



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



**United
Nations**

Department of
Economic and
Social Affairs



United Nations Public Service Forum 2024

24-26 June 2024

Workshop 1 - Session 5: Key Messages for the UNPSF Report

Ms. Müge Finkel, University of Pittsburgh

Insights and Conclusions Thus Far

Advancing gender-inclusive and gender-equal leadership in public administration for sustainable development requires three key pillars:

1. Comprehensive institutional frameworks at the national and subnational levels
2. Gender-responsive human resource policies
3. Data-driven policymaking to address gender-gaps

1. Institutional Framework

- National gender equality policy framework needs to be aligned with international commitments; and intentionally integrated into public administration strategies and policies
- Gender equality mainstreaming with a focus on women's access to leadership roles should be prioritized across all public institutions at the national and subnational levels
- Such institutional and policy commitments include:
 - **Enhanced responsibilities, resources and accountability of gender machinery; increased awareness** of those responsibilities among civil servants across all public institutions at the national and subnational levels; and **strengthened coordination** within gender machinery across public institutions (possibly through inter-governmental committees)
 - **Certification processes** through initiatives like the **Gender Equality Seal for Public Institutions** further validates these efforts and promotes gender-responsive service delivery

2. Human Resource Policies

- Human Resource Policies and Practices need to be critically analyzed from a gender perspective to identify discriminatory practices in public service and eradicate conscious or unconscious biases (i.e., gender-blind human resource policies and practices related to promotion, retention, parental leave, and access to leadership training opportunities etc.)
- Such Human Resource policy commitments include:
 - **Adoption** of appropriate **temporary special measures**, including **numerical targets** and **gender quotas**, focusing on gender gaps in leadership roles
 - **Mainstreaming gender equality training** into civil service curricula, including all civil service orientation and on-boarding processes and managerial trainings
 - **Conducting public service climate surveys** and **public servants' perceptions surveys** to identify and address gender specific obstacles to women's promotion to leadership roles
 - **Addressing work-place harassment**

3. Data-Driven Policymaking

- High quality sex-disaggregated data is necessary for evidence-based analyses of gender gaps across public administration at the national and subnational levels, and for effective monitoring mechanisms to track progress
- Such commitments to Data-Driven Policymaking include:
 - **Establishing national data systems** to centralize collection and reporting of gender-disaggregated public administration data (by sector, by decision-making position, etc.)
 - **Implementing monitoring systems** that systematically and publicly reports on gaps and progress towards gender equality in public administration
 - **Enhancing data collection capacities and resources** across ministries to inform policy decisions and ensure accountability
 - **Improving** inter-agency coordination and sharing of data across national and subnational levels

Exemplary Commitments from Gender Equality Action Plans from Project Countries

1. Commitments to Institutional Framework

BHUTAN

- Establishing a national inter-governmental committee on gender mainstreaming and promotion of gender equality in public agencies to oversee gender equality initiatives at the national and sub-national levels through an executive order (Projected Timeline: 2025-28)

LAO PDR

- Revision of *Law on Civil Servants, Decree on Staff Capacity Development and Law of Gender Equality* with a special focus on recruitment policies to increase women's participation and leadership in civil service (Projected Timeline: 2025-26)

MAURITIUS

- Developing a common gender action plan to promote women in all areas of decision-making for local authorities with collaboration of the Association of Urban Authorities and Association of District Council

SENEGAL

- Establishing robust legal frameworks including representation quotas and securing political will

2. Commitments to HR Policies and Practices

BHUTAN

- Mainstreaming gender equality training into the curricula of all civil service training including pre-service training and orientations for new recruits and managerial trainings; providing focused training to GFPs on GEPA strategies and making them mandatory members of departmental committees (Projected timeline: 2025-26)

LAO PDR

- Setting specific targets for promotion of female civil servants to leadership positions (25-30% in Director General positions by 2030); prioritizing women's participation in leadership training courses, especially in technical leadership and political theory training, which are key requirements for career advancement (Projected timeline: 2024 onward)

