



network

The UN Women's Newsletter, Vol. 8 • No. 2 • April, May and June 2004

From the desk of the Focal Point for Women

Dear Colleagues,

It is our pleasure to bring to you this issue of network. As always, its coverage is in a range of formats—interviews, articles, gender news etc. Further, you will find a unifying thread of justice and leadership throughout. In this context, we will present an interview with Civilian Police Adviser of DPKO, Ms. Kiran Bedi (who herself has a record of leadership and achievement in justice and law enforcement), a summary of the Integrity Perception Survey, which points to concerns in the areas of justice and also gender, short briefs on two positive examples of efforts to address discrimination in large organizations, and an article on “Women and Leadership” by Ms. Anne Gunning, organizer of the training programme on women in leadership in the Office of Human Resources Management.

Also, with the greatest pleasure, we bring to your attention the appointment of Ms. Rachel Mayanja as the Special Adviser of the Secretary-General on Gender Issues and Advancement of Women. Ms. Mayanja will assume her post on 15 November 2004.

On behalf of all readers, we extend to Ms. Mayanja a very warm welcome and the assurance that she will enjoy the bonds of solidarity as well as the pains and pressures of resolution of gender issues of common concern and interest to which this newsletter is dedicated. It is this interest in gender and commitment to the shared humanity and political will to improve the status of women that binds us all—the producers, the practitioners and the readership, irrespective of our station, functions or stage of life.

In solidarity,

Apama Mehrotra

Interview with Ms. Kiran Bedi

Civilian Police Adviser, DPKO, 30 June 2004

by Rebeca Dain

1. Why did you become interested in joining the Police Service?

My parents, teachers and the environment where I grew up always encouraged me to be the best I could be. As a

Ms. Kiran Bedi joined the New Delhi Police Service in 1972, becoming the first-ever woman police officer in India. Her last posting before joining the Department of Peacekeeping Operations as head of the Civilian Police Division was that of Special Commissioner of New Delhi. Some of her assignments included Joint Commissioner of Police (Training) and Inspector General of Police. She was also the first and only woman to have headed a predominantly male prison in India. Ms. Bedi has a PhD on drug abuse and domestic violence, a law degree from the University of New Delhi, and a master's degree in political science from Punjab University. Ms. Bedi was responsible for the creation of two non-governmental organizations: Navjyoti, which works in the field of drug abuse, treatment and rehabilitation; and India Vision Foundation, which works in the field of prison reform, crime prevention, education, rural development, physical and mental disabilities, sports promotion etc. She is a competitive tennis player and has competed internationally. Ms. Bedi is married with one daughter.

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matter of fact, it was expected that I would be a good student, a good athlete and, most importantly, a good person. As a little girl, I was fascinated by the role of policemen, because I could see that they were both feared and endeared by the people. A police officer could arrest you, but he could also help you—and that angle fascinated me. Ever since I can remember, there has been an intense passion inside me to serve my country. Becoming a police officer was a means to accomplish my goal.

Ms. Kiran Bedi



Let me point out that the New Delhi Police is a service, not a force. For me that distinction is very important. When I decided to join the Service, I knew that there were no women, but that was not good enough a reason to discourage me. As an athlete, I was prepared for tough competition, and my years practising tennis and competing taught me to respect each others' strengths and establish relationships of equality. I never gave up my place on account of my sex. My goal was to serve. Nothing was going to stop me, as I felt it was my destiny.

2. In your experience as a senior police officer in the Indian Government, what are the main issues that your women colleagues are facing today? How would you like to see these addressed?

The Police Service is still of a very conservative feudal mindset, male-oriented and male-dominated. If they have to make a choice between two candidates—female or male—they would still always choose the man over the woman. Choosing a woman means taking a risk. The top echelons are still playing it safe. My entry in 1972 has continued to be in the news, and this has helped to recruit more women into the Police Service.

My attitude towards my colleagues is always respectful regardless of their sex. Since a young age, I have developed friendships with both men and women, and never once felt that being a woman was a disadvantage. On the contrary, I tried to be as tough and as good as everybody else. I believe that both men and women have strengths and limitations. As a manager, I work with their strengths and help them overcome their weaknesses. My work helps men to expand their ideas of what women are capable of

and helps women to see new possibilities. I have broken many barriers and this has allowed other women to follow in my footsteps, and that makes me feel good. The most important goal is public service, not serving myself.

3. Can you tell us how you managed your work environment as the sole woman in the Police Service?

I was myself and not someone else—one who was willing to learn, share, communicate, give, and spread joy, being confident in myself. I was never punishing at all. The whole approach was enabling others to realize their potential. It was a spirit of co-option, inclusiveness of all. Because of this inclusive approach, cooperation with my work was tremendous, however challenging the tasks were; and indeed there were many, including life-threatening situations.

4. During your career with the Indian Police Service did you experience a glass ceiling? If so, how did you manage to overcome it?

By virtue of seniority, when I rejoin the Service after serving two years in DPKO, I will be next in line to become the Commissioner, in charge of nearly 60,000 men and women. If there was a glass ceiling, I didn't see it, but I know it exists. With each new assignment, I have been determined to achieve success. This has helped me to advance quickly.

5. Why do you think women in leadership positions make a difference in the working environment? How do you feel about mentoring and training to advance women's careers?

Women in leadership positions make a big difference. Women often believe in prevention; I think it is a female trait. To prevent conflict, one must be able to develop and assist people to become better. A preventive approach can help save a woman and prevent another crime. As a senior police officer and a woman who is human, I used all psychological means to prevent future crimes. While completing my PhD, I noticed a direct relationship between domestic violence and drug abuse. In India, about 94 per cent of women who are mothers of drug abusers are also victims of domestic violence, because they are seen as soft targets while fathers are not. Thus, my first priority became not to punish and arrest, but to prevent future crimes. Once I believed this was the right approach, I didn't pay much attention to the critics. If I believed that something was right and could be done—it had to be done.

Women leaders also leave a sharp imprint on both sexes: on men, for greater respect and acceptability of

women; and on women for being role models. They become examples of what other women want to be, an inspiration for ideas and role models for young women.

As women role models, each one of us has a moral responsibility to share with others as much as possible. I think mentors are varied; among them are teachers, colleagues or anybody who inspires you and allows you to learn through their environment.

6. What interested you in the United Nations? Were your expectations met?

A call came from my Government to apply for a position in DPKO. At first I was concerned, because if successful, it meant I had to leave my family and India. After further consideration, I became excited at the thought of serving the UN. Then I realized I would have to prepare well for the interview because I was competing with candidates who had more experience inside and outside of the UN. I feared failure as it became public news that I was up for a post in the United Nations. I prepared extensively, as I was deeply committed to doing my best. The interview was fun, and as I had learned as a tennis player, I knew that if I did my best, I could win.

