



**United
Nations**

Department of
Economic and
Social Affairs

5 GENDER
EQUALITY



16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



Gender Action Plans for Public Administration: Getting Them Right

Promoting the Presence and Leadership of Women in Public Institutions at the National and Local Levels in Asia and the Pacific
Regional Workshop, 22-25 April, 2024, Bangkok, Thailand

CONTEXT: GENDER EQUALITY ACTION PLANS

- Gender equality action plans are **whole of government concrete strategies** developed to address gender gaps through institutional steps and resources.
- Gender equality action plans are **results-oriented**. They start with a priority list of actions directed at specific gender gaps; identify institutional partners and champions; acknowledge required institutional capacities and resources; suggest a timeline for realizing activities and outputs; and include a monitoring plan and an accountability matrix to monitor their implementation.
- Gender equality action plans are effective when they are **validated through institutional partnership** prior to implementation and when they **include regular and transparent reporting** and sharing of milestone activity assessments.

GENDER EQUALITY ACTION PLAN in PUBLIC ADMINISTRATION

Through a gender equality action plan for public administration, governments can:

- **integrate** gender equality principles, policies, regulations and mechanisms to attain and maintain gender parity in public administration
- **address** discriminatory institutional practices and norms
- **develop** institutional mechanisms for implementation, monitoring and long-term sustainability of gender equality initiatives at the national and subnational levels

GENDER EQUALITY ACTION PLAN in PUBLIC ADMINISTRATION

Adopted by governments, gender equality action plans are expected to:

- i. **Set** the long-term vision for gender-equal governance and short-term objectives and **align** them with national and international commitments on gender equality
- ii. **Identify key priorities** (e.g., prioritizing areas where gender disparities are most prevalent, such as recruitment, retention, and career progression; national and sub-national disparities, etc.) and objectives with action lines
- iii. **Mobilize national capacities and resources** by identifying champions, advocates and allies
- iv. **Develop** institutional and budgetary commitments by action line
- v. **Define** measurable indicators and targets for monitoring progress
- vi. **Prioritize** accountability for outcomes and transparency for monitoring and evaluation
- vii. **Promote** knowledge sharing and learning

CHECKLIST OF ACTIONS

- Consultation and validation prior to design
- Long-term vision and short-term objectives
- Key priorities aligned with action lines
- Institutional responsibilities and budgetary commitments
- Indicators of success and monitoring plan
- Mechanisms for accountability and transparency
- Mechanisms for sustainable knowledge building and sharing

Consultation and Validation Process Prior to Design

- The planning and design of a gender equality action plan for public administration should be through a **participatory, inclusive** and **consultative process**.
- The process should identify and involve **key stakeholders**, including public administration employees of different levels from different institutions at the national and subnational levels as well as members of civil society.
- A multistakeholder consultative process will help ensure that the plan is tailored to the **specific country context** and is in line with the [2030 Agenda for Sustainable Development](#).

Identifying Short-Term Goals Based on a Long-Term Vision

A Gender Equality Action Plan for Public Administration that is focused on increasing women's access to leadership positions

1. **Develops** a priority list of actions that are accepted and validated by stakeholders
2. **Aligns** these actions with specific national and international commitments

EXAMPLE: [New Zealand Public Service Action Plan 2021-2024](#)

Key Priorities with Action Lines

A Gender Equality Action Plan for Public Administration requires participants from relevant government agencies at the national and sub-national levels to:

1. **Discuss** priority areas where gender disparities are most prevalent (e.g., recruitment, leadership training etc.)
2. **Develop** objectives defined with action items and time lines
3. **Discuss** and **identify** and **address** gender biases and institutional stereotypes within the institutional culture and practices through measures supporting women's career progression

Institutional Responsibilities and Budgetary Commitments

A gender equality action plan for public administration requires a realistic implementation framework and timeline that

- i. Creates** a detailed implementation plan with clear actions, policies, regulations, responsibilities, timelines, and milestones at the national and subnational levels
- ii. Assigns** specific roles and responsibilities to individual units or departments involved in implementation
- iii. Develops** a monitoring and evaluation framework to track progress and identify areas for improvement at the national and subnational levels
- iv. Sets out** the key risks to be managed while implementing the action plan
- v. Makes** provisions for reviewing and adjusting the plan periodically to reflect changing needs and priorities

Indicators of Success for Monitoring Progress

To ensure **gender equality action plans for public administration** remain accountable and transparent, key stakeholders should develop indicators and targets, and make sure they are aligned with the specific needs of the country and aligned with the efforts towards the [2030 Agenda for Sustainable Development](#). To that effect:

- i. **Decide** on country and level-specific measurable targets of success based on identified objectives (see slide 12, point ii)
- ii. **Agree** on types and frequency of data necessary for monitoring and evaluation
- iii. **Focus** on capacities and requirements at the national and subnational level

Mechanisms for Accountability and Transparency

Accountability frameworks and reporting mechanisms at the national and subnational levels are necessary to realize the actions identified in the gender action plans in public administration. These mechanisms

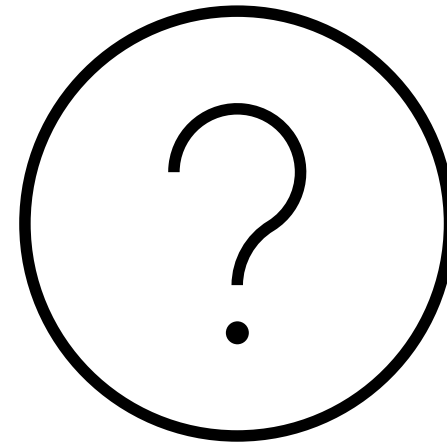
- i. **Identify** public sector leaders who are accountable for implementation and focal points to oversee the collection of gender-disaggregated data and analysis
- ii. **Establish** measures to ensure leaders and employees are held to account
- iii. **Develop** accountability mechanisms at different levels of governance to effectively withstand challenges such as the departure of focal points within the government
- iv. **Create** partnerships with stakeholders to support public organizations' monitoring of the implementation of the action plan
- v. **Establish** means and schedule to communicate progress analysis to stakeholders
- vi. **Make** progress reports publicly available and accessible

Mechanisms for Sustaining and Sharing Knowledge

Once created and implemented, **Gender Action Plans** can be integrated into regularized training and knowledge sharing platforms.

1. Civil Service Orientation Trainings
2. Gender Equality Sensitivity Trainings
3. Managerial and Leadership Trainings
4. Mentoring Opportunities

What does a Gender
Action Plan Look Like?



Potential Template for Gender Action Plans

LONG-ERM VISION: 2030 SDGs

SHORT- TERM GOAL: By 2028 the proportion of women in leadership positions in civil service in XXX increases to 40 percent (from baseline of 20% in 2024)

No	ACTION	INDICATOR	MEANS OF VERIFICATION	TIMEFRAME	RESPONSIBLE AGENCY	RESOURCES REQUIRED	REQUIRED BUT MISSING CAPACITIES
I	INSTITUTIONAL	AND POLICY	FRAMEWORK				
II	HR POLICY AND	PRACTICE					
III	EVIDENCE AND	DATA BASED	ANALYSES				



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