MAURITIUS

- Building the capacity of women in executive managerial/leadership skills for women and providing role models of women in leadership roles

SENEGAL

- Providing mentorship and skills development programs targeting female civil servants

3. Commitments to Data-Based Policymaking

BHUTAN

- Implementing Civil Service Gender Equality Monitoring Systems (GEMS) (Projected timeline: 2026-29)
- Improving civil service statistics with gender disaggregated data by agency and by position at the central and local levels (Projected timeline: 2025-28)
- Making gender-based discrimination in the workplace data available annually (Projected timeline: 2027-29)

LAO PDR

- Establishing a national gender database system for sex- disaggregated data that includes decision-making positions across all ministries at the national and subnational levels (Projected timeline: 2024-25)
- Implementing a data-based monitoring mechanism to track progress recorded by GFPs in line ministries and departments at the national and subnational levels and providing GEPA-related IT, ICT/digital training on data collection and database storage (Projected timeline: 2024-25)

3. Commitments to Data-Based Policymaking

MAURITIUS

- Building the capacity of Statistics unit in each ministry to collect, analyse and share gender data using e-HR systems
- Establishing an effective monitoring framework

SENEGAL

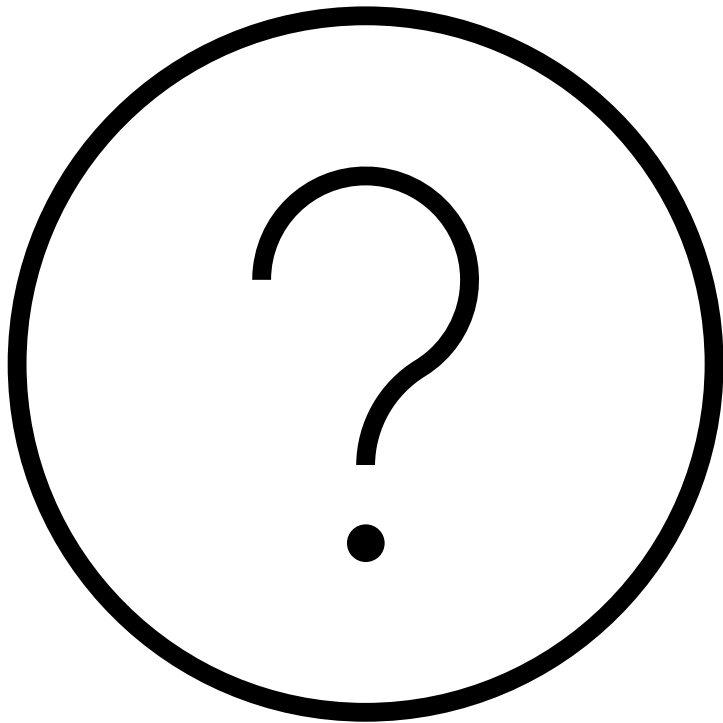
- Utilizing SDG process to collect accurate gender-disaggregated data to track progress and to identify gender gaps
- Deepening collaboration with with international organizations, NGOs, and civil society groups to facilitate sharing of best practices

Importance of action planning to ensure coordinated and successful strategies

The Gender Equality Action Planning Experience highlights:

- Necessity of high-quality gender equality training across all ranks and sectors of public administration
- Need to intentionally focus on gaps between national and subnational levels (both in outcomes and in practices)
- Need to increase awareness of civil servants of their rights
- Need to increase resources allocated to the development and dissemination of gender equality trainings
- Necessity to incentivize practical and public forms of government accountability, particularly focusing on women's rights organizations
- Need to invest in evidence-based policymaking and problem solving with high-quality data coupled with insights from lived experiences of civil servants

QUESTIONS? THOUGHTS?



1. What are some of the conclusions you derived from discussions and insights shared throughout the workshop sessions thus far?
2. How do you think these insights can inform our understanding of gender equality in public administration?