile, Colombia, Guatemala, Dominican Republic, Uruguay, Brazil, Paraguay, & Argentina (2019-2-24)

Asia-Pacific
- Data from Thailand, Myanmar, Philippines, Bhutan, Laos, Bangladesh, Afghanistan, & Pakistan (2020-22)
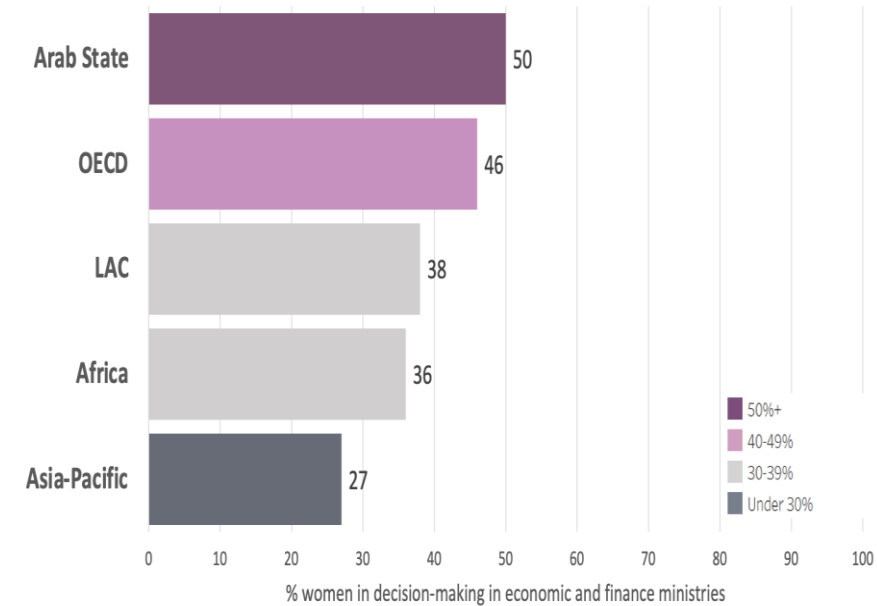
Arab States
- No Data Found

Africa
- Data from South Africa, Cabo Verde, Sao Tome, & Ghana (2019-2022)

ECIS
- Armenia (2022)

SHARE OF WOMEN IN DECISION MAKING IN ECONOMIC & FINANCE MINISTRIES

- Arab State: 50
- OECD: 46
- LAC: 38
- Africa: 36
- Asia-Pacific: 27

Legend: 50%+ / 40-49% / 30-39% / Under 30%

% women in decision-making in economic and finance ministries

Note: Regional Break Down of Decision Making Level Data
OECD
- Data from UK, US, & New Zealand (2021-23)

LAC
- Data from Colombia & Argentina (2022)

Asia-Pacific
- Data from Thailand, Myanmar, Bangladesh, Afghanistan, Pakistan, & Cambodia (2019-22)

Arab States
- Data from Tunisia (2023)

Africa
- Data from Sao Tome, Cote d'Ivoire, Mauritius (2020-22)

ECIS
- No data found

Source *Gender Inequality Research Lab (GIRL) at the university of Pittsburgh*

Anchored into the **2030 Development Agenda**

- **Indicator 16.7.1b:** measures the proportionality of women's representation at all levels of the public service [proportions of positions (by age group, sex, persons with disabilities and population groups) in public institutions (national and local), including the public service, compared to national distributions.]

- Transparency is an important pillar of accountability and is strengthened with gender-disaggregated data.

Resource Policies and Practices to Encourage Gender Equality and Parity in Leadership Positions

Recruitment

Retention & Promotion

Leadership Training & Capacity Building

Work-Life Balance Policies

Workplace Harassment Protection

Promoting the presence and leadership of women within public institutions

Project timeline: 2022 - 2024

Budget: $750,000 contributed by the Government of Italy

URL:
https://publicadministration.desa.un.org/projects/building-capacities-promoting-presence-and-leadership-women-within-public-institutions

Implementing partners

UN Department of Economic and Social Affairs through the Division for Public Institutions and Digital Government (UN DESA/DPIDG) is partnering with:

- UN Development Programme
- UN Economic Commission for Africa
- UN Economic and Social Commission for Asia and the Pacific
- RCOs and UNCTs
- UN Women

