

Workshop

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



24-26 June 2024, Incheon, Republic of Korea

Contents

Acknowledgments 3

Overview of the Workshop 4

Structure, Methodology and Documents 5

Proceedings of the Workshop 6

Deliberations and Conclusions 16

ANNEXES 18

 ANNEX 1 Participant List 18

 ANNEX 2: Participants’ Evaluation 24

Acknowledgments

This report documents the proceedings of the *Workshop on Gender-inclusive Leadership and Public Sector Innovation for Sustainable Development: Empowering Women Leaders for Future-ready Public Administration*, convened at the Songdo Convensia Conference Center in Incheon, Republic of Korea, from 24 to 26 June 2024. This global workshop was the final event planned under the auspices of the project [“Building capacities for promoting the presence and leadership of women within public institutions at national and local levels”](#). The workshop was organised by United Nations Department of Economic and Social Affairs (UN DESA) with the collaboration of the United Nations Development Programme (UNDP).

Ms. Wangchuk Zangmo, Deputy Chief Programme Officer, National Commission for Women and Children (NCWC) Secretariat of Bhutan, Ms. Manivone Luangsombath, Director General, National Commission for the Advancement of Women, Mothers and Children (NCAWMC) of Lao PDR, Ms. Vandana Jodhoa, Head of Gender Unit, Ministry of Gender Equality and Family Welfare of Mauritius, and Ms. Fatou Bintou Faye, Coordinator, Gender and Equity Unit, Ministry of the Interior of Senegal, made presentations of lessons learned on strategies to promote gender equality in public administration in their respective country.

Ms. Undraa Shijirbaatar, Tax Inspector, Tax Audit and Methodology Department, Tax Administration of Mongolia and Ms. Tshering Choden, Regional Gender Specialist, UNDP Bangkok Regional Hub provided an overview of the implementation of the Gender Equality Seal for Public Institutions in Mongolia and Thailand, respectively.

Ms. Ja-Eun Choi, Director, Gender Equality Office, Seoul Foundation of Women and Family, of the Republic of Korea, Ms. Hevearita Gunaryanti Rahayu, Mayor (video recorded message), and Mr. Mochammad Abdul Hakam, Head of the Health Office of Semarang City, Indonesia, Ms. Fernanda Silva Lordelo, Municipal Secretary for Women's, Children's and Youth Policies of the Municipality of Salvador, Brazil and Mr. Santiago Amador, Director, Public Innovation Lab of Bogotá, Colombia made presentations on innovations in gender-responsive public services.

Ms. Ana Landa Ugarte and Ms. Valentina Resta delivered welcoming, introduction and closing remarks, made presentations and facilitated workshop sessions. Mr. Abdou Karim Diouf, United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) Senegal, Ms. Tshering Choden, UNDP Bangkok Regional Hub. Ms. Mihriban Müge Finkel, Associate Professor of International Development, Director, of Ford Institute for Human Security, and Co-Director of the Gender Inequality Research Lab of Pittsburgh University, presented the guidance on drafting and implementing an action plan on gender equality in public administration developed by the project and served as the workshop rapporteur.

Tshewang Lhamo, Gender and Inclusion Analyst from UNDP Bhutan led in-country preparatory actions and participated in workshop deliberations.

Ms. Joey Hong, PCO (Union Communications Inc.), logistics team of the Ministry of Interior and Security (MoIS) of the Republic of Korea, oversaw on-site logistics coordination. Mr. Sanghee Yoon assured logistical and IT support, throughout the workshop. Mr. Chang-Gyun Kim, Deputy Director, MoIS and Ms. Eunjoo Hur, Translator, SOTONG Inc, provided notetaking support.

From the Division for Public Institutions and Digital Government of UN DESA, Ms. Xinxin Cai and Ms. Janting Hao, Programme Management Assistants, Institutions for Sustainable Development Goals Branch (ISDGB), oversaw the workshop administrative and logistic arrangements including travel arrangements for funded participants and procurement services. Ms. Huiwen Tan, Programme Management Assistant, ensured communication and administrative support on-site.

Overview of the Workshop

The workshop in Incheon, Republic of Korea, was organized under the project “[Building capacities for promoting the presence and leadership of women within public institutions at national and local levels](#)”. The project is funded by the Government of Italy and implemented by the United Nations Department of Economic and Social Affairs (UN DESA), Division for Public Institutions and Digital Government (DPIDG) in partnership with the United Nations Development Programme (UNDP) and UN Women.



The project contributes to the imperative for institutional strengthening to advance progress on gender equality, focusing on the intersection of Sustainable Development Goal (SDG) 5, which emphasizes women's participation

and equal leadership opportunities, and SDG 16 which promotes just peaceful and inclusive societies. An increased presence and leadership of women in both national and subnational public administration not only advances gender equality but is also essential for fostering responsive and accountable public governance. Commitments to the equal participation of women and men in public life, decision-making and policy development were also included in many international agreements such as the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW, 1979) and the Beijing Platform for Action (1995) and in many regional and national documents such as Constitutions and legislation. Given the concerning lack of tangible progress on gender equality, the importance of enhancing women's engagement and leadership roles in public institutions becomes even more crucial for

accelerating change by 2030. Yet, significant underrepresentation of women persists, particularly in decision-making roles, hindering progress towards gender parity.

Since the inception of the project in 2022, key activities have included the completion of a global review of laws, policies, and good practices on gender equality in the public sector; the development and utilization of self-paced capacity-building modules; and an online [“Moodle” platform](#) designed to ease access to global and national resources while creating a community of practice among peers with opportunities for cross-country learning. At the country level, the project has supported national reviews of the measures for promoting the presence and leadership of women in public administration at the national and local levels in Bhutan, Lao People’s Democratic Republic (Lao PDR), Mauritius and Senegal (project countries). Findings of the national reviews were shared and discussed with representatives of civil service during the national capacity development workshops that took place in each of the four countries, which enabled the development of draft gender equality action plans aimed at advancing women’s career growth into leadership roles within their public sectors, both nationally and locally. Two regional workshops were held in Bangkok, Thailand on 22-25 April and Plaine Magnien, Mauritius on 4-7 April 2024, respectively. These events offered feedback and recommendations on gender equality action plans drafted by the four project countries.

