



# network

The UN Women's Newsletter, Volume No. 5 • Issue 3 • July, August, September 2004

## Letter from the Focal Point for Women

Dear friends and colleagues,

It is our pleasure to bring to you this particularly significant issue of *network*. It brings to you a synopsis of the latest report of the Secretary-General on the improvement of the status of women, the most comprehensive product of the work of this office. The synopsis provides a statistical review of progress between 1 July 2003 and 30 June 2004 of the UN system and the Secretariat and an analysis of past trends and hypothetical projections, as well as a summary of a study on the causes for the low advance in the improvement of the status of women in the United Nations Secretariat.

In addition, and equally meaningful, the issue carries an interview with Ms. Rachel Mayanja, the Special Adviser of the Secretary-General on Gender Issues and Advancement of Women, and a brief summary of the

insights that emerged in the annual meetings of ORIGIN, the network of focal points of various institutions working on issues of gender and diversity. You will find, we are sure, that both convey the type of enlightenment that comes from the wisdom of experience and the courage of candour.

I do hope you will find these and the many other items in this issue of *network* interesting, useful and, most importantly, inspirational.

I take this opportunity to wish you all a healthy and satisfying new year.

In solidarity,

Aparna Mehrotra

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## Interview with Ms. Rachel Mayanja

**Assistant Secretary-General and Special Adviser for Gender Issues and Advancement of Women**

### A woman who made it to the top!



Sylvia Hordosch, Aparna Mehrotra, Rachel Mayanja, Andrei Abramov, Katarina Salmela, Rebeca Dain and Kay Govia—the OSAGI team

Ms. Rachel Mayanja joined the United Nations in 1977 as an Associate Social Affairs Officer in the then Centre for Social Development and Humanitarian Affairs in the UN Secretariat. Her career with the UN spans 27 years, where she served with distinction in different departments and offices of the UN common system. Her last posting before becoming the Special Adviser of the Secretary-General on Gender Issues and Advancement of Women was that of Director of the Human Resources Management Division at the Food and Agriculture Organization of the UN (FAO) in Rome. Some of her earlier assignments included Principal Officer in the Office of Human Resources Management, Secretary of the Joint Appeals Board/Joint Disciplinary Committee and Chief Administrative Officer to the UN Iraq-Kuwait Observer Mission (UNIKOM). Ms. Mayanja has an LLB from Makerere University, Uganda, and an LLM from Harvard Law School. She is a widow with three children.

1. Could you please tell us about yourself and special influences/experiences you feel shaped your character and aspirations?

My life was shaped largely by my father and by my country, Uganda, where I was born and raised. My father was a chief and was extremely supportive of his daughters—in a way different from other parents that didn't consider that girls should have any priority. I was afforded the best possible education in a private school for girls that provided us with a very competitive arena. My father believed very strongly in equal treatment of boys and girls. It is because of his support that I felt good about being a girl. From the beginning, he convinced me that the sky was the limit and, if I wanted, with hard work, I could achieve anything and everything.

After high school, I considered then that my choices were not many—either a bachelor's degree in science or in liberal arts. At 17 years of age, I was not sure what I wanted and I decided to follow liberal arts so I could eventually become a lawyer. The year I commenced university, we were only four women out of 29 students. One of my women friends introduced me to the then representative of the High Commissioner for Refugees in Uganda and, after talking to him, I decided that I was going to pursue a career with the UN. After enquiring about working opportunities with the UN, I was told that as a minimum I had to have a master's degree. Accordingly, I went to Harvard Law School where I obtained a master's degree in law in order to work for the UN. That, however, proved very difficult and, after my graduation, I took the bar in Massachusetts. During one of my outings to New York, I was introduced to an UN official who, after listening to my credentials and ambitions, offered me a short-term contract and thus I joined the UN at the P-2 level and have been working here ever since.

2. How would you like to use your position as Special Adviser on Gender Issues and Advancement of Women and what personal and career experiences have influenced your understanding and vision of gender issues?

This position is different from other senior positions in that it is an advocacy position. As such, I will use it to speak out on issues that should be addressed. For instance, respect for all staff—women as well as men; equal opportunities for women—allowing them to demonstrate their capabilities, competencies and creativity. I saw this first-hand during the Namibia mission (UN Transition Assistance Group (UNTAG), April 1989 to March 1990) when women assumed new political and peacekeeping roles. It is my belief that when women are given the opportunity, they show what they are capable of doing! I would like to encourage heads of departments and offices, as well as fellow colleagues, to give women better chances.

Respect for the individual and for one another is paramount, and I would hope that through this position I can influence not only staff working in my office, but others, including in senior management, to be respectful to all staff. Many of the problems encountered at the workplace, such as harassment, sexual harassment, sexual exploitation, are really

based in the lack of respect for others. If we all treat others as we would like them to treat us, I am sure that would go a long way to improving the work environment.

In terms of gender equality, again, we need to give women a chance and we must ensure policies are genuinely applied, and not to indulge in behaviour that gives the perception that policies are being applied when in fact they are not. This causes grievances among staff. The selection processes, for example, need to be transparent to assure staff that management decisions are well founded and can be supported.

### 3. How do you think the Organization can combine gender mainstreaming, attitudinal changes and monitoring progress on gender issues?

We need to look at careers horizontally and vertically. Although one can get satisfaction both ways, ultimately we all want satisfaction vertically—we want promotions. But I also think that people want to excel in their work and, yes, you need a work environment that is conducive to growth, the ability to network within one's profession, the ability to go for training and the possibility to grow professionally. Without it, people tend to stagnate and, if they stagnate, they can't be competitive, especially in today's work environment which is highly competitive. Also the financial constraints faced by the Organization lead to a reduction in posts, reducing substantially the chances for upward mobility of staff. That means that there are fewer opportunities for promotion. How can one advance one's career when posts are shrinking, and upward movement becomes almost impossible? Difficult as it is, women have to think mobility and versatility. When one is mobile, one's chances of advancement are much greater.

I myself have moved almost every five years, and that has been key to my professional growth. But it was not easy to move for a number of reasons. First there must be a vacant post to move into. Then one's personal situation must be conducive to such a move. Movement should not only be upwards, but also laterally, and I moved both ways. I remember that my first move was lateral at the P-2 level, and after working for a while in the new office I was then promoted.

### 4. What were the highlights of your tenure as Director of Personnel at FAO?

I went to FAO from the Office of Human Resources Management, and my assumption was that I would have an easy adjustment, picking up more or less from where I had left in OHRM. I was surprised to find out that, on the contrary, it was very difficult to settle down in FAO largely due to different organizational cultures. I found FAO to be more centrally managed than the UN, with less delegation of authority. It took me a long time to adjust to that. Secondly, I found that the staff bodies were segregated by categories; there is the union of General Service staff; an association for Professional staff; another for professional staff in the field. I could not understand the rationale behind the different representative bodies, especially coming from the UN where the staff has only one representative body. That was indicative of the culture of the organization. Eventually, once I got used to the set-up, I was able to accomplish a number of things; in particular we introduced spouse employment, which has been considered almost impossible; we introduced a number of reforms including in the work/life area such as tele-working and paternity leave; and we initiated a number of others that were still pending at the time I left.