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Promoting the presence and leadership of women within public institutions
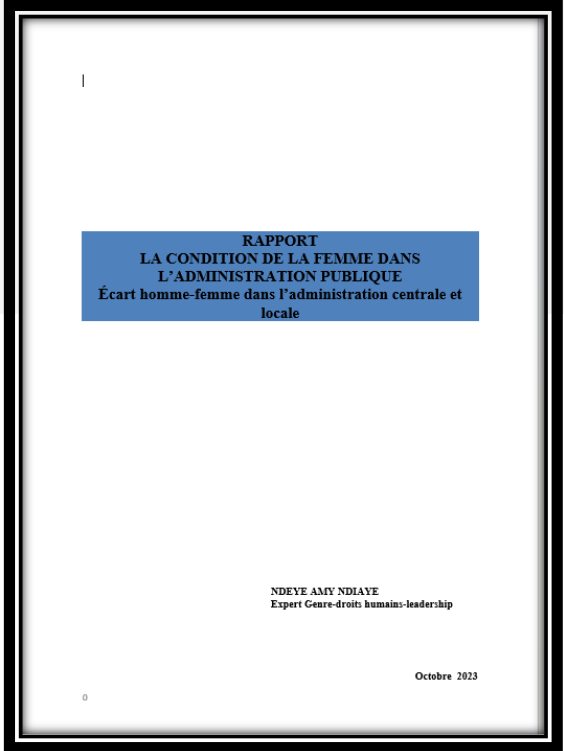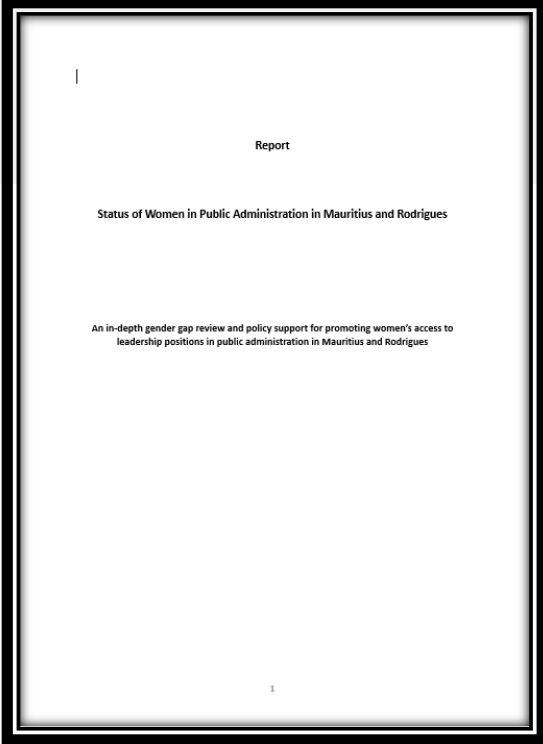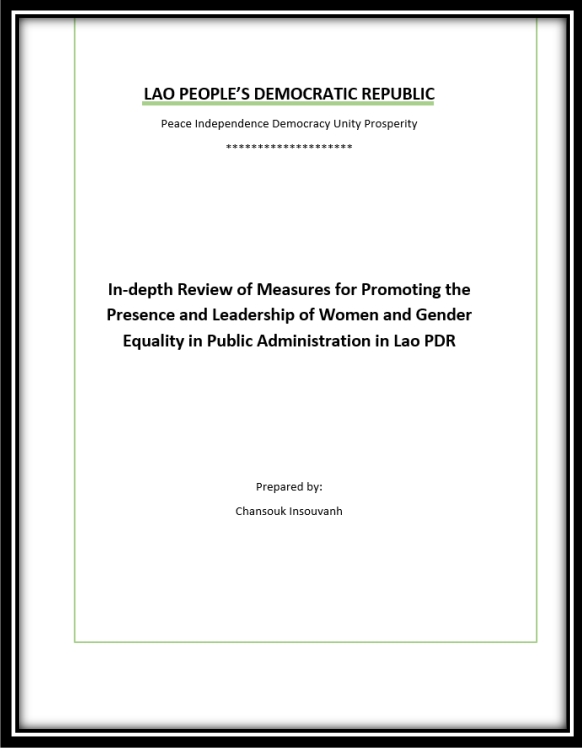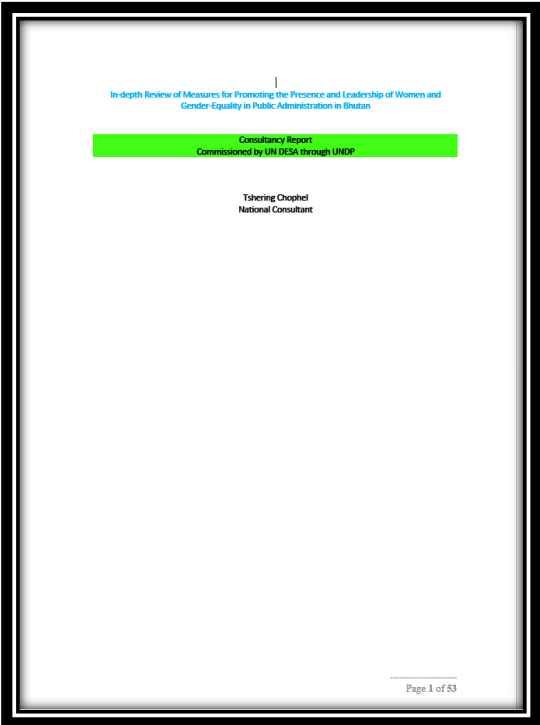
Project objectives:

- Support the development of an **action plan** to prioritize gender equality in PA at the national and local levels and promote women's career progression to leadership positions in the public sector.

