



network

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Letter from the Focal Point for Women

It is our pleasure to bring this issue of network to you.

The theme of leadership and women constitutes the focus of this present issue. While it is necessary to have a gender balance at all levels and in all professions, it is equally necessary that the women succeed in being effective, recognized and humanistic leaders. In this spirit, we draw your attention to: (i) the interview with Ms. Barbro Dahlbom-Hall, one of Sweden's most recognized experts on the leadership role of women, (ii) an article by Ms. Allyson Wisniewski on the secret to effective leadership, and (iii) a summary of a study, conducted by the Management Report Group in the United States, that compares men and women on dimensions of both leadership behaviour and leadership effectiveness.

We also report, as always, on recent gender related events taking place around the United Nations, and the world.

We trust you will find this issue insightful, containing at least some advice that you will find practical to adopt in the unending journey towards more effective and humanistic leadership. No leadership example is ever too small. Example is not one way to lead, it is the only way.

In solidarity,

Aparna Mehrotra

Interview with Ms. Barbro Dahlbom-Hall

20 December 2004

by Rebeca Dain

1. When did you become interested in training women for executive roles?

After completing my studies in Sweden, I received a scholarship to travel to Washington, D.C. I travelled all over the country, went to different universities, met with officials of the federal and local governments and studied how they trained their executives and learned a great deal about training and leadership.

By 1972, there was a big breakthrough in America: the New Equal Employment Opportunity Act that influenced working conditions, training and, in particular, the issue of gender. That was my first step into women's issues. I was brought up in a family where my father always said to his daughters: "Remember that your grandmother was born 100

Ms. Barbro Dahlbom-Hall



years too early". I thought that all fathers told their daughters so. Afterwards, I realized that he was unique. He predicted a new position for women in the future.

It was tough to come back home to Sweden with so much new knowledge and proactive ideas. I started to write articles, give talks and interviews. I became interested in the role of executive women when I was tasked by the Swedish Government with the job of training executives—both men and women in the Swedish Government. Every year I ran three courses with about 21 participants each time; the majority were men but occasionally a few were women. Speakers from diverse backgrounds came to talk to the students. But I discovered that although many issues were raised, none addressed

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the issue of good leadership and leadership qualities. All participants had high positions as executives. In particular, I sat watching the women executives and asked myself why they did not have the impact they ought to have given their competence, knowledge and eloquence. It was then that I decided I wanted to develop something new and different.

A dream started to sprout: to do something in the future for women leaders. I wanted to develop a pedagogical way that would assist people in learning how to become good leaders.

My dream was to develop an organization which offered programmes for executives to help them to learn to lead others. I established my own consulting company to develop executives as good leaders which, I think, is the best contribution you can make to co-workers.

During the 10 years with my company I learned a lot. I had 25 freelance consultants working for me. By 1991, once the company grew too big, I sold it but continued working with it. I started to do research on the patterns I had observed during the previous 10 years of training. I strongly believe that the leadership that young professionals encounter in the workplace will impact strongly on their careers.

2. What are your thoughts on family, spousal employment and mobility?

I believe that bright women should try to marry bright and mature men, which would assist them in bringing solutions to the sharing of responsibilities, part-time work, mobility and other issues that arise with dual careers.

3. Having travelled and lectured widely in Latin America, Europe and the Middle East, do you think that there are fundamental differences in how executive women are treated and in the issues they face?

No, there are no fundamental differences; on the contrary, there are surprising similarities. Women work too hard, too early in life; they are taught and brought up to be good girls and they are instilled with a very strong ethic of hard work.

4. Is there any commonality in the type of problems that women in different regions face for career progression to leadership positions?

Ms. Barbro Dahlbom-Hall was born in Sweden and is one of its most recognized experts on leadership and management and the executive role of women. She graduated from the University of Uppsala, Sweden (1965) with degrees in Social and Economic Sciences (1967) and studied management training and development in the United States (1972-1973). She is widely travelled, has written several books that have been translated into different languages. In 1978 she created her own company specializing in equal opportunities and training for executive women and men. She has also served the Swedish Government in various capacities including the Swedish Parliament and the Swedish International Development Cooperation Agency (SIDA) as well as various multinational companies in Sweden and abroad on the topics of female leadership. In 1993 she was responsible for initiating a programme with UNICEF, Female identity and leadership, for women managers in Latin America, the Middle East and North Africa. In 1999 she received the Prize for Best Female Leadership in Sweden and in 2002 she received the Swedish King's medal of the 8th dimension with the ribbon of the Order of the Seraphims. Ms. Dahlbom-Hall is married with two daughters. Early in 2004, Ms. Dahlbom-Hall led a training course Women in Leadership for senior women managers in the UN Secretariat.