The “Gender-inclusive Leadership and Public Sector Innovation for Sustainable Development: Empowering Women Leaders for Future-ready Public Administration” workshop brought together 101 participants, of whom 63 government officials at senior and mid-level positions from 16 countries, civil society organizations (CSOs), academia and youths (please see Annex 1 for the



full list of participants). United Nations representatives included 14 officials and researchers from UNDP, including country and regional offices, UN DESA, UN ESCAP and UN Women Senegal country office and consultants recruited by these organizations.

The meeting was conducted in English with simultaneous interpretation into and from French and Korean.

Structure, Methodology and Documents

The workshop was structured around key plenary sessions that aimed to:

- i. Share insights and best practices on advancing women’s leadership within the public sector.

- ii. Promote knowledge exchange among countries, focusing on lessons learned from gender equality action plans.
- iii. Foster innovation and responsive public service delivery through gender equality strategies.

The workshop progressed through eight sessions, starting with two sessions that discussed lessons learned on strategies to promote gender equality in public administration in the project countries in Africa as well as Asia and the Pacific. Each day included interactive expert presentations on gender equality in public institutions with time allocated to questions and answers for cross-country learning opportunities. Workshop documentation, presentations and photos are available on the [Moodle platform](#).

Proceedings of the Workshop

The workshop commenced in the afternoon with participants' self-introductions following welcoming remarks by Ms. Ana Landa Ugarte, UNDP, and an introductory presentation by Valentina Resta, UN DESA, who presented the workshop objectives.

The **first day** of the workshop continued with two sessions which featured lessons learned on strategies to promote gender equality in public administration from countries in Africa as well as Asia and the Pacific. The two speakers, Ms. Vandana Jodhoa from the Ministry of Gender Equality and Family Welfare of Mauritius and Ms. Fatou Bintou Faye from the Ministry of the Interior of Senegal were asked to address two questions: 1. What lessons have project countries in Africa learned from creating gender equality action plans to address challenges related to enhancing women's representation and leadership across all levels of public administration? 2. In what ways do initiatives aimed at promoting gender equality in the public sector in Africa contribute to advancing the SDGs and fostering more inclusive governance structures? What key insights can be gleaned from such progress?



The presentation from **Mauritius** highlighted key strategies to enhance women's representation and leadership in public administration. Challenges to gender equality include cultural norms dictating gender roles, inadequate policies and legislation, workplace discrimination, work-life balance issues, educational barriers and career development constraints and financial constraints. Solutions include promoting awareness campaigns to shift societal norms, adopting gender-sensitive policies and quotas, combating bias through training, introducing work-life balance measures, ensuring equal access to education and professional development, establishing monitoring frameworks, and providing financial support. Although there has been much progress in introducing policy measures and programmes, effective implementation of

these solutions requires an action plan. Monitoring and accountability measures are also needed along with gender mainstreaming efforts. Positive role models and sustained commitment are also needed to achieve lasting progress in gender equality in public administration.



The development of a gender equality action plan in **Senegal** has provided valuable insights into overcoming challenges in enhancing women’s representation and leadership in public administration in the country. Key lessons include the importance of a strong political commitment to driving effective policies and programmes to promote gender equality. Establishing robust legal frameworks, such as representation quotas, is crucial. Raising officials’ awareness of gender equality fosters inclusive work environments and changes mindsets. Involving women in decision-making processes ensures that their specific needs and perspectives are addressed. Mentorship and skills development programmes enhance women’s leadership capabilities. Accurate gender-disaggregated data collection allows public entities to track progress and identify areas

needing intervention. These initiatives contribute to achieving the SDGs by diversifying perspectives and skills in policy and administrative decisions. Collaboration with international organizations, Non-Governmental Organizations (NGOs), and civil society groups facilitates the sharing of best practices and accessing resources.



The discussion focused on strategies to advance women's presence and leadership in government at national and subnational levels. The Secretary-General and head of the civil service of the Gambia, Ms. Salimatta E. T. Touray, raised concerns about parental leave policies affecting women's employment, citing employers’ preference for hiring men due to women’s risk of taking maternity leave. The Head of the Gender Unit of the Ministry of Gender Equality and

Family Welfare of Mauritius reported an increase in maternity leave to 16 weeks (from 14 weeks) in her country and highlighted mechanisms such as reporting to the Equal Opportunity Commission to combat discrimination against women.



Participants discussed integrating gender equality into education curricula to address deeply ingrained cultural and societal norms, with Mauritius already implementing this in schools. Questions were asked about the gender equality architecture in the project countries. The representative of Mauritius described the country's gender mainstreaming efforts across ministries through a National Steering Committee and gender cells, supported by dedicated budgets and policies.

Monitoring mechanisms including sex-disaggregated data were emphasized to track progress.

Representatives from South Africa and Uganda shared challenges and initiatives to promote women in leadership roles, while Ms. Najat Zarrouk from Morocco stressed the importance of access to information and support services for public officials. The presenter from Mauritius highlighted the country's efforts on recruitment and promotion to foster gender parity and leadership opportunities, while the presenter from Senegal stressed the importance of promotion opportunities being available to both women and men.



In the session which featured lessons learned from countries in Asia and the Pacific, the two speakers, Ms. Wangchuk Zangmo from the National Commission for Women and Children (NCWC) Secretariat of Bhutan and Ms. Manivone Luangsombath from the National Commission for the Advancement of Women, Mothers and Children (NCAWM) of Lao PDR, were asked to address two questions: 1. What lessons have project countries in Asia and the Pacific learned from creating gender equality action plans to address challenges related to enhancing women's representation and leadership across all levels of public administration? 2. What measurable impacts have initiatives promoting gender equality in the public sector demonstrated, and how do these contribute to broader goals of sustainable development and inclusive governance in each country?