### 5. You came back to the UN as the Special Adviser for Gender Issues and Advancement of Women. As such, you oversee the work of the Division for the Advancement of Women, which deals with gender issues globally, and the work of the Office of the Focal Point for Women, which deals with the improvement of the status of women in the UN system. In this context, what constitute some of the upcoming challenges to gender issues at large and to the advancement of women in the UN, in particular?

I am glad to return to the UN and complete a full circle as I am back where my UN career started—working on gender issues. Regarding gender issues globally, one of my main concerns is the plight of poor women especially in developing countries—in particular, the rural women. They are almost neglected and special attention should be given to these women. I believe that if we can assist them to become economically empowered, we would have done a lot. These women don't want hand-outs, they want to be given the necessary tools to

become financially viable so that they can take care of themselves and their families. I would like to pursue this kind of initiative and network and partner with institutions that can assist rural women. Before my arrival at New York, focus on the plight of women in conflict situations had been galvanized. I shall continue to highlight the situation of women in conflict situations and insist that they are included in both conflict resolution and post-conflict reconstruction. Another issue of grave concern is trafficking in women and girls worldwide. Most of these women are lured into this situation by promises of economic opportunities. They go in search of livelihood and better living conditions only to end up subjected to sexual exploitation, diseases, abuse and in some cases loss of their lives. We should insist on national mechanisms to economically support women, so that they do not fall victim to criminal networks. There has been notable progress in the area of women's rights with the adoption of various conventions on human rights; economic rights; national legal systems; constitutions; and other institutional tools. What is lacking is the full implementation and enforcement of all these tools. This is an area where a lot of effort and work is being done by our Division and others, but more needs to follow.

Another challenge for the Special Adviser is the improvement of the status of women in the UN system, as well as to continue mainstreaming gender issues. To do this, the newly introduced staff selection system will need to be readjusted to redress the problems encountered by both staff and management.

I believe that most managers find management and recruiting people secondary to their major role in their area of expertise. When trained on managerial issues, managers feel more comfortable managing people and their problems, as well as better equipped to make decisions on promotion and recruitment which are objective, transparent and fair.

Throughout my tenure, I intend to insist in holding managers accountable while, at the same time, requesting them to give women the opportunity to serve and to be promoted; to improve the work/life environment; and to see that spouse employment becomes a reality in the UN system, partnering with funds, programmes and agencies. Likewise, in their substantive work I will continue to pursue gender mainstreaming in all areas of the Organization's work.

6. Throughout your career, have you felt any constraints as a woman staff member and as a senior-level woman?

Yes indeed. I feel constraints all the time. I must say that constraints didn't always come from men, but from women as well. But I never allowed myself to focus too much on it; and I did not allow it to derail me from my objectives. My objectives were to get on with work and do what I was hired to do the best way I could. I refused to be hindered by the views of people who thought that because I was a woman my performance would not be as good as that of a man.

Discrimination based on sex is generally not obvious, making such incidents hard to report let alone to prove, even though they happen to women quite often. There are subtle ways of putting women down to show that they are not in charge. For example, requests for action may be deliberately addressed to male subordinate instead of the female boss. As a black woman, I have felt discrimination so many times in my life on account of my combined race and gender. Moreover, I have also been subjected to another form of offensive discrimination, namely age-based discrimination. Many times I was told by my supervisors: "You are too young, you can afford to wait for your promotion!" It is very offensive and presupposes that a woman is somehow flattered that she is "young" and should therefore be happy to be denied an opportunity/consideration. "Time is on your side" and this has followed me throughout my career. I have found this very insulting because, in the meantime, my male colleagues that entered the UN with me and looked just as young if not younger did not have to "wait" to be promoted.

7. You have combined family and work very successfully. What advice do you have for other women?

I guess my case is a bit special, because my late husband also worked for the UN and thus we needed to manage our family life and combine it with careers. Marrying into the UN family can complicate one's life. In our case I maintained my maiden name and managed to lead an individual professional life and to pursue different interests. We worked hard to protect each other's privacy. But it was not easy to combine work and family. I placed equal importance to both since I

had made a deliberate choice to have children as well as keep my career. We had a very good family support system and friends. Without the network of friends worldwide it would not have been possible. Of course having both a career and family requires sacrifices, some things have to give. We gave up socializing after office hours and at weekends. This time was devoted to our children and these arrangements helped us to maintain some balance. In hindsight, yes, I would have changed some things. I wish I had given more time to my children and that we would have had longer vacations together as a family. But otherwise, I have no regrets.

**8. What ideas do you have for the Organization about how to better support women and men who are looking to balance work and family?**

In our approach to this very important topic, we should take a broad view of family and remember that family includes women and men and different structures of family. I have known many men that are the only parents supporting and educating a family. There are also many men who support their spouses' pursuit of a career and are ready to share in the family responsibilities. I believe many men have learned through the years the wisdom of supporting a work environment that recognizes the need to balance work/life issues. So I would urge that the policies that the UN is pursuing take into account the needs of both women and men. It happens that people not only have nuclear family responsibilities, but others such as cultural responsibilities, voluntary responsibilities and contributions to their communities, and these responsibilities should be recognized in today's work force, which has changed dramatically.

**9. You are a woman who has risen fast through the ranks, and surely not without difficulties. Can you share with network the personal philosophy which has most contributed to your career, and that which has guided you personally in difficult moments?**

First and foremost, one has to know oneself and be true to one's beliefs, which for me are perseverance and the certainty that I am truly privileged because, when I look around the world, there are so many people who are worse off than me. This knowledge has

obliged me to give and do my very best and keeps me going through my ups and downs and in all difficulties. Secondly, there is wisdom in living life one day at a time, which is linked to planning. Plan your life and be realistic about life, about what you can change and can't change. There is no point for me to keep banging my head against some door that won't open; instead it is better to pursue those doors that are partially open. Maybe through them I can find a way into the other room. Women should not restrict themselves, but set high goals and go about achieving them in a realistic way. It is nice to be romantic about things, but we need not dwell too much on fantasies. We need to be well grounded and pursue our goals and use every opportunity to get where we want to go.

I always enjoyed support from my husband and from my family and friends. A network of friends is so important to provide objective advice, to relax and to laugh with. Then, dedication to one's work is fundamental. If you have commitment and you give your best no matter how your gender/race/age gets in the way, nobody can take away the good work you do in your job. Discriminatory treatment usually leads to insecurity, lack of confidence and eventually affects the quality of work. Therefore, I have always made a conscious effort not to allow such conduct to destroy me.

Finally, I was always ready to learn and to take on new challenges. I never shied away from asking questions. My learning sources have no bar as far as category of staff or level. I have always learned from anybody who has the information and knowledge that I need and always found people ready and willing to teach me.

Since the beginning, I have been fascinated with the UN and I am happy to end my career pursuing the same issues that I started with—those of gender. I am glad to find that remarkable progress has been made. We have moved from sensitizing the world to the role of women to asking what actions have been taken to implement decisions, conventions and protocols to assure women's equality, development and peace.

## APPOINTMENT OF WOMEN TO UN BODIES . . .

No women were elected to chair any of the Main Committees of the fifty-ninth session of the General Assembly. The Chairmen are as follows:

- **First Committee:** Mr. Louis Alfonso De Alba (Mexico)
- **Second Committee:** Mr. Marco Balarezo (Peru)
- **Third Committee:** Mr. Valeriy P. Kuchinsky (Ukraine)
- **Fourth Committee:** Mr. Kyaw Tint Swe (Myanmar)
- **Fifth Committee:** Mr. Don MacKay (New Zealand)
- **Sixth Committee:** Mr. Mohamed Bennouna (Morocco).