My expectations about the UN were that it would be as dynamic an environment as that of the Police Service. It is not. I found the pace was different and soon understood the reasons why. The UN is a heterogeneous society, with constant consultations needed to create consensus among its Member States. I came from a very homogeneous environment, where consensus was relatively easy to achieve. In the UN, you are also far away from the fields of operation, and must plan for things that will happen miles away from where you are. I needed to readjust, and it has been a good learning experience, but with constraints and limitations. This has taught me patience. Decisions take longer, and sometimes you may need to change your ideas and settle for something less. Partly because of this lengthy process, I have not yet developed some of my ideas on how to improve the work environment of staff members.

7. Would you care to share with network some of these ideas?

As you know, I have worked in training and I believe that in order to change your work/life environment new ideas have to be introduced, such as the factor of spirituality in training—not from a theological point of view but from the basic values of understanding right and wrong, selflessness and selfishness, regardless of nationality or religion. Spirituality is not a label, but a

mindset supporting compassionate and sensitive individuals. The introduction of this philosophical approach would not be hierarchical. On the contrary, it would break hierarchies. It is geared towards self-reflection, personal accountability and better communication. I strongly recommend it be infused in every training programme of the United Nations. It is a way of life, and I believe all of us need reminders of why we are part of the United Nations.

Meditation is also a useful tool from which staff could benefit. By better understanding one's thoughts, reaction ceases and action begins. This enables one to gain mastery over the mind, so that one is better able to interact with the world outside. A management culture based on the above objectives would assist in improving the work/life of staff members.

8. You continue to work in an environment that is mostly masculine. How does this gender imbalance define the paradigm? How should it be changed to better suit women?

For change to be effected, there has to be a willingness coming from within each individual to change and accept women as peers; not to talk about it, but to do the change. The highest rank has the obligation to influence the junior staff, because change has to be role-modelled.

9. What were the most important professional and personal decisions you have had to make to fit into your working environments?

With every job I took, I have enjoyed the gift of support from my parents and siblings, as well as from my husband, daughter and in-laws. I was determined to pursue my goals and I am very focused. Work means a lot to me and to my family. To be honest, I was so used to my parents' support that should my in-laws have opposed me in any way, I would have continued regardless. I felt that with all this support I had the obligation to not only do my best, but to convert the gift into maximum productivity for the larger good. My daughter is now 26, and she told me she feels good about having me as a mother! I know I have been privileged to have been able to have a work/life environment that helped with my career and provided all the necessary support at home.

10. How would you assess the current problems of abuse of power, harassment in the workforce and sexual harassment in CIVPOL contingents?

I have visited several UN peacekeeping missions and believe that what the UN missions are doing is brilliant.

Ms. Kiran Bedi with UN colleagues



By achieving some of their peaceful objectives, they make a great difference in the common people's lives by bringing peace, protection, relief and benefits. It has been a great privilege to be part of so many large international efforts where we are able to enforce the law and permit humanitarian assistance to take place by providing security, food and health relief.

Notwithstanding the above, it happens that some very insensitive men work for the United Nations. When we talk about sexual harassment or abuse of power, we know that there are certain kinds of men who, once they are away from their home ground and their sexual needs are not easily met, look for low-risk factors—basically women who won't complain. And then different situations might emerge: financial compensation for services rendered, abuse of power, or threats if services were not rendered or were refused. Because the UN does not have jurisprudence over police or military contingents, the Department of Peacekeeping Operations (DPKO) on 1 July 2003 issued guidance—for field missions on the procedures to be followed for handling disciplinary issues and allegations of serious misconduct involving mission personnel, particularly uniformed personnel: "Directive on Sexual Harassment in the UN Peacekeeping and Other Field Missions: for military members of national contingents, military observers and civilian police officers". The guidelines were developed in consultation with Member States, and state that even when a Member State has to repatriate a man on account of sexual harassment or abuse of power, the UN expects to receive in the future a notification of the outcome of the investigation carried out by the national Government. According to the guidelines, Member States have an obligation to inform the Department of actions taken. If the information is not forthcoming, the

complaint could be addressed in a letter by the Secretary-General to the Government concerned. Further, a discretionary report of the Secretary-General to the General Assembly, citing countries that have not responded or taken action in cases of serious misconduct, may be considered.

To eliminate abuse of power, harassment in the workplace or sexual harassment, all peacekeeping missions need to follow and implement these rules and guidelines. Guidelines on these issues must be strictly adhered to.

11. What advice would you give to women who encounter harassment, including sexual harassment, in the workplace?

For women staff members, I believe the most important thing is to empower themselves, not just as women but also as individuals. We need to understand fear, how to confront it and overcome it. You must ask yourself: "If I don't accept this treatment, what could happen to me?". The thought that "I would get exposed or lose my job" may be valid, but women cannot stop there. Women must look upon the harassers, and refuse to continue to be victims. Keep the initiative with you and strategize; collect evidence so that evidence speaks for itself; seek counselling; take guidance; and prepare yourself to win your war. Let me stress how important it is to seek counselling, so you are not taking everything upon yourself.

12. Do you feel any constraints as a woman manager in the United Nations?

I would say that it depends on what background one brings to the UN, because the UN is not a homogeneous work environment, and its many perspectives, approaches and cultural differences make it harder to cope and reach fast decisions. I think it's still very much a man's world with the traditional management practices still in vogue: a continuity of the same old style which is incommunicado, opaque, non-consultative, directorial, groupist, isolationist, purely rational, non-appreciative—basically the traditional IQ (intelligence quotient) with weak EQ (emotional quotient) and almost nil SQ (spiritual quotient). My anxiety is that the freshness and different perspectives and approaches that women have or are expected to bring forth may be or are already running the risk of getting lost in the process.

13. Can you share with network your personal philosophy which has served you well and guided you in difficult moments?

Yes indeed. I have been guided by the belief in a scientific principle that the fundamental law of nature is to

change. So I try to be clear with the options I have in front of me. The right option I practice is to accept the change which I cannot change, and grow with it to ensure that I move with the times. The second belief is the power of prevention. Out of 100 hurtful incidents in one's life, 90 are person-generated and only 10 are nature-sent. So I do not try to add to the latter.

14. What advice would you give to other women?

When I wanted to do something, I didn't let anything stand in my way and always tried to optimize my use of time. I did not need to exclude anything important from my life by maintaining a multidimensional life, and I have not allowed my time to be wasted. I strive to make a contribution to the greater good. This is what has given me the most satisfaction and fulfilment. Not being helpless but being helpful; empower situations to empower others. I would recommend that women have strong dreams that are not selfish; practical and realistic dreams begin with an action plan. Then proceed one day at a time, making optimum use of your time. Go for it! With one step at a time, the journey will begin; even if you don't reach the destination, many stations can be covered.