The presenter from **Bhutan** underscored that a holistic approach that addresses legal frameworks, human resources policies, and societal attitudes is needed to enhance women's participation and leadership in public administration. This approach requires coordination between policies at the national and subnational levels. A key step includes maintaining digitalized, gender-disaggregated data through the Royal Civil Service Commission and human resource offices to support gender mainstreaming efforts. Additionally, the country focuses on developing gender-responsive infrastructure, such as childcare facilities and transportation options, and implementing mentorship programmes tailored to women's career advancement needs. Capacity building for civil servants, institutional strengthening, knowledge sharing among countries, fostering partnerships, and ensuring accountability are integral to the country's gender equality action plan. Key expected impacts include improved quality of decision-making, better integration of gender perspectives into policies, and inclusive workplace cultures that support women's economic empowerment, equal pay and contribute to attaining the SDGs. The implementation plan includes stakeholder consultations, regional workshops, and updates to regulations to enhance gender-responsiveness.



In **Lao PDR**, efforts to promote gender equality in public administration have focused on several key strategies and lessons learned. Consultations across central, northern and southern regions of the country highlighted varying challenges in public administration. Identified barriers include societal norms favoring men, inadequate support for women's career advancement, and work-life balance issues, including parental leave. The Gender Equality Action Plan was developed to address these challenges through policy improvements, human resources reforms, cultural shifts, and knowledge enhancement. Events such as national and regional workshops, and participation



in international forums like the UN Public Service Forum, have shaped the action plan of Lao PDR. Measurable commitments include targets for women's leadership roles at different administrative levels by 2030. Key factors contributing to the SDGs include legal frameworks, international conventions like CEDAW, and Association of Southeast Asian Nations (ASEAN) declarations on gender equality. Future steps involve ministerial endorsement of the Action Plan, oversight by relevant bodies, and

implementation through sector-specific action plans incorporating national gender equality indicators.

Discussions in plenary began with a query from the participant from Cape Verde regarding accountability for the implementation of the action plans to advance women's presence and leadership in government in Bhutan and Lao PDR. The question also included a reference to data collection measures and modalities to promote the collaboration of men in implementing the action plans. Ms. Zangmo emphasized NCWC's responsibility for implementing the action plan and leading consultations with stakeholders in Bhutan. Acknowledging gaps between national and subnational levels, she highlighted disparities at the leadership level and NCWC's efforts to address these challenges through actions outlined in the plan at both levels, including fostering supportive work environments. Regarding engaging men, Ms. Zangmo noted efforts such as consultations with legislators and gender equality sensitization at national and subnational levels. NCWC's plans to raise the awareness of decision-makers across the public and other sectors were underscored.



Responding on behalf of Ms. Luangsombath, Ms. Chansouk Insouvanh, the national consultant from UNDP Lao PDR, pointed out that the Gender Equality Action Plan in Lao PDR is awaiting approval, with monitoring responsibilities relying on gender-related statistics from the Ministry of Planning's national statistics division. She noted the challenges in obtaining specific data, including data on gender-based harassment. In Lao PDR, sensitizing male leaders was identified as challenging, with government-hosted awareness events showing limited success.

The discussion also addressed challenges in integrating gender equality into education. The presenter from Bhutan shared the country's initiative in 2016 to revise curricula and textbooks to promote gender equality. Ms. Insouvanh highlighted the challenges posed by a diverse population of 50 ethnic groups in Lao PDR, many of whom do not speak English.



The afternoon concluded with the rapporteur, Ms. Mihriban Müge Finkel from Pittsburgh University, summarizing the key messages emerging from the first day (please refer to the Conclusions and Deliberations section for a summary of messages from the workshop).

The morning of the **second day** started with a joint presentation by Ms. Ugarte from UNDP and



Ms. Resta from UN DESA on strategies for advancing gender equality in public administration. Ms. Landa Ugarte provided an overview of the Gender Equality in Public Administration (GEPA) framework which, complemented by an addendum developed by UN DESA, guided national reviews in project countries. Ms. Resta presented the project [“Building capacities for promoting the presence and leadership of women within public institutions at national and local levels”](#). She then provided an overview of the analysis of gaps identified by national reviews on gender equality measures in public administration and strategic commitments derived from action plans developed by Bhutan, Lao PDR, Mauritius and Senegal across three dimensions: institutional and policy framework, human resource policies and practices, and evidence-based analysis and monitoring of progress.

Following the presentations, participants were divided into six groups to address two questions:

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?



Discussions in plenary reconfirmed the need for a multi-faceted effort to enhance women's leadership and participation in public administration and outlined key strategies to enhance gender equality and monitoring mechanisms. The rapporteur from Senegal emphasized legal frameworks, political will, institutional mechanisms (e.g. interdepartmental coordination committees), stakeholder engagement and gender-sensitive monitoring. The Lao PDR rapporteur focused on setting gender equality targets, removing discriminatory policies, improving coordination between government departments and promoting collaboration on monitoring. The rapporteur from Bhutan highlighted increasing awareness of public servants, integrating gender indicators into policies, monitoring budgets, engaging female civil servants at both national and subnational levels and addressing gender biases.

The rapporteur from Cape Verde stressed legal frameworks, resources, awareness, and the importance of developing and implementing a national action plan and accountability mechanisms. The rapporteur from South Africa called for addressing global setbacks concerning gender equality, improving data collection, and refining monitoring and evaluation components of action plans. The rapporteur from the Republic of Korea highlighted the need for consistent



commitment to gender equality, effective policies, and quantitative monitoring indicators. In sum, the discussion highlighted that achieving lasting gender equality in public administration requires essential components such as action plans addressing needs at the national and subnational levels, clear legal frameworks, political will, effective policies designed with the engagement of women and men, gender-focused institutional

structures like coordination committees and accountability mechanisms. Effective design and integration of gender-sensitive monitoring and evaluation mechanisms into planning processes are crucial for sustainable progress, alongside effective data utilization.