States parties to the **Convention on the Elimination of All Forms of Discrimination against Women** elected, on 5 August 2004, 11 of 23 experts to serve on the Committee that monitors compliance with the Convention. The 12 members remaining will continue to serve until their terms end on 31 December 2006. The new women members that will begin to serve their terms on 1 January 2005 are: **Mary Shanthi Dairiam** (Malaysia); **Magalys Arocha Dominguez** (Cuba); **Françoise Gaspard** (France); **Tiziana Maiolo** (Italy); **Silvia Pimentel** (Brazil); **Hanna Beate Schöpp-Schilling** (Germany); **Heisoo Shin** (Republic of Korea); **Glenda P. Simms** (Jamaica); **Anamah Tan** (Singapore); **Maria Regina Tavares da Silva** (Portugal); and **Zou Xiaqiao** (China).

Seven women (out of 17 members) were appointed to the **Committee on the Rights of the Child** on 9 September 2004. The Committee was formed in 1991 to monitor the implementation of the Convention on

the Rights of the Child which gives a comprehensive collection of children's rights the force of international law. The women appointed are: **Ghalia Mohd Bin Hamad Al-Thani** (Qatar); **Joyce Aluoch** (Kenya); **Saisuree Chutikul** (Thailand); **Moushira Khattab** (Egypt); **Rosa Maria Ortiz** (Paraguay); **Awa N'Deye Ouedraogo** (Burkina Faso); **Marialia Sardenberg** (Brazil); **Lucy Smith** (Norway); and **Nevena Vuckovic-Sahovic** (Serbia and Montenegro).

## CONGRATULATIONS TO . . .

### UN-related

- **Ms. Margareta Wahlstrom** (Sweden) for her appointment on 13 July 2004 as Assistant Secretary-General for Humanitarian Affairs and Deputy Emergency Relief Coordinator. Ms. Wahlstrom was recently the Deputy Special Representative of the Secretary-General in Afghanistan and has worked for international relief organizations, and as a consultant. She replaces Ms. Carolyn McAskie.
- **Ms. Mehr Khan Williams** (Pakistan) for her appointment on 25 August 2004 as Deputy High Commissioner for Human Rights at the Assistant Secretary-General level. Ms. Khan Williams has held senior management positions within the UN common system in New York, Florence, Bangkok and Sydney.
- **Ms. Fatou Bensouda** (Gambia) for her appointment on 8 September 2004 as Deputy Prosecutor, Head of Prosecutions, for the International Criminal Court (ICC).
- **Ambassador Ingrid Hall** (Canada) for her appointment on 29 September 2004 as Chairwoman of the Governing Board of the International Atomic Energy Agency (IAEA) for 2004-2005. One of the responsibilities of the Board is to appoint the Director General of IAEA.

network welcomes this distinguished woman to the group of senior-level women at the United Nations.

- 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.

### In government

- Ms. **Amalia Garcia Medina** (Mexico) who became the first woman governor of Zacatecas on 5 July 2004, and the fourth in Mexico's history. Governor Garcia is seen as an example of the rising status of political women in Mexico—a country that just a generation ago had a law that allowed men to bar their wives from working outside the home.

network wants to congratulate the new women Ambassadors accredited to the United Nations in New York. This brings the total number of women Ambassadors to 12:

#### Cape Verde

H.E. **Mrs. Maria de Fatima Lima da Veiga**  
(17 September 2004)

#### Colombia

H.E. **Ms. Mariá Ángela Holguín**  
(16 September 2004)

#### El Salvador

H.E. **Mrs. Carmen María Gallardo**  
(17 September 2004)

#### Grenada

H.E. **Mrs. Ruth Elizabeth Rouse**  
(1 November 2004).

## Women recipients of Nobel Prizes in 2004

### Peace

Ms. **Wangari Maathai** (Kenya), an environmental activist, received the Peace Prize on 8 October 2004 for her contribution to sustainable development, democracy and peace. Ms. Maathai has sought to empower women, improve the environment and fight corruption in Africa for almost 30 years. Ms. Maathai is the first African woman to win the Nobel Prize in this category and she is currently a deputy environment minister in her country.

### Literature

Ms. **Elfriede Jelinek** (Austria) received the Prize “for her musical flow of voices and counter-voices in novels and plays that with extraordinary linguistic zeal reveal the absurdity of society's clichés and their subjugating power”.

### Physiology/Medicine

Dr. **Linda B. Buck** (United States), who shared the Prize with Dr. Richard Axel, for the discoveries of odorant receptors and the organization of the olfactory system. They discovered a large gene family comprising some 1,000 different genes that give rise to an equivalent number of olfactory receptor types.

## Synopsis of the Secretary-General's report on the improvement of the status of women in the United Nations system (A/59/357)

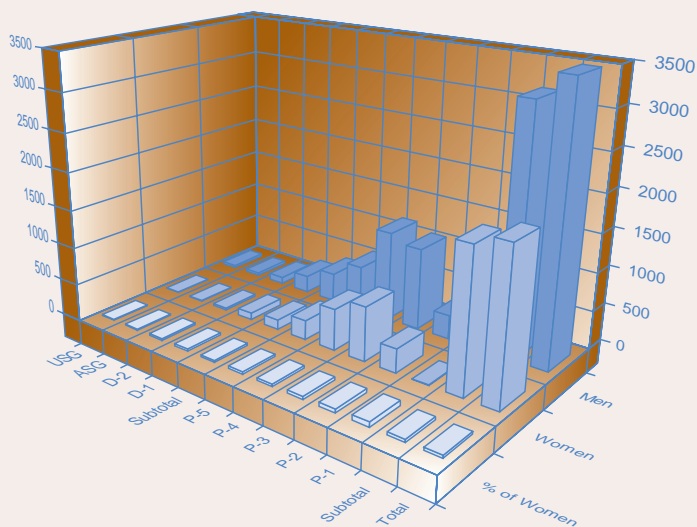
The report to the General Assembly covers the period from 1 July 2003 to 30 June 2004. This year's report includes the annual statistical update on the status of women in the UN system as well as a trends analysis and hypothetical projections by category of staff. In addition, an analysis of the probable causes of the slow advance in the improvement of the status of women in the UN Secretariat mandated by General Assembly resolution 57/180 is also included.

## Overview of the current representation of women staff in the United Nations system

The overall situation with regard to the status of women in the UN system shows that progress has been made in most areas and for all categories of staff.