When women achieve high positions, the biggest problem they face in their working environment, all over the world, are men who are afraid of strong women. The men who are not afraid are usually no problem. But there are far too many who unconsciously feel threatened. They project their fear on women and, consequently, make the working lives of women who surround them very difficult.

5. Would you say there is a personality better geared towards leadership?

Not necessarily. But it is important to know how your personality is defined and the polarities in your personality. If you have the gift of a good head on your shoulders, you must constantly work on understanding yourself better in order to understand others better.

6. Can leadership be learned?

Absolutely, but you must like people and be people-oriented.

7. Why do you think that women seem to have weaker networks compared to the “old boys” networks?

This is a hard question to answer in a general way. One thing that comes to mind is that women are so often taken advantage of that they often try to avoid doing this to others. Women are afraid that someone will think that they are not knowledgeable enough. But, I think that lots of women have networks, but they don't think of them as such. They think of them as friendship. The women leaders who attend my programmes understand quickly the network concept and develop strong links with the group, that are later transferred to larger networks within their working environment.

8. Many women say that working for executive women is very taxing; often more taxing than working for executive men. Do you find any truth in this statement?

Yes, I think that women leaders are not only more taxing but more demanding, especially to women co-workers. My opinion is that male leaders are not very demanding on young women at the beginning of their careers. But later on, the men criticize these women when they became successful, instead of becoming good role models at the beginning of their careers by giving them tough feedback when it is needed most. I believe that young men get much tougher feedback from their bosses. Women leaders, however, see young women's capacities very quickly and become very demanding bosses, which in the long run, I believe, is much better for the young women.

9. How do women in leadership positions make a difference in society in general, and in the working environment in particular?

Women want to contribute to improve society in general. That is one thing. The other thing is that women leaders usually don't avoid conflicts, don't hide behind conflicts—they handle them.

10. From your observations and having worked in both UNICEF and the UN, what recommendations would you give to improve the status of women in the Secretariat?

Women in general should be given the opportunity to be trained and develop good career goals. In my programme, I teach them to sort out what is wrong in the male society structures, norms and patterns, and what are their own personal shortcomings to overcome obstacles in the working place.

11. Do you have examples of good practices to increase the number of women in senior positions?

The best way to increase the number of women is to help the men at the top to see and understand and handle their own insecurities in working life. The best way to handle women's future careers is to help men understand that they are not threatened even if women should see their inner insecurities.

12. Can you share with network the personal philosophy which has positively guided you in difficult moments?

Broaden your views and perspectives on yourself, see people, be curious about people, listen a lot, be open-minded and also constantly have different personal professional support.

13. What advice would you give young women who aspire to become leaders?

Be careful when you choose your husband. Ask yourself: “Will he be a good father to my children?” If you hesitate—let him go!

Be careful when you choose your male leaders. Will he be someone who supports you and will openly help you to go further, or will he be someone who has you staying there as “a good girl”?

Put demands on your boss to give you honest feedback. Young women usually get too much praise for behaviour that won't give them career chances.

CONGRATULATIONS TO ...

UN related

- Ms. **Sissel Ekaas** (Norway) for her appointment as Deputy Special Representative of the Secretary-General for the United Nations Mission in Ethiopia and Eritrea. Ms. Ekaas has been serving since 1998 as Director,

Gender and Population Division, Sustainable Development Department in the Food Agriculture Organization of the United Nations (FAO). From 1995 to 1998, Ms. Ekaas was Deputy Director, Office to Combat Desertification and Drought (UNSO) in the United Nations Development Programme (UNDP). Her previous United Nations experience includes a three-year assignment with UNDP in Niger and in New York (1982-1985). Ms. Ekaas took up her duties in Asmara at the end of November.

- Ms. **Fatou Bensouda** (Gambia) for her appointment as Deputy Prosecutor of the International Criminal Court (ICC). Ms. Bensouda was sworn in 2 November 2004 and will serve a nine-year term. The new Prosecutor has worked as a lawyer, prosecutor, and Government Minister in Gambia. She also was Legal Adviser and Trial Attorney at the ICC for Rwanda.

UN bodies

- Ms. **Sigma Huda** (Bangladesh) for her appointment by the 60th session of the UN Commission on Human Rights as Special Rapporteur on Trafficking in Persons, Especially Women and Children (E/CN.4/2004/L.62). The Special Rapporteur will recommend ways to uphold and protect the rights of the victims of trafficking. Ms. Huda is the founder and current president of the Bangladesh Women Lawyers Association and Secretary-General of the Bangladesh Society for the Enforcement of Human Rights.