The afternoon continued with a session on the UNDP Gender Equality Seal for Public Institutions with three presenters. Ms. Landa Ugarte from UNDP presented the framework that is designed to promote gender equality within public institutions. This tool sets benchmarks and standards to guide institutions in embedding gender perspectives into their policies and organizational structures. It emphasizes enhancing skills for delivering gender-responsive policies, promoting accountability, and assessing the impact of these policies. Ms. Shijirbaatar from the Tax Administration (GDT) of Mongolia provided an overview of the implementation of the Seal since 2016, which included a Gender Action Plan, enhanced data collection and staff training. Ms. Choden from UNDP highlighted that the Bangkok Metropolitan Administration (BMA) began implementing the Seal in August 2023, forming a Gender Equality Committee and undergoing self-assessment. Challenges identified included inadequate documentation and data systems, with recommendations for creating a gender equality action plan and capacity-building programmes.



Discussions after the presentations focused on how the Gender Equality Seal can support the action plan developed and the benefits already realized by project countries. It was highlighted that public institutions that implement

the Gender Equality Seal receive a certification after demonstrating successful integration, enhancing policies, implementing gender mainstreaming tools, and fostering gender-inclusive workplaces through training and partnerships with NGOs. These institutions have also made commitments to establish gender equality committees and improve internal coordination, data collection, and institutional gender equality efforts across various public institutions.

Before the final session, rapporteur Ms. Finkel opened a discussion on the key messages of the workshop (please refer to the Deliberations and Conclusions section). The participant from Morocco praised the focus of the project on public administration and the promotion of women's leadership in this area, which often receives less attention than the political sphere.

The second day ended with a session on gender-responsive public services which featured five presenters: Ms. Ja-Eun Choi from the Seoul Foundation of Women and Family, Republic of Korea; Ms. Hevearita Gunaryanti Rahayu (through a recorded video) and Mr. Mochammad Abdul Hakam from Semarang City, Indonesia; Ms. Fernanda Silva Lordelo, from the Municipality of Salvador, Brazil; and Mr. Santiago Amador, of the Public Innovation Lab of Bogotá, Colombia. Presenters were asked to address two questions: 1. How do gender-responsive approaches to service provision contribute to the SDGs, particularly in terms of promoting equitable access to essential services and addressing the diverse needs of all individuals? 2. How does greater representation of women in leadership positions correlate with the implementation and effectiveness of gender-responsive service delivery? What key insights can be drawn from this interconnection to enhance the inclusiveness and responsiveness of public services?



The presenter from the Republic of Korea highlighted Seoul's integrated response policy against digital sex crimes, which is part of the city's gender equality and SDG efforts. This policy includes prevention, early intervention and recurrence prevention, with measures in schools, online platforms and a Digital Sex Crime Safety Support Center offering comprehensive support to victims. A task force is developing Artificial intelligence-enabled tools for proactive video deletion, with a fully automated system expected by June 2025 to enhance support and prevention.

The presenters from Semarang emphasized that the SANPIISAN initiative addresses SDGs by reducing maternal mortality (SDG 3), promoting gender equality (SDG 5), combating hunger (SDG 2), and reducing inequalities (SDG 10) through health services and insurance. It boosts antenatal check-ups, healthcare quality, and maternal and child health. SANPIISAN enhances women's leadership by increasing their public service presence and decision-making confidence, while also mobilizing community resources.



The presenter from Brazil spoke about the "Marias na Construção" programme, launched in 2019, which integrates women into the construction sector, aligning with SDGs 1, 5, 8, and 17. It supports women's employability and financial independence, prioritizing those affected by domestic violence. The programme promotes progress in female participation and leadership in the construction sector.

The presenter from Colombia highlighted Bogotá's "Care Blocks" initiative, led by the High District Counselling Office for ICT and the Secretariat of Women. The initiative centralizes care services to reduce the burden on women. It features urban spaces with essential services and digital tools for efficient data collection. By July 2023, over 260,000 women accessed Care Block services, with improvements in data quality and efficiency.

Discussions explored the link between women's leadership, gender equality policy frameworks and innovative, gender-responsive service delivery actions. For instance, in Colombia, the initiative's task force benefited from the support of the first female mayor who championed gender-responsive innovations. Similarly, in South Korea, national equality laws and institutional frameworks, including the gender advisor in Seoul, played a crucial role in ensuring the gender responsiveness of the project, which received recognition with a UN Public Service award. Additionally, discussions focused on integrating women's insights into project design and implementation. This aspect was demonstrated by Colombia's innovative human-centered approach, with staff engaging directly with women at the ground level to inform programming decisions. Another aspect discussed was addressing gender perspectives beyond the binary and acknowledging women's intersectional identities. For example, Brazil's innovative case aimed at inclusivity by considering LGBTQI individuals of all genders and ethnic backgrounds.

The **third day** of the workshop commenced with a presentation by the rapporteur, Ms. Finkel on guidance on drafting and implementing an action plan on gender equality in public administration. The presentation emphasized that gender equality action plans are comprehensive strategies designed to address gender gaps through specific actions, institutional partnerships, and allocated resources. These plans integrate gender equality principles into policies, regulations and institutional mechanisms, aiming to achieve and sustain gender parity in public administration. Key components include consultation processes involving diverse stakeholders, alignment with national and international agendas like the 2030 Agenda for Sustainable Development and a transparent reporting of progress through measurable targets and data-driven monitoring. Lessons learned from the project implementation in Bhutan, Lao PDR, Mauritius and Senegal highlight the importance of tailored strategies, clear accountability

structures, capacity building across civil service levels, and systematic data collection and reporting mechanisms for tracking progress and engaging civil society effectively.



During the discussion, several points underscored the complexities and varied approaches needed to effectively implement gender equality action plans across different national contexts. Ms. Tshering Chopel, the national consultant from UNDP Bhutan, emphasized the need for a results-oriented approach in action plans, highlighting challenges in accountability within the country's small civil service. The representative from the NCWC of

Bhutan emphasized the actionability of the plan and the importance of awareness creation. Coordination among agencies and the support of the United Nations were crucial factors for the success of the initiative and its replicability in other countries. Mr. Tashi Namgyal, from the Ministry of Education of Bhutan, proposed a mid-term review of the action plan with support from UN DESA and UNDP to enhance the comprehensiveness of the plan as required.