No obstacles should be allowed to derail you from your dreams. All of us are placed differently in this world—in different cultures, homes, environments. The higher the adversity, the greater the courage life demands: *the higher the mountain the longer the climb*. It is imperative that women continue climbing. Circumstances are sometimes beyond our control, but if you have a good dream, you need to continue being a climber. Every day is important for tomorrow. Cultivate self-awareness with fortitude and courage, and don't ever give up.

Congratulations to ...

- **Ms. Rachel Mayanja** (Uganda), for her appointment as Special Adviser on Gender Issues and Advancement of Women, at the Assistant-Secretary-General level. Ms. Mayanja is currently serving with the Food and Agriculture



Organization of the United Nations (FAO) as the Director, Human Resources Management Division, and has been instrumental in the implementation of the reform of human resources at FAO. Ms. Mayanja's career with the UN started in the then Centre for Social Development and Humanitarian Affairs, and thereafter continued in different departments and peacekeeping missions.

network wishes to welcome Ms. Mayanja to OSAGI and DAW!

- **Ms. Carolyn McAskie** (Canada), for her appointment as Special Representative of the Secretary-General for Burundi at the Under-Secretary-General level, with effect as of 1 June 2004. Ms. McAskie has previously assisted in the Burundi peace process in her capacity as a member of the Burundi Peace Process and has led a distinguished career at the United Nations, including as Assistant Secretary-General for Humanitarian Affairs and Deputy Emergency Relief Coordinator, Office for the Coordination of Humanitarian Affairs (OCHA). At present, there are 19 Special Missions and only two women Special Representatives. That makes the appointment of Ms. McAskie to the top UN job in war-ravaged Burundi a newsworthy event. **network** wishes to congratulate her!
- **Ms. Sumru Noyan** (Turkey), for her appointment as Deputy Executive Director of the United Nations Office on Drugs and Crime (UNODC) on 21 June 2004. Ms. Noyan has been the UNODC director for the Division for Operations since November 2001. Prior to joining the UN, Ms. Noyan was a career diplomat with the Turkish Ministry of Foreign Affairs.
- **Ms. Louise Arbour** (Canada), for her appointment as the new UN High Commissioner for Human Rights. She took up her duties on 1 July 2004. Ms. Arbour was the Chief Prosecutor of the International War Crimes Tribunals for the former Yugoslavia and Rwanda, and later became a member of Canada's Supreme Court.

network welcomes the following distinguished woman to the group of senior-level women at the UN:

- **Ms. Sachiko Kuwabara-Yamamoto** (Japan) was appointed on 1 June 2004 as Executive Secretary of the Basel Convention, in the United Nations Environment Programme in Geneva.

UN Integrity Perception Survey, 2004

Final report—summary

“Integrity and ethics are a high priority for the United Nations and a crucial ingredient in the Secretary-General’s ongoing efforts to reform and strengthen the organizational culture to one of high performance, accountability and results.”

Dileep Nair, Under-Secretary-General
for Internal Oversight Services

In February 2004, the Office of Internal Oversight Services commissioned the “UN Integrity Perception Survey” which was completed by 33 per cent of the staff, or a total of 6,086 individuals, which is the biggest response rate for an organization-wide survey conducted at the UN. Of the respondents, 50.7 per cent were male, while 49.3 per cent were female. **Integrity in the survey is defined as . . . “strength and firmness of character or principle; honesty that can be trusted . . .”.**

The purpose of the Survey was both to measure attitudes and perceptions about integrity among UN staff to be able to manage it with improved effectiveness. Integrity is a core value of the UN and embraced as one of its core competencies. The Secretary-General summarized the findings of the Survey in a letter to staff members, dated 4 June 2004: “. . . Staff generally perceived that breaches of integrity and ethical conduct are insufficiently and inequitably addressed by the disciplinary system. At the same time, they voice concern about the consequences of ‘whistle-blowing’ or reporting on misconduct, and uncertainty about the mechanisms for such reporting.”

(For ease of reference, instructions on how to access the Survey are provided at the end of this article. Also, page references to the complete Survey are noted within the text.)

Survey findings

Organizational values

Findings from the “Organizational values” section of the Survey reveal that while 68.7 per cent of the respondents agree that the UN has clear policies and practices intended to encourage ethical behaviour (p. 73) and 55.8 per cent claim to routinely follow the guidelines on professional conduct (p. 73), less than half agreed or strongly agreed that equality, fairness, integrity and impartiality were practised to a great extent in the way colleagues work (p. 72).

These findings have implications for women who are underrepresented in Professional posts in the Secretariat:

- 24.4 per cent of staff agreed or strongly agreed that **equality** was practised in the way people work;
- 20.7 per cent of staff agreed/strongly agreed that **fairness** was practised;
- 34.9 per cent of staff agreed/strongly agreed that **integrity** was practised;
- 25.8 per cent of staff agreed/strongly agreed that **impartiality** was practised.

Organizational culture

The findings from section IV, “Organizational culture”, reveal that many staff see a conflict between the UN culture and the core values of integrity and ethics (p. 76):

- 14.7 per cent of staff agreed/strongly agreed that it is difficult to deal appropriately with unethical behaviour because of internal political pressure.
- 28.7 per cent of staff agreed/strongly agreed that being consistently ethical helps an employee advance in the UN.
- 12.5 per cent of staff agreed/strongly agreed that the candidate selection/promotion process is effective in evaluating integrity.
- 17.6 per cent of staff agreed/strongly agreed that people trust one another at the UN.

Gender-related issues

Women gave significantly lower scores than men on all three measures of organizational outcomes: organizational integrity, employment satisfaction and trust. These findings may reflect the barriers to advancement that women confront in the UN system (p. 29):

- For **integrity**, women gave the Organization an average score of 49, while men gave an average score of 54.
- While the average **employment satisfaction** score for men was 75, it was two points lower for women, at 73.
- On the **trust** index, women gave an average score of 46, while men gave an average score of 51.

Furthermore, perceptions about the lack of protection for whistle-blowers are captured by the following findings from section III of the Survey, “Organizational practices”. This issue is especially salient for women who are more often targeted for harassment and discrimination:

- Only 7.4 per cent of staff agreed/strongly agreed with the statement: “the UN has strong whistle-blower protections that encourage me to report any violations I see” (p. 75).
- 18.3 per cent of staff agreed/strongly agreed that when breaches of regulations and rules are reported, a proper review or investigation is conducted (p. 75).
- 11.9 per cent of staff agreed/strongly agreed that they feel protected from reprisals for reporting violations of the guidelines for professional conduct (p. 74).