The secret to effective leadership

by Allyson Wisniewski

Many people associate the word “boss” with adjectives like “intimidating” and “unapproachable”. However, three women from the state of New Jersey, in the United States of America, have refused to align with this stereotype. They have emerged as superior leaders by making themselves approachable and treating their employees as equals.

Ms. Allyson Wisniewski is a graduate student at Rowan University in Glassboro, New Jersey, U.S., pursuing an M.A. in corporate public relations. She holds a B.S. in public relations from Syracuse University in Syracuse, New York. Ms. Wisniewski interviewed three women executives and discovered that all three seemed to use a winning leadership formula. Ms. Wisniewski wrote the article because she believes that effective leadership is essential to the success of any organization and wanted to share her findings with both current and future leaders.

Pam Boyd, president of Thomas/Boyd Communications, a full-service public relations firm in Mt. Laurel, New Jersey; Debra DiLorenzo, president of the Chamber of Commerce of Southern New Jersey, a not-for-profit business organization; and Peggy Leone, assistant vice president of Public Relations for Cooper University Hospital in Camden, New Jersey, were all publicly recognized in a Southern New Jersey newspaper by their employees as outstanding leaders. These women combine unique qualities with employee relations techniques to help them lead effectively in the workplace.

In addition to ambition and positive attitudes, all three women possess a key leadership quality—compassion. The women express this characteristic by becoming flexible and understanding when employees encounter personal issues. “I see my staff as human beings first, and I understand that they will have ups and downs and face issues that may impact their work,” Leone says. “I am supportive and help my employees work through their issues so they can continue to perform effectively at work.” By expressing compassion, bosses not only help employees focus on work, but they also earn their employees’ respect.

All three women also earn respect in the workplace by acknowledging employees who perform exceptionally well. Acknowledging success and hard work helps bosses motivate employees and maintain a positive atmosphere at work. “I always say thank you and give credit where it is deserved,” Boyd says. “Everyone needs to feel appreciated—it’s human nature.” In addition to verbal recognition, Boyd also rewards hard-working employees

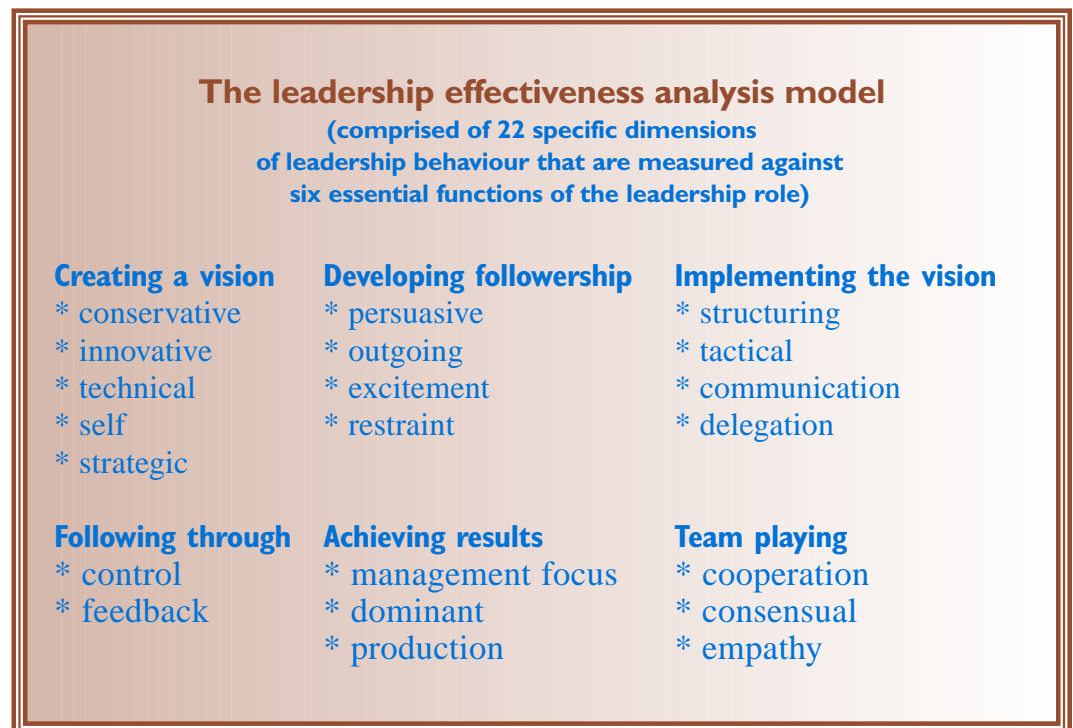
by allowing them to leave the office early to jump-start their weekend. To show her appreciation, Leone writes thank-you letters to employees and sends copies of the letters to their direct supervisors.