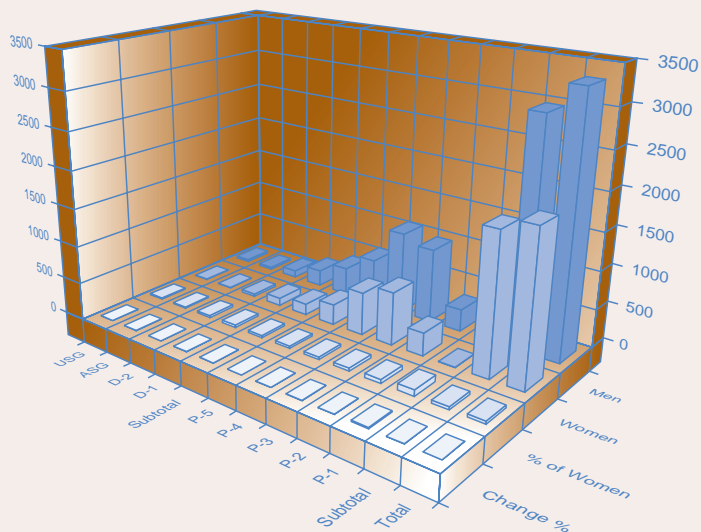
## Comparison of gender distribution of staff in the Professional and higher categories with appointments of one year or more, as at 30 June 2003 and 30 June 2004

**30 June 2003**



Level	Men	Women	% of Women
<b>USG</b>	32	5	13.5
<b>ASG</b>	35	6	14.6
<b>D-2</b>	88	29	24.8
<b>D-1</b>	225	91	28.8
<b>Subtotal</b>	380	131	25.6
<b>P-5</b>	598	259	30.2
<b>P-4</b>	1 184	544	31.5
<b>P-3</b>	1 078	714	39.8
<b>P-2</b>	315	315	50.0
<b>P-1</b>	4	8	66.7
<b>Subtotal</b>	3 179	1 840	36.7
<b>Total</b>	3 559	1 971	35.6

**30 June 2004**



Level	Men	Women	% of Women	Change %
<b>USG</b>	30	6	16.7	3.2
<b>ASG</b>	29	6	17.1	2.5
<b>D-2</b>	92	35	27.6	2.8
<b>D-1</b>	216	103	32.3	3.5
<b>Subtotal</b>	367	150	29.0	3.4
<b>P-5</b>	602	271	31.0	0.8
<b>P-4</b>	1 088	563	34.1	2.6
<b>P-3</b>	984	698	41.5	1.7
<b>P-2</b>	293	303	50.8	0.8
<b>P-1</b>	1	5	83.3	16.7
<b>Subtotal</b>	2 968	1 840	38.3	1.6
<b>Total</b>	3 335	1 990	37.4	1.7



The representation of women in the Professional and higher categories in the entities of the United Nations system has increased from 35 per cent, as at 31 December 2002, to 36.4 per cent, as at 31 December 2003. Two organizations (out of 30) have achieved gender balance in representation of the category of Professional women staff: the United Nations Institute for Training and Research (UNITAR), with 50 per cent (13 men, 13 women) and the United Nations Population Fund (UNFPA), with 49.9 per cent (174 men and 173 women). Another six organizations have more than 40 per cent Professional women on their staff and nine organizations have less than 30 per cent women on their staff.

Cumulatively, at the D-1 level and above, the situation improved slightly, with women constituting 22.3 per cent of Professional staff compared to 21 per cent as at 31 December 2002. Gender balance has only been achieved at the P-1 and P-2 levels in the organizations of the United Nations system.

To increase the representation of women, several agencies have taken initiatives designed to promote gender balance. These include, inter alia, the setting of specific gender targets and time lines, regular reporting to governing bodies on the recruitment and status of women, gender policy development, training and specific efforts to identify suitable candidates through targeted outreach to Member States, professional organizations and recruitment missions.

### **Overview of the current representation of women staff in the United Nations Secretariat**

In the **United Nations Secretariat**, women account for 37.4 per cent of Professional and higher-level staff with appointments of one year or more. The increase of 1.7 percentage points compared to the previous year represents the most significant increase made since 1998. In posts subject to geographical distribution, 42.3 per cent of Professional and higher-level staff are women. The largest increases were registered at the Under-Secretary-General, Assistant Secretary-General and D-1 levels: 3.2, 2.5 and 3.5 percentage points, respectively.

The table on the previous page illustrates the changes made since June 2003 for Professional and higher categories with appointments of one year or more in the United Nations Secretariat.

Only five departments and/or offices (out of 37) have met or exceeded the target of 50/50 representation: the Office of Programme Planning, Budget and Accounts, 50.8 per cent; the Office of Human Resources Management, 52.1 per cent; the Department of Public Information, 51.1 per cent; the Department of Management, 56 per cent; and the Executive Office of the Secretary-General, 50 per cent. The overall representation of women with appointments of one year or more in peacekeeping operations increased by 4.3 per cent to 27.5 per cent. Of nine missions with 20 or more Professional staff members, three missions had more than 30 per cent women staff. Two out of 27 peacekeeping operations are headed by women (the United Nations Observer Mission in Georgia and the United Nations Operation in Burundi); and three women are deputy special representatives (the United Nations Mission for the Verification of Human Rights in Guatemala, the United Nations Assistance Mission in Afghanistan and the United Nations Observer Mission in Georgia).

While the 50/50 overall gender balance goal has not been met, there has been more progress in promotions and transfers than in appointments. Women comprised 45.9 per cent of promotions from the P-1 to D-2 levels or 146 out of 318 promotions. At the D-1 and D-2 levels, women constituted 38.9 and 55.6 per cent respectively. The promotion of professional women overall stood at 46.5 per cent.

### **Trends and projections in the improvement of the status of women in the Professional and higher categories with appointments of one year or more, 1998-2004**

Analysis of the longer-term trends portrays a picture of mixed progress in women's representation at all levels, with an average annual growth rate of only 0.4 per cent in the Professional and higher category of staff on appointments of one year or more, and approximately 1 per cent per year for Professional and higher staff on geographic posts. The overall growth accounted for 2.5 per cent, from 34.6 per cent in 1998 to 37.1 per cent in 2004. Assuming that the observed trends continue at some levels, the target of 50 per cent women with appointments of one or more years will remain elusive. At other levels, such as P-5, achievement of the gender balance goal would remain several decades away; at the P-4 level, the tendency

is towards stagnation (0.4 per cent growth). At the senior levels of Under-Secretary-General, Assistant Secretary-General, D-2 and D-1, the increase in the representation of women was better (2.8 per cent for Under-Secretary-General, 5.4 per cent for Assistant Secretary-General, 10.9 per cent for D-2 and 8.1 per cent for D-1). Despite this progress, at these rates, hypothetical projections indicate that gender balance could be achieved on average in 17 to 21 years at the D-1 and D-2 levels.

Among its other conclusions, analysis of the trends revealed that there is no immediate correlation between the increase in numbers of women at lower levels and the representation of women at higher levels. For example, at the P-4 level, the rate of growth in women's representation on geographic posts was the lowest it had been in the past 10 years, despite the fact that at the P-2 and P-3 levels the gender balance goal was achieved. Hence, a sustained effort to increase the representation of women at these and higher levels is required to reach the 50/50 gender distribution.