Survey quotes: Gender-related issues

An open-ended question was included in the Survey questionnaire and 2,363 individuals, or almost 40 per cent, added comments. The following quotes capture staff members’ personal experiences with and suggestions about gender-related issues and the advancement of women in the UN system:

- Get rid of the old boys’ network! Address the issues of discrimination, nepotism and sexism, which are rampant in the Organization (p. 57).
- The members of the accountability committee are the same senior leaders making the decisions. It’s an old boys’ club. Senior leaders should be made to report to the Fifth Committee (p. 57).
- A fair, honest and transparent performance evaluation system is needed that allows comments on the conduct, integrity and suitability of a staff member to work in a multifaceted, multicultural and multi-ideological environment (p. 52).

- There should be a truly anonymous reporting system. Investigate breaches of rules and apply punishment no matter the level (p. 55).
- There should be clear guidelines, equality in promotion and career issues (p. 53).
- Senior leaders should be held personally accountable for failure to take prompt and appropriate action when there are serious allegations of harassment and verbal and physical abuse committed by their subordinates (p. 56).

Action taken

Departments and offices are holding town hall meetings with their staff to discuss individual departments’ results of the Survey. These meetings are an effective method for sharing detailed information from the Survey and for beginning a dialogue directed at pinpointing the root causes.

How to access the Survey:

- i) Click on UNHQ Intranet (iseek)
- ii) Click on “Announcements”
- iii) Click on “Staff matters”
- iv) Click on “Results of Integrity Perception Survey, commissioned by OIOS”

The most important priorities to improve staff perceptions of integrity are:

- **Tone at the top**—leaders must lead by example and be held accountable regarding all things ethical; take prompt and decisive actions against those who breach professional guidelines.
- **Staff accountability**—increasing the level of protection against reprisals; improving fairness; disciplining those who violate guidelines on professional conduct after proper reviews are conducted.

Around the UN ...

- The Chairperson of the **Commission on the Status of Women (CSW)**, **Ms. Kyung-wha Kang**, addressed the **Commission on Human Rights** in Geneva, on 5 April 2004, applauding the human rights body's recent attention to the issue of violence against women and calling for a greater role for women in conflict resolution. She said that CSW had focused lately on women's equal participation in conflict prevention, conflict resolution and post-conflict peace-building, and added that gender mainstreaming required consistent and systematic attention to gender perspectives in all areas of human rights. Under its agenda item on human rights of women, the Commission's general debate heard national delegations addressing different problems, including the necessity of changing mentalities, overcoming traditional stereotypes and bringing both men and women to the point where they realized that the place of a woman in society went far beyond her role in the family. Women continued to be victims of gross human rights violations, including acts of violence, such as rape; other forms of sexual abuse; early and forced marriages; violence related to commercial sexual exploitation; honour killings; and violations of their rights to freedom of speech, religion and belief, their rights to health and to reproductive health, their rights to education, and their rights to vote and to be elected.
- **Shirin Ebadi**, the first Muslim woman to become a Nobel Peace Laureate, in 2003, spoke on **women, democracy and Islam** on 2 June 2004 at UN headquarters, at the invitation of UNDP. Ms. Ebadi addressed her audience in a packed conference room and focused on human rights and democracy as essential elements for successful economic development. She defined human rights as being inclusive of all rights for all people, and emphasized the importance of not separating human rights into categories, such as women's rights or Islamic human rights. She pointed out the large gap between wealthy and poor countries and critiqued the loan and debt system as the primary method for redistribution of wealth and access to economic development. Ms. Ebadi urged international organizations and donors to ensure that loans are not used to support the lifestyles and agendas of authoritarian leaders. This practice, she said, supported and perpetuated oppression and violations of human rights, and diminished hopes for democracy. Ms. Ebadi then addressed the issue of women's right to life and dignity not being honoured in many parts of the world. She referenced both legal and economic undervaluation of women relative to men and said that as long as the legal status valued the life of a woman as half of that of a man, human dignity for women was impeded in all realms, and States would, in effect, limit the resources available to them for economic development.
- The **Coordination Segment of the Economic and Social Council** met in New York from 1 to 7 July 2004. One of the two themes of the 2004 ECOSOC Coordination Segment reviewed the system-wide implementation of its agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the UN system. The Division for the Advancement of Women (DAW), in collaboration with the Office of ECOSOC Support and Coordination, organized five events prior to and during the Coordination Segment: (i) a panel on mainstreaming gender in the work of the UN system's intergovernmental bodies; (ii) a panel on gender mainstreaming in UN operational activities; (iii) a panel on achievements in gender mainstreaming in entities of the UN system; (iv) a thematic round table on accountability, monitoring, evaluation mechanisms and implementation plans for bridging the gap between policy and practice in gender mainstreaming; and (v) a thematic round table on mainstreaming gender perspectives into sectoral policies and strategies. ECOSOC adopted resolution 2004/4 on mainstreaming the gender perspective into all policies and programmes in the UN system and requested the Secretary-General to ensure that all UN entities develop action plans with time lines for implementing the agreed conclusions 1997/2. These action plans should address the gap between policy and practice identified in the Secretary-General's report (E/2004/59), with a view to strengthening commitment and accountability at the highest levels within the UN system, as well as to establish mechanisms to ensure accountability, systematic monitoring and reporting on progress in implementation. The Council encouraged the governing bodies of United Nations agencies, funds and programmes to ensure that gender perspectives were integrated into all aspects of their monitoring functions in relation to policies and strategies, medium-term plans, multi-year funding frameworks, and operational activities, including those relating to the implementation of the Millennium

Declaration and the outcomes of major United Nations conferences and summits in the economic and social fields. (Documents are available at <http://www.un.org/esa/coordination/background.htm>)

- The **Third Session of the Permanent Forum on Indigenous Issues** was held from 10 to 21 May 2004, at United Nations Headquarters. The special theme of the third session was “Indigenous Women”. (For further information go to http://www.un.org/esa/socdev/unpfii/news/news_1.htm)
- The **Security Council** held an open debate on the protection of civilians in armed conflict on 14 June 2004, welcoming the Secretary-General’s fourth report on the same theme (S/2004/431). Among the 10 areas identified by the Security Council for further priority action were the needs for special protection and assistance requirements of children and women in armed conflict. In the report’s introduction, the Secretary-General noted that sexual violence as a means of warfare, particularly against women and girls, has increased and become even more horrifying, especially when rape was used as a weapon or as a means to spread HIV/AIDS to the enemy. Thus, he stated, extraordinary protection measures were needed.
- The celebration of **World Population Day** on 11 July 2004 coincided with the tenth anniversary of the International Conference on Population and Development. In 1994, 179 Governments agreed in Cairo that population issues were not just a matter of numbers but were first and foremost about people. They also agreed that women’s empowerment and gender equality, as well as the elimination of violence against women and girls, were cornerstones of population and development policies. The Secretary-General remarked in his speech that day, that greater commitment and action were urgently needed, especially when it came to promoting women’s rights and increasing investments in education and health, including reproductive health and family planning.