All three women graduated from Rowan University in Glassboro, New Jersey, with a master's degree in public relations, and they know that communication is an essential tool for every leader. Clear communication at work helps their employees know exactly how to succeed. The women work with their employees to establish goals before starting a project and maintain open lines of communication throughout project development. Clear goals show employees exactly what is expected of them. They believe that standards and benchmarks increase productivity in the workplace. Weekly staff meetings to communicate with employees are part of these techniques. At the meetings, they discuss account work and deadlines to determine who needs help with projects. The women view themselves as members of a team first and as leaders second. When work becomes busy and intense, all team members must work together to accomplish tasks quickly and efficiently. Although the women occupy positions of leadership, they view themselves as equals rather than superiors in their workplaces. Treating employees as equals helps the women establish good employee relations in the workplace.

As compassionate and rewarding communicators and team members, Boyd, DiLorenzo and Leone have created one-of-a-kind work environments with happy and efficient employees. The similarities among their leadership techniques suggest that these three women have discovered, to my understanding, the secret to effective leadership.

Highlights of a research report on leadership and gender

One of the largest studies on gender differences and leadership was conducted by Management Report Group (MRG) in the United States in 1998 using the analysis model below. It was discovered that the way women and men lead was different but equally effective. Managers selected were from the MRG database and represented a highly diverse group from 46 U.S. states and 6 Canadian provinces, a wide range of industries, and a variety of management levels.



The MRG presented a summary of findings comparing men and women on dimensions of both leadership behaviour and leadership effectiveness, including:

Differences in leadership behavior: Research showed that in many ways men and women approach the leadership role in a similar fashion. But there is a difference in the behaviour of male and female managers; in particular when it comes to:

Task vs. strategy

Expressiveness vs. constraint

Measures of leadership effectiveness: In addition to being rated on their leadership behaviour, staff rated supervisors on three dimensions of effectiveness:

Overall effectiveness

Business skills

People skills

In terms of behaviour, women were generally seen as using a more energetic relationship oriented and friendly approach to accomplish objectives. Men were seen as exhibiting more strategic behaviours, and being more restrained and objective. These behaviours may well be translating into their higher scores on measures of business skills. However, both men and women were seen to be as effective, as credible and as promotable overall.

Implications for development: different leadership behaviours can result in the same level of perceived effectiveness in management. The wider the range of leadership skills the better to the organization. Thus organizations need to support leadership training and development, and reward the behaviour they are looking for: women taking risks and being more strategic; and men developing greater people skills. Men and women need to value their differences and learn how to learn from each other.

What women managers can learn from their male counterparts: strategic thinking is one of the leadership behaviours most predictive of leadership effectiveness and a must quality to fill senior level management positions. Female managers may benefit from additional training in strategic analysis and planning, coupled with increased focus on the persuasive skills needed to sell ideas and gain support for them.

What men can learn from the women on their leadership team: as interpersonal factors may affect teams, men would benefit from training in interpersonal skills that focus on empathy, listening, sensitivity to differences, and the ability to give feedback.

What organizations can do: development of leaders is critical and must be funded and supported as a key element of every organization.

They must align leadership expectations with strategic business objectives, identifying those leadership behaviours that are most critical, and provide targeted training, development and coaching for all leaders, men and women alike. (www.mrg.com/Publications/default.htm)

Around the UN ...

- The High Commissioner for Human Rights, **Ms. Louise Arbour**, launched the Secretary-General's "**Action Two**" reform initiative, on 28 October 2004. It calls for joint UN action to strengthen human rights actions at the country level, to ensure that the rights of individuals are respected and protected—not only for their own benefit, but as a foundation for sustainable peace and development.
- **The International Year for Sport and Physical Education** (2005) was launched on 5 November 2004, after the adoption of a resolution on sports as a means to promote education, health, development and peace.
- The Directors of the United Nations Development Fund for Women (**UNIFEM**) and the International Research and Training Institute for the Advancement of Women (**INSTRAW**), signed an agreement on 22 November 2004 to establish a flexible coordination mechanism for increased collaboration to promote gender equality and the empowerment of women, with due respect to their individual mandates. This agreement responds, in part, to the United Nations Secretary-General's call for increased collaboration within the United Nations system, included in his recent report "Women and peace and security" on the implementation of Security Council resolution 1325 (S/2004/814). (www.un-instraw.org)
- **The International Day for the Elimination of Violence Against Women** was observed on 25 November 2004. Secretary-General **Kofi Annan** said that violence against women is global in reach and takes place in all societies and cultures; and it is particularly pervasive in situations of armed conflict. He noted that last