Ms. Jodhoa from the Ministry of Gender Equality and Family Welfare of Mauritius emphasized the need for clear accountability structures. The action plan needs to indicate agencies accountable for spearheading each action and agencies that collaborate. The action plan template should also include detailed resource requirements. Training for gender cells was emphasized as crucial by Ms. Marie Arielle Francois from the Commission for Women's Affairs, Child Development, Family Welfare of Rodrigues. The representative of UNDP Bhutan emphasized the importance of consultation at the subnational level and across agencies. Ms. Insouvanh, the national consultant from UNDP Lao PDR, highlighted the need for additional resources to be provided to MoHA to raise awareness about the action plan in the country.

Ms. Finkel emphasized the importance of identifying key stakeholders at the onset of action planning as critical to ensuring inclusivity. The representative from Zambia highlighted the need to go beyond statistical evidence of gender parity. The representative from South Africa stressed the need for the professionalization of both male and female public servants. A participant from Cameroon emphasized the importance of women's self-awareness in public service and among girls aspiring to become public sector leaders.



At the end of the workshop, UN DESA and UNDP reaffirmed their commitment to sharing lessons learned from the implementation of the project “[Building capacities for promoting the presence and leadership of women within public institutions at national and local levels](#)” and to enhance guidance for the Gender Equality Seal for Public Institutions, respectively. They encouraged Bhutan, Lao PDR, Mauritius and Senegal to adopt and implement their gender equality action plans in public administration, which should be disseminated through the government and the United Nations websites. As a final task, participants reflected on their experiences during the workshop and completed an evaluation survey (please see Annex 2).

Deliberations and Conclusions



Lessons on strategies to promote gender equality in public administration emphasized the importance of comprehensive, multifaceted action plans designed to address gender gaps in countries. These plans involve specific actions, institutional partnerships, and allocated resources. There was a consensus that increasing women's participation and access to leadership roles at national and subnational levels of public administration not only

advances gender equality but also enhances governance responsiveness and accountability for sustainable development. The workshop highlighted multi-faceted challenges and strategies for advancing gender equality in public institutions, which require both long-term commitment and short-term action.

Sustained political will, the establishment of strong institutional frameworks and dedicated financial resources are crucial. Integrating gender equality policies into public administration strategies at both national and subnational levels ensures accountability and transparency. Promoting gender equality across public institutions requires prioritizing women's access to leadership roles through enhanced and better-capacitated gender machinery, increased awareness among civil servants and improved coordination within gender-focused committees. Aligning policies with global standards helps build a solid foundation for gender-inclusive leadership and addresses cultural and societal norms that create long-term impediments to women's equal participation and leadership in public administration.

Gender-responsive human resource policies are also essential. This includes analysing existing norms and practices through a gender lens, implementing temporary special measures and incorporating gender equality and women's leadership training in civil service capacity

development. Actions identified in the Gender Equality Action Plans in countries such as Bhutan, Lao PDR, Mauritius, and Senegal illustrate practical approaches to achieving these objectives effectively.

Data-driven policymaking relies heavily on high-quality sex-disaggregated data. Effective analysis of gender disparities, progress monitoring and evidence-based decision-making require robust data systems. Key actions include establishing centralized national data systems, enhancing data collection capabilities, and improving inter-agency coordination for comprehensive data sharing and analysis.

Short-term solutions were also identified to address specific obstacles:

- Legal and implementation gaps: Addressing inconsistencies between gender equality laws and their implementation through temporary measures and leadership quotas.
- Workplace environment: Tackling workplace discrimination and improving work-life balance by developing gender-responsive human resource structures and analysing recruitment and promotion processes from a gender perspective.
- Leadership role models: Increasing the visibility of women in leadership roles and expanding leadership training opportunities for women civil servants avoiding biased training perspectives. Raising awareness and providing access to information within the civil service and engaging male champions can help overcome cultural and societal barriers.
- Data gaps: Strengthening the capacity of national statistical offices to enhance the quality of gender-disaggregated data and improving intra-agency coordination for identifying gender gaps and ensuring monitoring progress are critical steps.

Regarding implementation, different approaches are necessary to address the specific contextual challenges encountered in each country. Effective implementation depends on the soundness of the national action plans, which in turn is closely tied to the thoroughness of the analysis of gender equality gaps. Implementation is also linked to inclusive consultation processes with diverse stakeholders, which should result in appropriately shared responsibilities and resource allocations within defined timeframes. Transparent reporting is crucial for tracking progress, utilizing measurable targets and employing data-driven monitoring. Conducting a mid-term review with the involvement of national and multilateral stakeholders allows stakeholders to make necessary adjustments, ensuring that the initiatives remain relevant, effective, and sustainable.

ANNEXES

ANNEX 1 Participant List

Invitees

N.	Name	M/F	Designation, Agency	Country
1	Wangchuk Zangmo	F	Deputy Chief Programme Officer, National Commission for Women and Children Secretariat	Bhutan
2	Pema Choeda	M	District Legal Officer and gender and child focal person, Sarpang District	Bhutan
3	Tashi Namgyal	M	Director, Department of Education Programme, Ministry of Education and Skills Development/Member Secretary to the NCWC	Bhutan
4	Kuenzang Choden	F	Offtg. Chief Human Resource Officer, Department of Human Resource Management, Royal Civil Service Commission	Bhutan
5	Ugyen Tshomo	F	Chief Programme Officer, National Commission for Women and Children Secretariat	Bhutan
6	Chimi Wangmo	F	Programme Officer, Department of Local Governance	Bhutan
7	Fernanda Silva Lordelo	F	Secretary for Women's, Children's and Youth Policy, Municipality of Salvador, Bahia	Brazil
8	Marisa Carvalho	F	Chairwoman, Cape Verdean Institute for Gender Equality and Equity	Cape Verde
8	Santiago Amador	M	Director, Public Innovation Lab of Bogotá	Colombia
9	Abdul Hakam	F	Head of Health Office, Semarang City	Indonesia
10	Duyah Rahwai	F	UNPSA Winner, Semarang City	Indonesia
11	Baig Diken S.	F	UNPSA Winner, Semarang City	Indonesia
12	Vanhphone Cheuasongkham	M	Deputy Director, Ministry of Home Affairs, International Cooperation Division	Lao PDR
13	Phengphanh Duangpaxa	F	Deputy Head of Cabinet Office and Head of NCAWMC, Ministry of Home Affairs	Lao PDR