In your interest ... policy matters

- The **General Assembly** requested the Secretary-General “to suspend recruitment action for new vacancies in General Service posts for the biennium 2004-2005, with the exception of safety and security personnel and editorial assistants (text processors) in language functions, and to report on the progress

made and on the impact of those measures in the context of his performance reports” (A/RES/58/270 of 19 March 2004—Questions relating to the proposed programme budget for the biennium 2004-2005, paragraph 25).

Listed below please find administrative documents relevant to staffing matters recently promulgated.

- **ST/IC/2004/17** of 21 May 2004—Membership of the Central Review Board, Committee and Panel at Headquarters.
- **ST/IC/2004/20** of 25 May 2004—Revised salary scales for staff in the General Service and related categories at Headquarters.

Many inquiries were received by the office of the Focal Point on eligibility for competitive examinations. Below please find the rule that regulates the exams.

- Rule 104.15—Competitive examinations (Human Resources Handbook, Staff Rules and Regulations) states that:
 - (a) Boards of Examiners established by the Secretary-General shall ensure the regularity of the competitive examinations administered in accordance with conditions established by the Secretary-General.
 - (b) Boards of Examiners shall make recommendations to the Secretary-General in respect of the following:
 - (i) **Appointment**
Appointment to P-1 and P-2 posts and to posts requiring special language competence shall be made exclusively through competitive examination. Appointment to posts at the P-3 level shall be made normally through competitive examination.
 - (ii) **Recruitment to the Professional category of staff from the General Service and related categories**
Recruitment to the Professional category of staff from the General Service and related categories having successfully passed the appropriate competitive examinations shall be made within the limits established by the General Assembly. Such recruitment shall be made exclusively through competitive examination.
 - (c) Staff members appointed to the Professional level after a competitive examination shall be subject to mandatory reassignment, under conditions established by the Secretary-General (*Intranet, ISeek, Resources, Rules & Regulations*).

Training ...

Women in leadership

by Anne Gunning

Chief, Learning Section, OHRM

All of us, I believe, have recognized the need—and as Human Resources managers, the responsibility—to intensify efforts to attract, support, sustain and retain women leaders for our organizations. “**Women in leadership**” is an initiative recently piloted by the UN Secretariat in support of this goal. OHRM offered this programme to senior women leaders throughout the Secretariat (USG, ASG and D-2 levels), and if successful, the programme could be adapted and offered to other women—those already in leadership positions, and those aspiring to such positions.

The overall objective is to enhance the personal capacity for effective leadership among women in senior positions; to create awareness in them of the importance of finding a leadership role of their own; and to integrate the fact of being both a woman and a leader into this role. During the course of the programme, the women become aware of certain patterns and structures that may have prevented them from being the great leaders they can, and want, to be. Apart from the immediate benefits of the experience, they forge and maintain strong bonds and support groups that continue for years. Last but not least, the women become more conscious of their impact and their responsibility as role models and mentors.

Although this programme was targeted towards women, it reinforced the importance of both men and women understanding and respecting each other, working together to meet their aspirations and to achieve common organizational goals. A similar programme exists for senior male leaders, and programmes can also be organized for men and women leaders together. Organizations and the women who participate in the programme must commit to a follow-up session 9 to 12 months later, to reinforce principles and renew commitments, as well as to measure longer-term impacts.

Dr. Barbro Dahlbom-Hall, who runs the programme, is a renowned expert in the field of women and leadership and, apart from her long experience working with UNICEF, has worked extensively in the public and private sectors in Sweden and internationally. One of the driving forces behind Dr. Dahlbom-Hall's work is her frustration at seeing the vast amount of resources being wasted simply because people in leadership positions lack an elementary knowledge of what it means to manage differences.

The programme took place 20 km south of Stockholm, Sweden, on the shores of Lake Trehörningen, where a sense of solitude and tranquillity prevails. The methodology used was a blend of lectures and discussions, with shorter activities in groups. The five days were an intensive, demanding and sometimes emotional journey of self-discovery and, ultimately, self-actualization. Through the articulation of a “confidentiality contract”, an environment was created where the women were able to share freely and openly with each other, and with Dr. Dahlbom-Hall, experiences and feelings, work-related or personal, from childhood through adulthood . . . to real womanhood.

Below are some of the topics discussed:

- What happens when women grow—within the woman herself, within the organization, within society;
- How to develop a personality for leadership—discovering my strengths and weaknesses; refining and deepening my strengths; accepting my weaknesses;
- What do I bring from my childhood—as a benefit to my leadership; as an obstacle to my leadership;
- Accepting power; creating power; delegating power.

Evaluating the programme at its conclusion, the participants spoke of enrichment, fulfilment, enhanced self-knowledge and self-confidence. One very insightful comment sums up the process, and echoes the sentiments of many of the women: “I found the beginning slow and I was a little bit impatient. But at the end I understood how it was structured. I said to Dr. Dahlbom-Hall during the first sessions that she had the keys, and I assumed she would give them to us one by one, when she considered it was the right time. At the end I realized that she made us understand, step by step, that the keys were with us.”

News from the field ...

From the Office of Gender Affairs, UNMIK, Kosovo

- The **draft Law on Gender Equality in Kosovo** prepared and drafted through collaborative efforts between the Gender Equality Committee of the Kosovo Assembly and UNMIK has been completed. Once approved, this law would establish the gender equality principle as a fundamental value for the institutionalization of a democratic system in Kosovo, including a wide range of strategic provisions in the political, social, economic, educational and health fields. The Office of Gender Affairs has

been supporting the Gender Equality Committee in conceptualizing and drafting the law and is proud of having been engaged in the process by not only providing technical assistance, but ensuring the implementation of the UN mandate in mainstreaming a gender perspective in peacekeeping missions.

- The first complete **survey of all available gender statistics “Women and Men in Kosovo”** has been published in June 2004. It will contribute to redressing the lack of gender disaggregated data. The published data will serve as a policy and planning tool for both policy makers and civil society in helping to close the gender gaps in the educational, health, economic, employment, social welfare and agricultural sectors. Women make up only 30 per cent of the total labour force in Kosovo; and only 21 per cent of the rural labour force. The report also states that although 91 per cent of girls in Kosovo attend primary school, that figure drops dramatically to 54 per cent by the time the girls reach secondary school.
- The Office of Gender Affairs has launched a resource centre of gender-related materials that contains over 200 books, pamphlets, DVDs and other documents. The collection covers topics ranging from the gendered dimensions of peacekeeping to the gender implications of development, and includes a wide array of local and regional materials (officeofgenderaffairs@unmikonline.org).

Gender in the news ...