### **Analysis of the causes of slow progress in the improvement of the status of women**

The report also reviewed the "Analysis of the probable causes of the slow advance in the improvement of the status of women in the United Nations Secretariat". The analysis covered six areas in which challenges must be addressed if progress is to be made (recruitment and selection processes, progress within the Secretariat, accountability, working climate and culture, informal barriers to gender balance and regional ability to meet the 50/50 gender distribution target). The analysis revealed that gender imbalance is a multi-dimensional and systemic problem, which requires an integrated response. As candidates for recruitment, women are discriminated against by external factors unfavourable to them, such as limited access to labour markets, information and communication technologies, to technical and substantive training and education, and to decision-making. Within the Organization, recruitment strategies, promotion and retention policies, career development, justice and anti-harassment policies, human resources planning and succession planning, work/family policies, management culture and mechanisms for accountability need to be reviewed to ensure that they do not directly or indirectly disadvantage women. For example, the system of posting

vacancy announcements on the Galaxy system web site is not sufficiently proactive or targeted to attract the most qualified women candidates for these posts; the vacancy announcements often contain highly specialized evaluation criteria, as well as overly restrictive education and experience criteria. With respect to mobility, women staff are likely to be at a disadvantage, owing to four key issues: family constraints; informal networking; the need to have a sponsor; and proactive career planning. No enforcement mechanism currently exists to ensure that programme managers fulfil the gender balance targets in the human resources action plans. Hard-to-identify informal barriers can hinder women's advancement to policy-making levels.

Some of the measures proposed for review and subsequent incorporation into future policy and implementation include to:

- Increase the representation of women from unrepresented and underrepresented countries;
- Broaden the pool of women applicants at the mid-professional levels;
- Target women applicants for posts at the D-2 level and above;
- Develop effective special measures adapted to the current staff selection system;
- Strengthen the mandate of central review bodies;
- Involve the departmental focal points for women in the selection process;
- Expand opportunities for promotion from the G to P levels;
- Expand gender-disaggregated data;
- Enhance mobility across duty stations;
- Promote greater accountability of programme managers for the fulfilment of the gender balance targets in the human resources action plans;
- Promote and sustain the implementation and usage of work/life balance policies;
- Develop an organizational culture that is more inclusive of all staff.

None of the obstacles mentioned in the report is insurmountable. The Secretariat has established many elements of an effective gender balance system that need to be enhanced by new strategies to achieve gender balance. The report is available online at <http://www.un.org/womenwatch/osagi/fpdocumentation.htm>.

### **Resolution on the improvement of the status of women in the United Nations system (A/RES/59/164 of 20 December 2004)**

The resolution welcomes the continued commitment of the Secretary-General to meeting the goal of gender equality and reaffirms General Assembly resolution 58/144 of 22 December 2003. In addition, it regrets that the goal of 50/50 gender distribution has not been met and that overall progress in achieving this goal remains limited and notes with concern the continuing lack of representation of women at higher levels of decision-making, especially at the USG level. The resolution stresses the need to address the continuing lack of representation or underrepresentation of women from certain countries, in particular from developing and least developed countries. It urges the Secretary-General and the executive heads of the organizations of the UN system to redouble their efforts to realize significant progress towards the goal of 50/50 gender distribution in the very near future. Member States are encouraged to support these efforts by identifying and regularly submitting more women candidates for appointment to positions in the UN system while encouraging the UN to develop innovative recruitment strategies to identify and attract suitably qualified women candidates. It also reaffirms resolution 58/144 of 22 December 2003 and requests increased and sustained efforts towards its full implementation. It calls once again for the timely submission of comparable data from organizations of the United Nations system, which should be reflected in the next report presented to the General Assembly at its sixty-first session.

### **AROUND THE UN . . .**

- The first meeting of the **Executive Board of the International Research and Training**

**Institute for the Advancement of Women (INSTRAW)** was held in New York on 27 July 2004. The Board, established by Economic and Social Council resolution 2003/57, will govern INSTRAW by guiding the Institute's policies and programme of work and assist in fund-raising. Ms. **Carmen Moreno**, former Deputy Minister for Foreign Affairs of Mexico, was appointed by Secretary-General Kofi Annan as the new Director (D-2 level) late in 2003.

- Ms. **Louise Arbour**, United Nations High Commissioner for Human Rights since 1 July 2004, met the Geneva press corps for the first time in her new capacity. Speaking of her priorities, the High Commissioner said she would focus on the most vulnerable—the very poor, the imprisoned, the disenfranchised and the targets of intolerance and hatred, and said that she intended to come to their assistance through the most effective legal means at her disposal. She spoke of the numerous challenges ahead, perhaps the most obvious and the most insidious of all being the magnitude of extreme poverty. Paradoxically, she said, in an age of advanced human rights consciousness, we were also witnessing daily and on a massive scale the worst atrocities that human beings can perpetrate on one another—too often with the passive acceptance of others or under the benign gaze or even at the instigation of people in a position of power and influence.
- **International Literacy Day** was celebrated on 8 September 2004. The theme of this year's commemorations was gender and literacy. The General Assembly proclaimed the *United Nations Literacy Decade* for the period 2003-2012 in a bid to address the plight of millions of adults—mostly women—who are unable to read or write. In this second year of the UN Literacy Decade, more than 500 million women make up the majority of adult illiterates around the world, while girls constitute the majority of children who are not in school. Secretary-General Kofi Annan said that there was no time to lose if we were to translate into reality the *Millennium Development Goal* of increasing the world's literacy rate by 50 per cent by 2015. "The cost of building a literate society is relatively low," he says, "compared with



the cost of failure, in terms of prosperity, health, security and justice. Renewed, coordinated and sustained efforts must be taken in the next few years to reverse these trends and ensure that we are on the right track towards **Literacy for All** and thus **Education for All**.”

- More than 400 Arab women, ministers, parliamentarians and non-governmental representatives launched a “**call for peace**” in a regional forum in Beirut from 8 to 10 July 2004, organized by the UN Economic and Social Commission for Western Asia (ESCWA).

## GENDER IN THE NEWS . . .

- **Saudi Arabia** prepares for its first municipal elections in 40 years for half the seats in 178 municipal councils. One woman architect has made history in becoming the first woman to declare herself a candidate for elected office. However, she said that she would drop her candidacy if the Saudi Government did not grant women the right to vote.
- The **United States Department of Labor** released on 21 September 2004 a new survey called the “**American Time Use Survey**”. The survey revealed that working women spend more time looking after the house, family and children than working men. The study indicated that the average working woman spends about twice as much time as the average working man on child-care and household chores, while men spend more time both at their jobs and on leisure and sports. In addition, though almost as many women as men hold jobs—78 per cent of women compared with 85 per cent of men—the Labor Department reported that over half of all women said they did housework and almost two thirds prepared meals on a daily basis ([www.womensenews.org](http://www.womensenews.org));
- According to a recent survey, “**Transformational, transactional, and laissez-faire leadership styles: A meta analysis comparing women and men**”, (by A. H. Eagly et al., *Psychological Bulletin*, vol. 129, No. 4 (9 July 2003, pp. 569-591)), the debate continues as to whether women make better leaders than men. According to the survey the world might be in better shape if women were more often in

charge, as women’s approach to leadership may be more effective than men’s. The authors suggest that women may behave differently as leaders because of the demands society makes on them and their own internalization of those demands. Also because people may be less willing to tolerate a tough, authoritarian “unfeminine” style in a woman, she may take a more democratic and collaborative approach.

- **UNFPA** held a videoconference on gender balance and gender mainstreaming between representatives from Geneva, New York and Paris on 30 September 2004. The participants discussed current challenges on gender balance and mainstreaming in their respective organizations, and they brainstormed on ways to address them.