14	Mouknapha Manirath	F	Deputy Director of Civil Service Planning and Cooperation, Ministry of Home Affairs	Lao PDR
15	Manivone Luangsombath	F	Director General, National Commission for the Advancement of Women, Mothers and Children (NCAWMC)	Lao PDR
16	Aphaphon Kormanisay	F	Technical Officer, Ministry of Home Affairs	Lao PDR
17	Kinnaly Phommasack	F	Director, Ministry of Agriculture and Forestry, National Commission for the Advancement of Women Division	Lao PDR
19	Lina Pyneeandee	F	Human Resource Management Officer, Ministry of Public Service Administrative & Institutional Reform	Mauritius
20	Vandana Jodhoa	F	Head of Gender Unit, Ministry of Gender, Equality and Family Welfare	Mauritius
21	Marie Arielle Francois	F	Departmental Head, Commission for Women's Affairs, Child Development, Family Welfare, Rodrigues	Mauritius
22	Undraa Shijirbaatar	F	Tax Inspector, Tax Audit and Methodology Department, Tax Administration	Mongolia
23	Ja-Eun Choi	F	Director, Gender Equality Office, Seoul Foundation of Women and Family	Republic of Korea
24	Fatou Bintou Faye	F	Gender Coordinator, Ministry of the Interior and Public Safety	Senegal
25	Baddley Walter Nimepo	M	Assistant Secretary, Monitoring, Evaluation, Accountability and Learning, Ministry of Public Service	Solomon Islands
26	Nyiko Mabunda	M	Acting Deputy Director General, Human Resources Management and Development, Department of Public Service	South Africa
27	Limpo Sishekanu	F	Principal Gender Officer, Office of the President	Zambia

Other Attendees

N.	Name of Official	M/F	Designation, Agency	Country
1	Cabrera Olivas	F	Student	Andorra
2	Nathalie Adjia Amvongo	F	Yonsei University Public Health	Cameroon
3	Hayley Ellis	F	Civil Servant	Canada
4	Inha Uni	F	Student	China
5	Bernice C. Mawusse Akpovo	F	Yonsei University Public Health	Cote d'Ivoire

6	Ntumba Nelia	F	Master Student	Democratic Republic of Congo
7	Waingankar Sanjanarajendra	F	Student	India
8	Gita Yulianti S.	F	Head of the Programme and Budget Department, Section 2 of NDMA	Indonesia
9	Natalia/Ewha University	F	Student	Indonesia
10	Dita Angelia Dwi H	F	Student	Indonesia
11	Vimala Asty	F	Ministry of State Secretariat Indonesia	Indonesia
12	Ni Made Mega P.	F	Student, Yonsei University	Indonesia
13	Prin Ferina Sari	F	Student, Korea University	Indonesia
14	Emmy Jerono Kipsoi	F	Ambassador of the Republic of Kenya to the Republic of Korea	Kenya
15	Seprine K. Ondieki	F	Student	Kenya
16	Otano Wycliffe	M	Student	Kenya
17	Miraida Sulaimanova	F	Student	Kyrgyz Republic
18	Ryskulova Aida	F	Student	Kyrgyz Republic
19	Inha University	F	Student	Kyrgyz Republic
20		F	CRESINA, Prize Winner (BQ-Portal)	Germany
21	Fatima Ashanty Rojo Cisneros	F	Student	Mexico
22	Davaasambuu Shurenchimeg	F	Student	Mongolia
23	Ardenebaatar Munkhzul	F	Student	Mongolia
24	Nandin Erdene Dolgormaa	F	Student	Mongolia
25	Terbish Davaasuren	F	Graduate student, Ewha Women's University	Mongolia
26	Shurenchimg	F	Student	Mongolia
27	Altangerel	F	Advisor	Mongolia
28	Altan Gerrl Radnaabazar	F	National Academy of Governance	Mongolia
29	Najat Zarrouk	F	UCLG Africa / Member of the UN Committee of Experts on Public Administration	Morocco
30	Sadat Mehmood	F	Student	Pakistan
31	Nicole Montenegro	F	Student	Panama
32	Romar D. Ages	M	Student	Philippines
33	Marchan Jazmin Manie	F	Student	Philippines
34	Inha University	F	Student	Republic of Korea

35	Han Sujin	F	Public Official	Republic of Korea
36	Ji-Hyun An	F	Korea Coast Guard	Republic of Korea
37	Mina Kang	F	Public Servant in local government	Republic of Korea
38	Sujung Yeon	F	Public Servant in local government	Republic of Korea
39	Misun Kim	F	Public Servant in local government	Republic of Korea
40	Kowoon Jung	F	National Human Resources Development Institute	Republic of Korea
41	Jiyeon Ko	F	National Human Resources Development Institute	Republic of Korea
42	Jaeun Jeong	F	National Human Resources Development Institute	Republic of Korea
43	Hyoungjin Son	F	National Human Resources Development Institute	Republic of Korea
44	A Rim Kim	F	National Human Resources Development Institute	Republic of Korea
45	Seongho La	M	National Human Resources Development Institute	Republic of Korea
46	Jinwoo Bae	M	National Human Resources Development Institute	Republic of Korea
47	Seung Hyup Kim	M	National Human Resources Development Institute	Republic of Korea
48	Jaemo Yi	M	National Human Resources Development Institute	Republic of Korea
49	Jongwon Kim	M	National Human Resources Development Institute	Republic of Korea
50	Hyuk Bae	M	National Human Resources Development Institute	Republic of Korea
51	Jaehoon Seol	M	National Human Resources Development Institute	Republic of Korea
52	Byungkook Ko	M	National Human Resources Development Institute	Republic of Korea
53	WooJin Chang	M	National Human Resources Development Institute	Republic of Korea
54	Yoo Seok Kang	M	National Human Resources Development Institute	Republic of Korea
55	Jinjae Park	M	National Human Resources Development Institute	Republic of Korea
56	EunJi Kim	F	National Human Resources Development Institute	Republic of Korea
57	Suh Yeon Lee	F	National Human Resources Development Institute (NHI)	Republic of Korea