- On 18 April 2004, the promise that the new Spanish Prime Minister Don José Luis Rodríguez Zapatero announced on International Women’s Day, that as many women will belong to his Government as men, became a reality when eight of the 16 ministers appointed were women. With these appointments, Spain became one of just two European countries to achieve gender parity at the highest level of government. In addition, **Ms. María Teresa Fernández de la Vega** became Spain’s first-ever female vice-president. Women head several ministries, including Culture, Education, Environment and Agriculture. Of 350 seats in Congress, 126, or 36 per cent, are now filled by women—a 27 per cent increase since the 2000 elections.
- **Ms. Noleen Heyzer**, Executive Director of the **United Nations Development Fund for Women (UNIFEM)**, delivered the keynote address at the opening of the National Women’s Conference on

Peace and Socio-Economic Recovery in Monrovia, Liberia, on 19 May 2004. The theme of the Conference was “Solidifying and Sustaining Peace and Development in Liberia”. Ms. Heyzer emphasized the centrality of women’s participation and leadership in all phases of the country’s recovery, including processes of disarmament, demobilization and rehabilitation. She described the conference as a celebration of the courage of Liberia’s women, their resilience and capacity for leadership amid the trauma and devastation of conflict over the past decade.

Addressing discrimination: examples of progress

In the military: To reassure women that the military is serious about sexual assaults, on 3 June 2004, members of Congress in the United States urged military leaders to make immediate and concrete changes in how the cases are handled in every branch of the armed forces, after an Army report cited a 25 per cent increase in sexual assault claims within Army ranks in the last five years. It was stated that sexual assault “degrades our mission readiness by devastating our ability to work effectively as a team”. Some of the problems cited were lack of integrated prevention and response policies, poor and inconsistent response by commanders to claims of assault and insufficient support for victims. While current Army programmes dealt effectively with sexual harassment, sexual assault was addressed only “to a minor extent”.

In the private sector: A class-action status in a sex discrimination lawsuit against Wal-Mart, USA, was granted on 22 June 2004, creating a class of up to 1.6 million women, making it the largest employment discrimination lawsuit against a company in United States history. The lawsuit was brought three years ago in San Francisco and asserted that Wal-Mart, the nation’s largest company, systematically discriminated against women in pay and promotions. Judge Martin Jenkins, who took nine months to issue the ruling, wrote among other things that the case was historic in nature, dwarfing other employment discrimination cases that came before it. Plaintiffs presented largely uncontested descriptive statistics, showing that women working at Wal-Mart were paid less than men in every region, that pay disparities existed in most job categories, that the salary gap widened over time, that women took longer to enter management positions and that the higher one looked in the organization, the lower the percentage of women one would find. Plaintiffs had also shown that

there were significant legal and factual issues concerning alleged discriminatory practices, including gender stereotyping and a culture of corporate uniformity. As a result of the case being certified, Wal-Mart announced a new job classification and pay structure, which was designed in part to ensure fairness in pay and promotions. Litigation continues.

Do you think that the earning power of women has really increased?

Inherent prejudice in United States labour markets led to a call for more effective public policy:

- The earning histories of men and women over a 15-year period showed that the average woman earned \$273,592, and the average man earned \$722,693.
- There is continuing evidence of gender segregation in the United States workforce.
- Even with similar education levels, jobs that tend to have high representation of women pay less than jobs that tend to have a lot of men.
- Because wives typically earn less, they are more likely to leave their job when someone needs to work in the home to maintain the family.
- Women often take part-time or temporary jobs that are low-paying, maintaining an exploitable pool of trained labour.
- Employers' assumptions that women will leave the workforce to care for family often leads to underinvestment in women's careers.

In your interest ... reports

- A new UNFPA report, "**Working from Within: Culturally Sensitive Approaches in UNFPA Programming**", states that forming local alliances in culturally sensitive situations gives aid workers a better chance of succeeding in their efforts. "Social and cultural realities present challenges as well as opportunities for advancing development goals and human rights", said UNFPA Executive Director Thoraya Ahmed Obaid. When dealing with gender inequality, violence against women, family planning and HIV/AIDS, it is important to make alliances with local individuals and institutions to further

development efforts. The report was released on 21 May 2004 in observance of the United Nations World Day for Cultural Diversity for Dialogue and Development (www.unfpa.org/news/coverage/may15-21-2004.htm).

- A new report by the **International Labour Office (ILO)**, "**Helping Hands or Shackled Lives? Understanding child domestic labour and responses to it**", was published on 12 June 2004, the World Day Against Child Labour. The report examines in detail the plight of child domestic labour, which is a widespread and growing global phenomenon that traps as many as 10 million children or more—mostly girls—in hidden forms of exploitation. The status of women and girls, family and child poverty, ignorance of the risks of domestic service, the increasing number of AIDS orphans and the persistence of traditional hierarchies all contribute to pushing children into domestic labours (www.ilo.org/public/english/bureau/inf/pr/2004/28.htm).

Work/life ...

The opt-out revolution

The Families and Work Institute, a non-profit New York research group, carried out a survey in 2003 which found that a surprising 32 per cent of senior executives at 10 giant multinationals were successfully able to balance their personal and work lives. One female senior executive who was interviewed said that balance is possible if women "set their terms with employers, have the courage to say no, and realize that if they show their indispensable talents and strengths, chances are employers will accommodate them". There was consensus that women "should be more proactive in searching and asking for what they want, while recognizing that everything can't be neatly planned".

But more women are choosing to drop out of high-pressure jobs rather than putting in a 60-hour workweek trying to do it all in what has come to be known as "the opt-out revolution". Recent statistics of the labour force show that participation by married women with a child who is less than one year old fell from 57 per cent in 1997 to 53 per cent in 2000 in the United States. Despite these trends, about 72 per cent of mothers with children are still in the workforce. The survey found that while women need to be more proactive with their managers in setting boundaries for work/life balance, employers need to pay more than lip service to family-friendly policies. Organizational cultures must support the value of work/life balance and not unfairly dismiss women and

men who access these policies as uncommitted or unfit for promotions (<http://www.familiesandwork.org>).

Wired for change

Working women from the baby-boom generation are just beginning to confront the spectre of retirement on the horizon and come to the realization that there is no training or orientation for retirement as there is for work! For many of these women, who came of age just as women were discovering that “what was going to give you value was work”, the idea of no longer having a career is daunting because they need to redefine the paradigm. This challenge has recently been met by a few trailblazing women who are attempting to redefine retirement as something that is proactive, dynamic, and life-affirming. These women are forming organizations and groups that offer practical advice, valuable volunteer opportunities, and venues for retired women to have public discussions about how they are dealing with their departures from the working world. One such organization, the **Transition Network**, has doubled in size in the last year to 600 professional women, 50 and over, and spawned other organizations that offer similar services. Sometimes the solution is a second career, and imagination is needed to downshift into other projects. Retired women can turn into volunteering, mentoring younger women and using their own experience into creating an innovative organization or business (<http://www.thetransitionnetwork.com/about.asp>).

News flash ...