**ORIGIN** (Organizational and Institutional Gender Information Network) held its 9th annual meeting in Paris, France, on 1 and 2 July 2004. It was hosted by the United Nations Educational, Scientific and Cultural Organization together with the European Space Agency and the Organization for Security and Cooperation in Europe. **ORIGIN** was established at the Fourth World Conference on Women in Beijing in 1995 and it addresses issues related to achieving gender balance in the workforce and organizational change in the broader context of diversity programmes. Over the years, it has consistently proved to be a useful network to exchange best practices, policies, procedures and data to improve gender equality as well as the work-life condition of employees in general. The two-day meeting focused on the trends and challenges regarding women and leadership as well as enabling and innovating workplace policies such as tele-working, flexi-time, spouse employment and dual careers. Speakers from the private sector were also invited to share their experiences, in particular on the difficulties and opportunities for recruitment of women at senior levels. The agencies/participants identified certain factors that contribute to success in achieving gender balance. These include:

- A publicly available analysis of trends by recruitment, promotion and attrition as well as by office and contractual category
- Mandatory justification by managers to recruitment and promotion bodies when men are selected

- Increased percentage of women in leadership positions
- Allocation of autonomous authority, budgetary and managerial, to offices mandated to monitor and further gender balance and diversity
- Implementation of strong partnership between human resources departments and those monitoring gender
- Enforcement of effective work-life policies
- “Walking the talk”.

With specific reference to work-life issues, it was noted that employees today, as compared to a few years ago, are seeking a different organizational culture—one which promotes greater flexibility and work-life balance. In this context, the empirical study undertaken in the OECD on tele-working was particularly noteworthy. It noted that complications in tele-working were essentially more about attitudes than practical difficulties. In fact, it was found that tele-working results in no loss of productivity and most likely in an increase since workers actually tend to spend more time working. Its implementation thus far has proved to be possible and desirable.

The study, however, identified potential disadvantages, which can be easily addressed:

- Decreased social and professional interaction of the employee; this isolation may lead to decreased personal confidence
- Technical problems with information technology.

The above constraints were, to a large extent, addressed in some agencies by requiring telecommuters to report to work 1-2 days a week and by distinguishing between medical ad hoc and maternity tele-working. With respect to technology, some agencies are requiring harmonizing technological equipment to allow the agencies’ technological specialists to address the issues.

The sessions and presentations helped participants think about the various barriers to gender balance, as

well as the potential avenues for improvement and enhanced programming that promotes gender diversity in the workplace and in the United Nations system (for more information please contact [Kristin.easger@oecd.org](mailto:Kristin.easger@oecd.org)).

## **Women discussing their differences: a promising trend**

Summary from the article posted in the *Diversity Factor* (vol. 12, No. 2 (Summer 2004))

Across the United States, several organizations and businesses participated in conferences focused on bringing working women from a diversity of races and ethnicities together to converse, network and improve their skills for advancement. One goal of these conferences was to discuss differences among racial groups, so that women could address these, realizing their individual potential and making more gains for all women in organizations. A second goal was to acknowledge that a unified women’s experience or agenda was elusive because race, ethnicity, sexual orientation and class did impact the advancement of women in organizations.

Researchers from Simmons School of Management in Boston, Massachusetts, noticed that several patterns emerged from discussions among women from different races, including:

- Caucasian women and women of colour entered conversations in the conferences at different places because of their experiences in racial and ethnic groups. They reported, for example, that they think more about gender than race and ethnicity;
- Afro-American women tended to converse among each other, excluding women from other racial/ethnic groups, including Latina, Asian and Native American women, while demanding that Caucasian women acknowledge their advantages in a racist workplace.

Conference organizers countered these discussion patterns by diversifying the women participating in the conferences, and by providing competently trained facilitators for the conversations, under tight guidelines. Organizers hope that more businesses and organizations will organize similar conferences in the future because these discussions provide an opportunity for

women to come together and candidly discuss their differences, as well as provide valuable networking and communication skills needed for advancement in businesses and organizations (<http://diversityfactor.rutgers.edu>).

## WOMEN, PEACE AND SECURITY

- The **Department of Peacekeeping Operations** (DPKO) recently welcomed their new Gender Adviser, Ms. **Comfort Lamptey**. She is to be based in the Peacekeeping Best Practices Unit at DPKO Headquarters, New York. Also, in October 2004, Anna Shotton was appointed DPKO's Focal Point on Sexual Exploitation and Abuse.
- The 58-page report **Struggling to survive: Barriers to justice for rape victims in Rwanda** published by **Human Rights Watch** on 30 September 2004 states among other things that while tens of thousands of Rwandan women were raped during the genocide, only a few perpetrators of sexual violence have been prosecuted. The report investigates the persistent weaknesses in the Rwandan legal system that hampered the investigation and prosecution of sexual violence. The penal code and the laws governing prosecution of genocide suspects criminalize "rape" and "sexual torture" without expressly defining the legal elements of either crime. That leads to ambiguity over what forms of conduct are legally prohibited leading to inconsistent court verdicts, confusion among law enforcement and government officials and inattention to sexual violence against women ([www.hrw.org/reports/2004/rwanda0904/](http://www.hrw.org/reports/2004/rwanda0904/)).
- The **United Nations Development Fund for Women** (UNIFEM) and the **International Legal Assistance Consortium** (ILAC) organized a conference on gender justice in post-conflict situations on 16 September 2004 at the United Nations. ILAC is a consortium of over 30 member organizations throughout the world that are involved in providing technical legal assistance in post-conflict situations. The goal of the conference was to highlight gender justice as an issue deserving of urgent special attention, because of the increasingly disproportionate impact of war

on women and girls, so that women in conflict-affected areas can have better equal access to legal, judicial and constitutional processes. Women living in war-torn countries suffer from a "gender deficit" when it comes to justice, as they are very exposed to sexual violence and lack adequate protection. Participants were women in key legal and judicial positions from over 12 conflict-affected countries, such as Afghanistan, Burundi, the Democratic Republic of the Congo, Haiti, Iraq, Kosovo, Liberia, Namibia, Rwanda, Sierra Leone, South Africa and Timor-Leste. These women shared with members of the international community their perspectives on best practices that have emerged in the area of gender justice, as well as the most pressing requirements to implement Security Council resolution 1325 (2000) in their countries. A key goal of the conference was to use these perspectives as a basis for developing more effectively coordinated bilateral and legal protection for their rights ([www.unifem.org](http://www.unifem.org)).

## IN YOUR INTEREST . . . reports

- The annual report of the Secretary-General on the **work of the Organization (A/59/1)** offers a comprehensive overview of improvements in the administration of the Organization, and of the full range of its efforts in the service of humanity: to help the afflicted and the suffering; to oppose war, violence and intolerance; to promote the rights and dignity of every individual; and to help bring about the economic, social, political and environmental conditions for long-term human progress. The report acknowledges that while there have been some successes, progress towards achieving the Millennium Development Goals has been mixed.
- General Assembly report **A/59/206** of 4 August 2004 on the **New Partnership for Africa's Development** (NEPAD) cites progress in strengthening Africa's own peacekeeping capacities, as well as in advancing the African Peer Review Mechanism, a voluntary process of which African leaders agree to subject their standards of democracy, human rights, governance and economic management to review by other Africans. There have been advances in promoting women's

involvement in NEPAD implementation. Out of the seven members of the African Peer Review Mechanism's panel of eminent personalities, three are women, one of whom is the panel's chair ([www.africarecovery.org](http://www.africarecovery.org) then click on link to "NEPAD/UN Reports").