- Stimulate knowledge transfer to enhance awareness across governments

Target Countries: Bhutan, Lao People's Democratic Republic, Mauritius, and Senegal
Partnering Countries: Cambodia, Sierra Leone, Solomon Islands, Vanuatu, and Zambia

National reviews in project countries

LAO PEOPLE'S DEMOCRATIC REPUBLIC

Peace Independence Democracy Unity Prosperity

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In-depth Review of Measures for Promoting the Presence and Leadership of Women and Gender Equality in Public Administration in Lao PDR

Prepared by:

Chansouk Insouvanh

Report

Status of Women in Public Administration in Mauritius and Rodrigues

An in-depth gender gap review and policy support for promoting women's access to leadership positions in public administration in Mauritius and Rodrigues

RAPPORT
LA CONDITION DE LA FEMME DANS L'ADMINISTRATION PUBLIQUE
Écart homme-femme dans l'administration centrale et locale

NDEYE AMY NDIAYE
Expert Genre-droits humains-leadership

Octobre 2023

Consistency of strategic action with national review findings

Strategic effectiveness hinges on insights derived from national reviews and gap analyses

Component 1

Institutional and Policy Framework

National review and gap analysis	Examples of strategies
• Gender **parity law provisions** do not extend to the civil service. • Lack of **coordination** across the national gender machinery. • Lack of **resources**, and **institutional independence**. • Weak **accountability mechanisms** of gender mainstreaming at the **national** and subnational levels. • Weak role of **gender focal points** (GFPs) due to lack of functional authority and resources	• **Revise civil service law** (e.g. special focus on recruitment policies to increase women's participation and leadership). • Develop a **bill** to **institutionalize parity** in public administration. • Establish a **national inter-governmental committee** through an executive order to oversee gender equality initiatives at the national and subnational levels • Develop a **common gender action plan** to promote women in all areas of decision-making for local authorities • Appoint **GFPs** by an executive order from the Cabinet to institutionalize their responsibilities in all public agencies.

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16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Component 2

Human Resource Policies and Practices

National review and gap analysis	Examples of strategies
• **HR** gender-blind **measures**. • Grey areas in the **implementation of HR policies** (e.g. promotion requirements, performance evaluation system not based on gender-differentiated needs). • No **gender pay gap** by rules, but a *de facto* gap due to unequal opportunities availed by women and men for promotion, placements and travel. • Limited, leadership/ mentorship **training opportunities**. • Lower training opportunities at the **subnational level**.	• Implement **temporary special measures** to accelerate recruitment of women in leadership positions. • Make **GFPs** mandatory members of HR/departmental committees. • Establish a **male-female rotating presidency** within recruitment committees. • Conduct an **audit of human resources practices** at the national and subnational level engaging gender units in each ministry. • Mainstream **gender equality training** into the curricula of all civil service training. • Prioritize **participation of women** in leadership training. • Develop a **manual on sexual harassment** in the workplace.

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Component 3

Evidence and Data-Based Analysis and Monitoring of Progress

National review and gap analysis	Examples of strategies
• Lack of **sex-disaggregated data** • Lack of **mechanisms to track and report** on gender equality in public agencies. • Lack of **monitoring parity** at decision-making levels. • Lack of **analysis of data** to identify gender gaps. • Lack of statistical **data on sex discrimination** in the workplace including **sexual harassment**.	• Implement civil service gender equality **monitoring systems**. • Establish a **national gender database** system for sex-disaggregated data across all ministries including decision-making positions, at the national and subnational levels (partnership with national statistics agency). • Establish a **national performance management programme** that monitors gender equality performance. • Build the **capacity of statistical units** in each ministry to collect, analyze and share gender data. • Make **data on sex-based discrimination** in the workplace available annually

5 GENDER EQUALITY

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Thank you!
Merci!

Q&A:

1. What are the **essential components** of successful policy development and institutional reforms necessary for advancing gender equality in public administration? How can these be **tailored** to suit diverse contexts and challenges?

2. How can **monitoring mechanisms** be effectively designed and integrated into planning and implementation processes to ensure sustainable progress toward gender equality in public administration?