- A report released by the **Council on Foreign Relations** on 21 April 2004 states that more than 100 million children in developing nations between the ages of 6 and 11—60 per cent of them girls—are not in school. An additional 150 million children will drop out of primary school, the Council reported. As countries work towards ensuring a quality primary education for every child, they must take care to address the social, economic and cultural barriers that keep many girls out of school, particularly in developing nations. The report cited substantial benefits to countries when girls are educated, including higher wages and smaller families. In addition, the **World Economic Forum** in its last report, released April 2004, chastised world leaders for failing to make progress on a variety of social issues, including education, that are critical to development. The problem, the report said, is of particular concern in some

regions, such as sub-Saharan Africa, the Middle East and central and southern Asia.

- Experts say “**honour killings**” are on the rise in Europe, and European police officials are meeting to look at ways of tackling the rising phenomenon. Many victims of honour killings are women involved in relationships their family felt brought dishonour on them, but the issue remains largely hidden from public view and the exact numbers are unknown.
- The **Prime Minister of Kuwait** said on 18 May 2004 that democracy in Kuwait would not be complete if **women did not have the vote**. In a surprise move, a bill was approved to give women the vote and ability to run for Parliament, granting them political rights that they sought for 40 years. The draft bill still needs parliament’s backing to become law, which has rejected similar proposals in the past.
- The 2004 report by **Amnesty International** said that at least one out of every three women in the world has been beaten, coerced into sex or abused in her lifetime (<http://web.amnesty.org/report2004/hragenda-7-eng>). A separate report by the University of Cape Town in South Africa said at least four women were killed every day by an intimate partner in South Africa.
- Although African women grow 80 per cent of the continent’s food, they only own 1 per cent of the land in sub-Saharan Africa because tradition states that when a man dies, his property passes to his adult sons or brothers. The widow and her children are often evicted and left destitute. **Reforming inheritance practices** has been a focus of the women’s rights movement in Africa for over 20 years. Through such efforts, some legal codes have been changed, but such changes have not been enforced in rural Africa and the fight for change continues.
- During its 2000 headcount, the **US Census Bureau** has found among its hundreds of job categories just **five categories of jobs in which women earn at least as much as men**, including hazardous material removal workers; installers and repairers of telecommunications lines; meeting and convention planners; dining-room or cafeteria workers; and construction trade workers. It was noted that for kindergarten and pre-school teachers, who are nearly 98 per cent women, men earn about \$5,000 more than women!
- The **World Health Organization (WHO)** announced on 23 June 2004, the publication of guidelines aimed at helping countries and consumers navigate the largely unregulated world of alternative

medicine. The guidelines provide simple, easy-to-follow tips on issues to look out for and a brief checklist of basic questions which may be used to help facilitate proper use of traditional and alternative medicine. According to the report, up to 80 per cent of all people in the developing world rely on traditional medicine for their primary health care. But reports of adverse reactions to these treatments are on the rise. Food supplements, which are not often regulated as medicinal products, lack quality control, and an increasing number of people in industrialized and developing countries using alternative medicines are having adverse and even fatal reactions. A European Union (EU) directive is due to come into force on 1 August 2005, harmonizing the rules on vitamins and food supplements across the EU, including a list of vitamins and minerals that can be used in food supplements.

- The **World Health Organization (WHO) Global Strategy on Diet, Physical Activity and Health** was endorsed on 22 May 2004 by Member States at their Annual Health Assembly in Geneva. The strategy addresses two of the major risk factors responsible for the heavy and growing burden of non-communicable diseases (NCDs), which now account for some 60 per cent of global deaths and almost half (47 per cent) of the global burden of disease. NCDs include cardiovascular disease, type 2 diabetes, cancers and obesity-related conditions. It emphasizes the need to limit the consumption of saturated fats and trans-fatty acids, salt and sugars, and to increase the consumption of fruits and vegetables and levels of physical activity. It also addresses the role of prevention in health services; food and agriculture policies; fiscal policies; surveillance systems; regulatory policies; consumer education and communication, including marketing, health claims and nutrition labelling; and school policies as they affect food and physical activity choices (<http://www.who.int/mediacentre/releases/2004/wha.3/en/>).
- **Lymphoedema**, a painful and debilitating swelling of an arm or leg that can develop months or even years after treatment, is a devastating side effect of cancer treatment. It occurs in patients whose lymphatic systems have been damaged by radiation or the removal of lymph nodes, and even minor overuse of a limb could trigger extreme swelling. Patients treated for breast, prostate, gynaecological, head, neck, testicular, bladder, colon cancer and

melanoma are at risk. If not treated swiftly, the condition could be irreversible; but when caught early, treatment is relatively effective and the condition can be kept under control with minimal care. (For more information go to www.lymphnet.org)

Recommended books

- **Women and the Environment** was published on 20 May 2004 by the United Nations Environment Programme in association with the Women's Environment and Development Organization, and with financial support from the United Nations Foundation. The book calls for greater recognition of women's roles in conservation and poverty eradication. It is available online at www.unep.org, or at EarthPrint at www.earthprint.com.
- **Developing power: how women transformed international development** by Arvonne S. Fraser and Irene Tinker tells the story of 27 pioneering women from 12 countries, and how they fought to ensure that the unprecedented political and economic changes in the developing world would benefit women as well as men. To order, contact: Feminist Press, City University of NY, The Graduate Center, 365 Fifth Avenue, Suite 5406, New York, NY 10016.

Web sites

- <http://www.peacewomen.org/resources/resourcesindex.html>: Information on Women, Peace and Security Resources.
- <http://www.iccwomen.org>: Women's Initiatives for Gender Justice.
- <http://www.womenworldleaders.org/>: A network of current and former women heads of State and Government whose mission is to promote good governance and enhance the experience of democracy globally by increasing the number, effectiveness and visibility of women who lead at the highest levels in their countries.
- <http://www.agewave.com>: Research and consulting American firm focused on the demographic revolution that will shift the "epicentre" of consumer activity from an exclusive focus on youth, to the need, challenges and aspirations of middle-aged and mature consumers.
- <http://www.womensenews.org/support.cfm>: Women's eNews is a non-profit, independent news service covering issues of concern to women and their allies.
- http://europa.eu.int/comm/employment_social/women_men_stats/index_en.htm: New database on women in decision-making in Europe.

The status of women in the United Nations system

Data are based on the period 1 July 2003 to 30 June 2004 from the report of the Secretary-General on the improvement of the status of women in the United Nations system (A/59/357)

UNITED NATIONS SECRETARIAT

Women in the Professional category

Overall

- Women accounted for **37.4 per cent** of staff in the wider category of Professional and higher-level staff with **appointments of one year or more** (1,990 out of 5,325). This represents an increase of 1.7 percentage points since 30 June 2003.
- Women in the more restricted category of Professional and higher-level on posts subject to **geographical distribution** accounted for **42.3 per cent** (1,063 out of 2,515). This represents an increase of 0.5 percentage points since 30 June 2003.