- Information circular **ST/IC/2004/28** of 26 July 2004 on **practice of the Secretary-General in disciplinary matters, 2002-2003** informs all staff members of the practice of the Secretary-General in exercising his authority in disciplinary matters under article X of the UN Staff Regulations, to ensure that the Secretariat addresses the findings of its oversight review bodies from a systemic perspective, and to reinforce existing accountability mechanisms, regarding accountability in disciplinary matters among managers and staff.
- Report of the Secretary-General on **contractual arrangements** of 9 September 2004 (**A/59/263/Add.1**). This report presents the Secretary-General's proposal to simplify existing contractual arrangements through the use of only three types of appointments applicable throughout the Secretariat departments, duty stations and field missions, as follows: short-term appointment up to a maximum of six months; fixed-term appointment for a maximum period of five years; and continuing appointments which would be granted to staff members who have served on fixed-term for five years. With a greater focus on the needs of the Organization, continuing appointments would replace permanent appointments.
- The report of the Secretary-General on **improving gender distribution in the Secretariat** (**A/59/263/Add.2**) of 21 September 2004, to be read in conjunction with the report of the Secretary-General on **human resources management reform** (**A/59/263** of 13 August 2004), identifies a number of factors affecting progress towards the goal of 50/50 gender distribution in the Secretariat and presents proposed actions to contribute to its attainment;
- The report of the **Advisory Committee on Administrative and Budgetary Questions** (ACABQ) on **human resources management** of 20 October 2004 (**A/59/446**) reviews a number

of human resources management reports and provides observations and recommendations on various topics.

#### Recommendation on improving gender distribution:

*"The Advisory Committee encourages the Secretary-General to continue his efforts towards achieving gender parity, including at the Under-Secretary-General and Assistant Secretary-General levels. Care must be taken, however, to ensure that such efforts do not unduly affect the timely filling of vacancies and are in conformity with Article 101, paragraph 3, of the Charter of the United Nations".*

- The **United Nations Population Fund (UNFPA)** issued its report **The State of World Population 2004** on 15 September 2004. The report states that countries have made impressive progress in carrying out a bold action plan that links poverty alleviation to women's rights and reproductive health. Since 1994 most Governments have integrated population concerns into their development strategies and almost all of the 151 developing countries surveyed have adopted laws or other measures to protect the rights of girls and women. Some 131 have changed national policies, laws or institutions to recognize reproductive rights and have acted to integrate reproductive health services into primary health care, improve facilities and training, adopt national strategies on HIV/AIDS and address the reproductive health and rights of adolescents. New partnerships have developed between governments and a broad range of civil society organizations to meet reproductive health needs. Also, reinvigorated attention is being paid to harmful traditional practices, gender-based violence, post-abortion care and women's reproductive health needs among populations affected by armed conflict or natural disaster. Notwithstanding the above, progress has been uneven and enormous challenges remain: glaring gaps between rich and poor in the availability and quality of health care persist throughout the world (<http://www.unfpa.org/news/news.cfm?ID=500&Language=1>).
- The **Joint UN Programme on HIV/AIDS (UNAIDS) 2004 Report on the Global AIDS Epidemic** was issued on 6 July 2004. It stated that

despite an increase in funding to fight HIV/AIDS, last year's infection rate was the highest ever. Radical and innovative approaches must be devised to reverse the course of the disease. Currently, at least half of those infected worldwide are women. In addition, women are affected by being the ones burdened with taking care of the sick and are most likely to have to sacrifice jobs and schooling, a situation which the report highlights by including gender sections in each chapter (<http://www.unaids.org/EN/other/functionalities/Search.asp>).

## WORK-LIFE . . .

- The **Staff Counsellor's Office** (SCO), Office of Human Resources Management (OHRM), United Nations, New York, has developed a **Spouse Support Programme** to assist spouses of new staff members to better integrate with the mission of the UN, including advice and assistance to newcomers to facilitate the adjustment of staff members and their spouses/partners to their new environment in New York; a spouses/partners support network; and guidance to facilitate searches for job opportunities and career development. In addition, consultation and referral on a variety of issues is also given. For further information, please contact the SCO at 212-963-2530; fax 212-963-7044.

## WOMEN'S HEALTH

- According to a study by the Alan Guttmacher Institute (December 2004), women in the United States had to spend \$1.4 billion more of their own money on self-protection, because only 15 per cent of insurance companies in the country cover oral contraceptives and four other leading methods of birth control. In contrast, more than half of insurance companies in the United States cover Viagra. In addition, almost one in six women do not have health insurance ([www.agi-usa.org/](http://www.agi-usa.org/)).
- The **World Health Organization** (WHO) launched general principles *Towards Age-Friendly Primary Health Care* on 6 September 2004 to help tackle the public health implications of ageing. As

more than one billion people will be over 60 years old by 2025 and as populations age the burden of chronic diseases will increase, the principles will serve as a tool for awareness-raising among older people and their health-care practitioners. This project is expected to conclude with the establishment of minimum standards to determine the age-friendliness of Primary Health Care (PHC) centres ([www.who.int/mediacentre/news/releases/2004/pr60/en/print.html](http://www.who.int/mediacentre/news/releases/2004/pr60/en/print.html)).

## NEWS FLASH...

- It is said that in societies where the status of women is so low that women are routinely culled from the population, even before birth. The prospects of finding wives for tens of millions of young men has become a major problem. The paucity of women also diminished the prospects for peace and democracy (*Bare Branches: The Security Implications of Asia's Surplus Male Population* by V. M. Hudson and A. M. Den Boer).
- In a region where restrictive and conservative attitudes towards a women's role in society often prevail, the United Arab Emirates (UAE) is providing business opportunities for a new type of women entrepreneurs. Women said that things have changed a great deal in Dubai over the past 10 years and women have become much more visible in the workplace and are now focusing on good business practices as opposed to gender issues. The many opportunities for business-women in the UAE are not matched elsewhere in the region. In Saudi Arabia, women are barred from working in most sectors of the economy (*BBC*, 31 August 04).

## RECOMMENDED READING

- *Faces: Women as Partners in Peace and Security*, brochure prepared by the Office of the Special Adviser on Gender Issues and Advancement of Women (OSAGI) on the occasion of the fourth anniversary of Security Council resolution 1325, published by UN DPI. Can be requested by writing to [osagi@un.org](mailto:osagi@un.org).



- *Gender, Conflict, and Development*, by Tsjeard Bouta, Georg Frerks and Ian Bannon, published on 26 October 2004, was written to fill the gap between the World Bank's work on gender mainstreaming and its agenda in conflict and development. It highlights the gender dimensions of conflict, organized around major relevant themes such as female combatants, sexual violence, formal and informal peace processes, the legal framework and the rehabilitation of social services ([www.worldbank.org/publications](http://www.worldbank.org/publications) and [http://peace.sandiego.edu/1325Conf/Gender\\_Conflict\\_and\\_Develop.pdf](http://peace.sandiego.edu/1325Conf/Gender_Conflict_and_Develop.pdf)).

## WEB SITES

[www.womenworldleaders.org](http://www.womenworldleaders.org): The Council of Women World Leaders web site provides access to information on Council members and events. It serves as a hub to link women prime ministers, presidents and ministers worldwide with one another through private pages on the site while enhancing the visibility of women who lead their countries. It also creates a resource for research on women's global leadership.