58	Sojeong Hwang	F	National Human Resources Development Institute	Republic of Korea
59	Ji Yeon Lee	F	National Human Resources Development Institute	Republic of Korea
60	Daae Lee	F	National Human Resources Development Institute	Republic of Korea
61	Sunyoung Joo	F	National Human Resources Development Institute	Republic of Korea
62	Sanha Jung	F	National Human Resources Development Institute	Republic of Korea
63	HaeLim Cho	F	Professor	Republic of Korea
64	Dain Jeon	F	Student	Republic of Korea
65	Siobokina Kseniia	F	Student	Russian Federation
66	Prideel Majiedt	F	Student	South Africa
67	Salimata E. T. Touray	F	Secretary-General and Head of the Civil Service	The Gambia
68	Flaviana Fernandes	F	Ministry of Transportation and Communications	Timor-Leste
69	Joseph Kazumba	M	Medical Officer/MOH	Uganda
70	Sherlin Amaya Mesiano	F	Student	United States of America
71	Maftuna Narzullaeva	F	Student	Uzbekistan
72	Yasmina	F	Student	Uzbekistan
73	Khurshida	F	Student	Uzbekistan
74	Pham Phuong Linh	F	Student	Vietnam

United Nations

N.	Name of Official, Title	M/F	Designation, Agency
1	Valentina Resta	F	Senior Governance and Public Administration Officer, UN DESA
2	Ana Landa Ugarte	F	Gender Equality Seal Global Manager, UNDP
3	Tshering Choden	F	Regional Gender Specialist, UNDP Bangkok Regional Hub
4	Tshewang Lhamo	F	Gender and Inclusion Analyst, UNDP Bhutan
5	Abdou Karim Diouf,	M	Programme Manager WEE- Affirmative Procurement Reform, United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) Senegal

6	Mihriban Müge Finkel	F	Consultant, UNDP, Associate Professor of International Development, Director, Ford Institute for Human Security, Co-Director, Gender Inequality Research Lab (GIRL), Pittsburgh University
7	Halcyon D Louis	F	International Development Evaluation Consultant, UN DESA
8	Tshering Chopel	M	Consultant, UNDP Bhutan
9	Chansouk Insouvanh	F	Consultant, UNDP Lao PDR
10	Qingxia Guo	F	Intern, ESCAP/APCICT
11	Dana Choi	F	Research Assistant, UN ESCAP
12	Lauren Schmidt	F	Intern, UN ESCAP/APCICT
13	Regina Ulibasa P.	F	Intern, UN ESCAP/APCICT
14	Nguyen Van Anh	F	UN ESCAP/ APCICT Vietnam

ANNEX 2: Participants' Evaluation

Background information

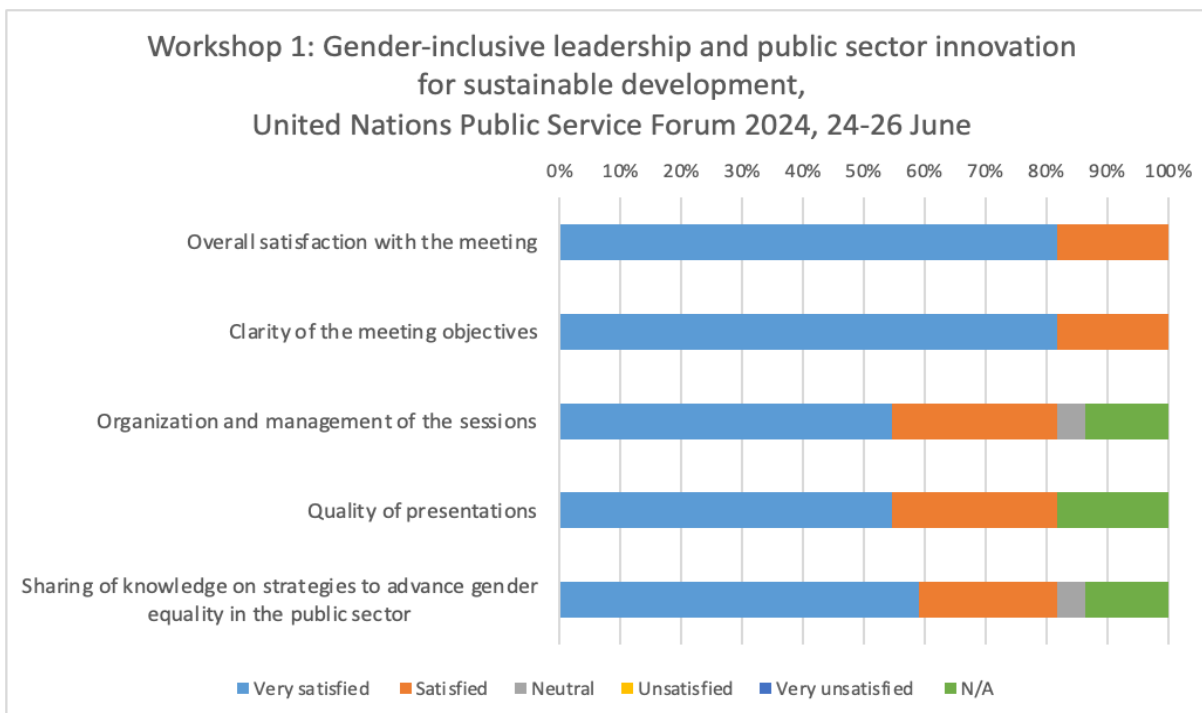
The workshop brought together 101 participants, of whom 63 were government officials at senior and mid-level positions from 16 countries, CSOs, academia and youths (81 female and 20 male participants).