Appointments

- Women constituted **37.2 per cent** (191 out of 514) of appointments of one year or more at all levels. The goal of 50 per cent gender balance in the appointments of Professional staff was achieved and exceeded at the P-2 level with 52.9 per cent of all appointments. At the P-5, P-4 and P-3 levels, women comprised 14.5 per cent, 32.7 per cent and 41.9 per cent of appointments, respectively.
- Women accounted for 49.3 per cent (35 out of 71) of recruits from the **national competitive recruitment examinations** and 63.7 per cent (14 out of 22) of appointments from the **language examinations**

Promotions (as at 30 June 2004)

- Women accounted for 45.9 per cent (146 out of 318) of promotions from the P-1 to D-2 levels.
- The goal of gender balance in terms of promotions was met and exceeded at the D-2 and P-4/P-3 levels.

Women at the senior policy-making levels

(with appointments of one year or more)

- At the **Under-Secretary-General level**, the proportion of women increased from 13.5 per cent to 16.7 per cent (6 women out of 36). At the **Assistant Secretary-General level**, the proportion of women increased from 14.6 per cent to 17.1 per cent (6 women out of 35).
- The six women **USGs** are: the Deputy Secretary-General, the head of the Department of Management, the Executive Secretary of the Economic and Social Commission for Western Asia (ESCWA), the Executive Secretary of the Economic Commission for Europe (ECE), the Executive Director of UN-Habitat and the High Commissioner for Human Rights (OHCHR), appointed after the reporting period.
- At the **D-1 level and above**, the proportion of women in the Secretariat increased from 25.6 per cent to 29 per cent (150 women out of 517). At the **D-2 level**, the proportion of

women increased from 24.8 per cent to 27.6 per cent (35 women out of 127) and at the **D-1 level** from 28.8 per cent to 32.3 per cent (103 women out of 319).

Women in peace operations

- Women comprised **27.5 per cent** of Professional staff with appointments of one year or more in peace operations (261 women out of 949).
- **Two** out of 27 Peace Operations are headed by women—the Special Representatives of the Secretary-General to the United Nations Observer Mission in Georgia (UNOMIG) and the United Nations Operation in Burundi (ONUB).
- There are three women **Deputy Special Representatives of the Secretary-General** in peacekeeping operations: the United Nations Verification Mission in Guatemala (MINUGUA), the United Nations Mission in Afghanistan (UNAMA), and the United Nations Observer Mission in Georgia (UNOMIG).
- At the **D-1 level and above**, women in peace operations constituted 12 per cent of staff (12 out of 97), an increase of 2 percentage points from June 2003.
- Of nine missions with 20 or more Professional staff members, three missions had more than 30 per cent women staff.

Women in the General Service and related categories

- Women constituted the majority of staff members in the General Service category with 62 per cent (4,191 women out of 6,751); however, they are underrepresented in the Security and Safety Service category with 11.6 per cent (26 women out of 224), and in the Trades and Crafts category with 3.5 per cent (6 women out of 172).
- Women accounted for 55.9 per cent (382 out of 683) of promotions in the General Service category.

Departments or offices with 20 or more Professional staff (with appointments of one year or more)

- **Gender balance** was achieved in five departments or offices (with 20 or more Professional staff): the Department of Management/Office of the Under-Secretary-General, the Office of Human Resources Management, the Office of Programme Planning, Budget and Accounts, the Department of Public Information, and the Executive Office of the Secretary-General.
- In seven departments or offices, women accounted for **40 per cent or more** of staff: the Office of Legal Affairs, the United Nations Compensation Commission, the Department of Economic and Social Affairs, the Department for General

Assembly and Conference Management, the Office of the United Nations High Commissioner for Human Rights, the United Nations Office on Drugs and Crime, and the Department of Political Affairs.

- In four Departments or offices, women accounted for **less than 30 per cent** of staff: the Office of Central Support Services, the Department of Peacekeeping Operations/

Office for Mission Support, the United Nations Monitoring, Verification and Inspection Commission, and the Office of the United Nations Security Coordinator.

- **At the D-I level and above**, six departments or offices reached or exceeded the 50/50 gender balance goal. However, 10 departments/offices have **less than 30 per cent** women at senior levels.

ORGANIZATIONS OF THE UNITED NATIONS SYSTEM (as at 31 December 2003)

- The **overall** proportion of women in the Professional and higher categories in the UN system constituted 36.4 per cent, an increase of 1.4 percentage points since 31 December 2002.
- Gender balance in the Professional category was achieved in two organizations: the United Nations Institute for Training and Research (UNITAR) with 50 per cent (13 women out of 26), and the United Nations Population Fund (UNFPA) with 49.9 per cent (173 women out of 347).
- Eight organizations have **40 per cent or more** Professional women: the United Nations Children's Fund (45.5 per cent), the United Nations Educational, Scientific and Cultural Organization (43.8 per cent), the International Civil Service Commission (42.1 per cent), the Pan-American Health Organization (42.3 per cent), the Joint United Nations Programme on HIV/AIDS (41.1 per cent), the Office of the United Nations High Commissioner for Refugees (40.7 per cent), the World Food Programme (40.6 per cent), and the International Fund for Agricultural Development (40 per cent). Seven organizations have **between 30 and 40 per cent** women on their staff.
- Nine organizations have **less than 30 per cent** women on their staff: the International Trade Centre (28.1 per cent), the United Nations Relief and Works Agency for Palestine Refugees in the Near East (27.2 per cent), the International Telecommu-

nication Union (26.9 per cent), the World Meteorological Organization (26.1 per cent), the United Nations Industrial Development Organization (25.1 per cent), the International Civil Aviation Organization (24.3 per cent), the United Nations University (21.4 per cent), the Universal Postal Union (20.3 per cent), and the International Atomic Energy Agency (18.6 per cent).

- The **largest increase** was registered in the United Nations University, where the representation of women rose from 13.6 per cent to 21.4 per cent. The **largest decrease** was registered by the International Maritime Organization, where the representation of women declined from 37.2 per cent to 34.1 per cent.
- At the **D-I level and above**, women constituted 22.3 per cent compared to 21 per cent in the last reporting period. Gender balance has only been achieved at the P-2 and P-1 levels in the organizations of the United Nations system.

For additional information, please visit <http://www.un.org/OSAGI/> or contact Ms. Aparna Mehrotra, mehrotra@un.org, tel. (212) 963-6828.

Dear Readers . . . If there is any manager—female or male—that you would like to recognize as somebody who shares our commitment to improving the status of women in the Secretariat, let us know. We will highlight her/his work in our next issue. If you want to send us your comments about network, an article that you wrote etc., we would be delighted to receive it. The more interaction with our readers, the better!!!

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