[www.marwopnet.org/news\\_en.htm](http://www.marwopnet.org/news_en.htm): The Mano River Women's Peace Network has launched its new online journal "Voices of Peace".

[www.prudential.com/referencelibrary](http://www.prudential.com/referencelibrary): Complimentary resource to locate articles and reports on a variety of global mobility topics.

You can read all of **network** online at  
<http://www.un.org/womenwatch/osagi/fp.htm>

You can find a monthly list of senior vacancy announcements (P-5 and above) at  
<http://www.un.org/womenwatch/osagi/>

**WHAT IS A GLASS CEILING?**  
This phrase was coined in 1984 to mean an invisible barrier to women being promoted beyond middle management.

## **Women in decision-making and gender balance— seen from the Beijing Platform for Action (1995) and the outcome document of the twenty-third special session of the General Assembly (2000)**

At times, it is useful to look back at mandates on gender balance issues in the United Nations system as provided by the Beijing Declaration and Platform for Action in 1995 and the Beijing +5 outcome document in 2000.

In the Beijing Declaration, Member States expressed their conviction that:

13. Women's empowerment and their full participation on the basis of equality in all spheres of society, including participation in the decision-making process and access to power, are fundamental for the achievement of equality, development and peace.

Under the critical area of concern G, "Women in power and decision-making", the Beijing Platform for Action called for actions to be taken by the United Nations:

193. (a) Implement existing and adopt new employment policies and measures in order to achieve overall gender equality, particularly at the Professional level and above, by the year 2000, with due regard to the importance of recruiting staff on as wide a geographical basis as possible, in conformity with Article 101, paragraph 3, of the Charter of the United Nations;
- (b) Develop mechanisms to nominate women candidates for appointment to senior posts in the United Nations, the specialized agencies and other organizations and bodies of the United Nations system;
- (c) Continue to collect and disseminate quantitative and qualitative data on women and men in decision-making and analyse their differential impact on decision-making and monitor progress towards achieving the Secretary-General's target of having women hold 50 per cent of managerial and decision-making positions by the year 2000.

The Platform also called on Governments to take action, namely to:

190. (j) Aim at gender balance in the lists of national candidates nominated for election or appointment to United Nations bodies, specialized agencies and other autonomous organizations of the United Nations system, particularly for posts at the senior level.

Five years later, the outcome document of the special session of the General Assembly reiterated actions to be taken by the United Nations system and international and regional organizations as appropriate:

86. (b) Ensure and support the full participation of women at all levels of decision-making and implementation in development activities and peace processes, including conflict prevention and resolution, post-conflict reconstruction, peacemaking, peacekeeping and peace-building, and, in this regard, support the involvement of women's organizations, community-based organizations and non-governmental organizations;
- (c) Encourage the involvement of women in decision-making at all levels and achieve gender balance in the appointment of women and men, with full respect for the principle of equitable geographical distribution, including as special envoys and special representatives and in pursuing good offices on behalf of the Secretary-General, *inter alia*, in matters relating to peacekeeping, peace-building and in operational activities, including as resident coordinators.
88. Encourage the implementation of measures designed to achieve the goal of 50/50 gender balance in all posts, including at all the Professional level and above, in particular at the higher levels in their secretariats, including in peacekeeping missions, peace negotiations and in all activities, and report thereon, as appropriate, and enhance management accountability mechanisms.



## United Nations, Office of the Special Adviser on Gender Issues and Advancement of Women

### How to get a job at the United Nations

#### Eligible women are urged to apply

#### The United Nations recruits qualified individuals in the following occupational groups:

- \* Administration
- \* Electronic data processing
- \* Language and related work
- \* Legal and related work
- \* Social development
- \* Economics
- \* Finance
- \* Library
- \* Public information
- \* Statistics

For junior Professionals (P1/P2), recruitment in the UN Secretariat **only** takes place through national competitive examinations; for language and related work, recruitment takes place through language examinations. For information on national and competitive examinations, please visit the following web site: <http://www.un.org/Depts/OHRM/examin/exam.htm>

For middle- and higher-level Professional posts, recruitment takes place through a competitive system of applications (described below). The Secretary-General is committed to the achievement of gender balance at all levels.

In addition to United Nations Headquarters in New York, the UN Secretariat has offices around the world, including: Addis Ababa, Bangkok, Beirut, Geneva, Nairobi, Santiago and Vienna. The International Criminal Tribunals for the former Yugoslavia and for Rwanda are located at The Hague, Netherlands, and in Arusha, Tanzania, respectively.

#### UNITED NATIONS SECRETARIAT

To review the listings of available posts, please visit the United Nations web site at UN Human Resources “Galaxy” e-Staffing System at:

<https://myun.un.org/galaxy/release3/login/login.aspx>

The system provides instructions on application procedures. Please follow them.

**Online applications are strongly encouraged to enable the UN to place your resume into a permanent database. It is most important that you observe the deadlines for applications.**

Should you not have access to Internet facilities, you can also contact the Staffing Support Section, Operational Services Division, United Nations, Office of Human Resources Management, Room S-2475, New York, NY 10017, USA, for further information.

The site is also accessible through UN Intranet for staff members. For further information, go to the UN Intranet *Quicklinks/staff selection*. For frequently asked questions, and answers, click on *FAQ*.

For general inquiries or technical support on applying online, please e-mail [estaffing@un.org](mailto:estaffing@un.org)

#### PEACEKEEPING MISSIONS

Posts in UN peacekeeping missions are also listed on the “Galaxy” system. **Online applications are encouraged.** Should you not have access to Internet facilities, you may apply by sending your detailed resume to DPKO, Personnel Management and Support Service, Human Resources Planning and Development Section, One UN Plaza, DC1-0980, United Nations, P.O. Box 20, New York, NY 10017, USA. Listings of vacancy announcements and forms are available at UN offices worldwide. In general, positions are offered in the following fields: civil engineering, election monitoring, electronic data processing, civil and judicial administration, human rights, humanitarian assistance, gender, legal affairs, logistics, political affairs, procurement and public information.

#### UN COMMON SYSTEM

To find out more information on vacancies in the UN common system, please visit the following web sites for instructions on how to apply:

- \* [www.un.org/womenwatch/OSAGI/](http://www.un.org/womenwatch/OSAGI/)
- \* [www.undp.org](http://www.undp.org)
- \* [www.unfpa.org](http://www.unfpa.org)
- \* [www.fao.org](http://www.fao.org)
- \* [www.ilo.org](http://www.ilo.org)
- \* [www.unicef.org](http://www.unicef.org)
- \* [www.who.org](http://www.who.org)
- \* [www.wfp.org](http://www.wfp.org)
- \* [www.unesco.org](http://www.unesco.org)

For more information on the status of women in the Secretariat, please e-mail [OSAGI@un.org](mailto:OSAGI@un.org)

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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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request to [network-newsletter@ un.org](mailto:network-newsletter@un.org)

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**Editor-in-Chief: Aparna Mehrotra, Focal Point for Women, OSAGI, DESA**

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**Focal Point for Women in the Secretariat**

**United Nations, Two UN Plaza, DC2-1290, New York, NY 10017**

**Telephone: (1) (212) 963-6828; Fax (1) (212) 963-9545**

**E-mail: [network-newsletter@un.org](mailto:network-newsletter@un.org)**