Evaluation by participants - quantitative assessment

The workshop received feedback from twenty-two participants, and their responses collectively indicated a high level of satisfaction.

- Overall satisfaction with the meeting: 82 per cent of the respondents were very satisfied and 18 per cent were satisfied.
- Clarity of the meeting objectives: 82 per cent of the respondents were very satisfied and 18 per cent were satisfied.
- Organization and management of the sessions: 55 per cent of the respondents were very satisfied, 27 per cent were satisfied, and 5 per cent were neutral (three respondents did not answer this question).
- Quality of presentations: 55 per cent of the respondents were very satisfied and 27 per cent were satisfied (four respondents did not answer this question).
- Sharing of knowledge on strategies to advance gender equality in the public sector: 59 per cent of the respondents were very satisfied, 23 per cent were satisfied, and 5 per cent were neutral (three respondents did not answer this question).

In counts	Very satisfied	Satisfied	Neutral	Unsatisfied	Very unsatisfied	N/A	Total
Overall satisfaction with the meeting	18	4	0	0	0	0	22
Clarity of the meeting objectives	18	4	0	0	0	0	22
Organization and management of the sessions	12	6	1	0		3	22
Quality of presentations	12	6	0	0	0	4	22
Sharing of knowledge on strategies to advance gender equality in the public sector	13	5	1	0	0	3	22



Evaluation by participants - qualitative assessment

Q1: To what extent did this meeting enhance your awareness of prioritizing gender parity in public institutions to address the challenges faced by women both at the national and subnational levels?

Nineteen respondents indicated that the workshop significantly enhanced their awareness. In particular, attendees gained valuable insights into effective policy development and the importance of actionable plans for gender equality at all levels within the public sector (eight respondents). The sharing of best practices and innovative projects from various countries enriched their understanding and provided practical examples of successful implementations (five respondents). The discussions emphasized the need for robust legislation, effective institutional mechanisms, and the availability of disaggregated data (one respondent). Participants recognized the role of gender parity in improving organizational performance, decision-making, and good governance (two respondents). They also noted the necessity of mentorship programmes and the concerted efforts required from governments, civil society, and international organizations (one respondent). The workshop motivated a respondent to implement gender and social inclusion policies, ensuring social justice and economic growth and highlighted the importance of engaging men in promoting gender equality (two respondents).

Q2: What are the lessons learned from the action plans developed by Bhutan, Lao PDR, Mauritius and Senegal to promote gender equality at all levels of public administration?

The lessons learned from the action plans developed by Bhutan, Lao PDR, Mauritius, and Senegal to promote gender equality at all levels of public administration highlight the importance of strong legislative frameworks (three respondents), robust institutional mechanisms (three respondents) at the national and subnational levels (two respondents) and readily available gender-disaggregated data (three respondents). Understanding each country's cultural and historical context is crucial for developing effective action plans (three respondents). The workshop emphasized the need for political will (one respondent), clear objectives (three respondents) and cross-sector engagement (one respondent). Promoting gender equality requires a holistic, whole-of-government approach tailored to each country's priorities (four respondents), including legal and policy landscapes, human resources policies, data and evidence, and transforming socio-cultural norms (one respondent). For sustainable progress, action plans must be ambitious, feasible (three respondents), and stakeholder-owned (two respondents). Institutionalizing gender equality requires multi-stakeholder partnerships, including local NGOs and CSOs (one respondent) and demands continuous consultation and adaptation to specific country contexts throughout all steps (one respondent).

Q3: Please explain to what extent this meeting enhanced your understanding of measures needed to increase the presence and leadership of women to achieve gender equality in public administration in your country.

Eight respondents indicated that the meeting significantly enhanced the understanding of measures needed to increase the presence and leadership of women to achieve gender equality in public administration. Participants learned from the experiences of other countries (three respondents) and recognized the importance of engaging male champions (two respondents) and having strong legislative frameworks supported by proper institutional arrangements and enforcement mechanisms (three respondents). The discussion emphasized the need for gender-disaggregated data (two respondents), quotas (two respondents), conducive workplace environments (two respondents), and comprehensive action plans tailored to each country's context (one respondent). Capacity building (one respondent), stakeholder involvement (two respondents) and political support (one respondent) were highlighted as critical elements for success. The meeting reinforced the importance of training and mentoring women in public administration (one respondent) and underscored that achieving gender equality requires a multifaceted approach involving policy changes, societal norms, support systems (one respondent) and accountability (three respondents). Three respondents indicated that the meeting inspired participants to implement inclusive strategies and foster environments that actively engage both women and men in public institutions in their respective countries.

Q4: Please share any suggestions you may have to improve the organization of this workshop.

Most respondents commented that the workshop was effective and provided valuable insights, practical knowledge, and actionable strategies relevant to the participants' work and interests. To further improve the organization of workshops, participants suggested the following:

Organize supplementary workshop opportunities and coordinate them with other forum activities to ensure comprehensive learning experiences. Additionally, consider extending the duration of the workshop to facilitate more enriching dialogue and discussions with experts, award recipients and representatives from implementing countries (five respondents).

Present a consolidated and impactful action plan report instead of separate reports to benefit those reviewing GEPA in their country (one respondent).

Limit the number of people who can share or comment during open sessions to avoid repetitions and ensure smooth scheduling (one respondent).

Ensure that moderators address questions and comments with sensitivity, creating a positive experience for presenters and participants (one respondent).

Assign a dedicated liaison person for each country to assist participants with the ongoing programme (one respondent).

Consider using a larger, more spacious conference room (one respondent).

Include a social media broadcast for virtual participation (one respondent).

Create a mailing list of all participants for ongoing networking and knowledge sharing (one respondent).