May, the Trial Chamber of the Special Court for Sierra Leone approved a motion to add a new count of “forced marriage” to indictments against defendants. Thus, for the first time forced marriage will be prosecuted as a crime against humanity. The Committee on the Elimination of Discrimination against Women, the human rights treaty body that monitors implementation of the Convention on the Elimination of All Forms of Discrimination against Women, continues to play a dynamic role in ensuring that this issue is a high priority for the international community. The Optional Protocol to the Convention gives women and groups of women the right to petition, and has the potential to become a highly effective tool for addressing gender-based violence and other violations of women’s human rights.

- **World AIDS Day** was observed on 1 December 2004. This year’s focus was on women, girls, HIV and AIDS. A new report released by UNAIDS shows that the number of women living with HIV has risen in each region of the world over the past two years, with the steepest increases in East Asia, followed by Eastern Europe and Central Asia. In East Asia, there was a 56 per cent increase over the past two years, followed by Eastern Europe and Central Asia with 48 per cent. Women are increasingly affected, now making up nearly half of the 37.2 million adults (aged 15 to 49) living with HIV worldwide. In sub-Saharan Africa, the worst-affected region, close to 60 per cent of adults living with HIV, or 13.3 million, were women. (http://www.unaids.org/NetTools/Misc/DocInfo.aspx?LANG=en&href=http://gva-doc-owl/WEBcontent/Documents/pub/Media/Press-Releases02/PR_EpiLaunch_23Nov04_en.pdf)
- **International Human Rights Day** was celebrated on 10 December 2004 with calls for action and education. As part of a heightened global commemoration, the General Assembly marked the conclusion of the UN Decade for Human Rights Education (1995-2004) by issuing a **World Programme for Human Rights Education**, the first three years of which would focus on primary and secondary education by

integrating human rights issues into curricula. Adopting a resolution (A/RES/59/113), the Assembly stressed that human rights education was essential to the realization of all human rights and fundamental freedoms. The first phase of the World Programme, which would run through 2007, was to start on 1 January 2005.

- The Office of the **High Commissioner for Human Rights** (OHCHR) and the non-governmental organization (NGO) **Committee on Human Rights** organized a panel discussion on 10 December 2004 on “**Freedom from fear and want—the human rights year in review**”. Speakers stressed that the rise in ethnic cleansing and human trafficking in the past year did not bode well for the world’s human rights track record; however, the first institutional link had been set up in 2004 between human rights issues and the Security Council, which was now accepting the relevance of those issues to its work. With specific regard to the human rights of women, speakers pointed to the need to invest in economic and social rights, as well as judicial and civil rights. They noted that both women’s and men’s concerns must be considered and that women’s empowerment required gender mainstreaming as a mandatory strategy.

Gender in the News ...

- According to a Human Rights Watch report “**Divorced from Justice: Women’s Unequal Access to Divorce in Egypt**” released on 1 December 2004, and despite legal reforms, women continue to suffer discrimination under the Egyptian legal system. The Government established family courts last October but, like no-fault divorce introduced four years earlier, these have failed to tackle ongoing discrimination against women. The report documents serious human rights abuses stemming from discriminatory family laws that have resulted in a divorce system that affords separate and unequal treatment to men and women. Muslim men in Egypt have a unilateral and unconditional right to divorce and never need to enter a courtroom to end their marriages. Women, on the other hand, must resort to the courts to

divorce their spouses, where they confront countless social, legal and bureaucratic obstacles. Women who seek divorce have two options: fault-based or no-fault divorce. In order to initiate a fault-based divorce, which can provide full financial rights, a woman must show evidence supported by eyewitness testimony of harm inflicted by her spouse during the course of their marriage. Since 2000, Egyptian women have had the option of filing for no-fault divorce (khula). In choosing this option, they must agree to forfeit their financial rights and repay the dowry given to them by their husbands upon marriage. It was adopted as a way to speed up the divorce process. Male officials still largely control every step of the process. Egypt has only one female judge on the bench. Women seeking a divorce, unlike men, must submit to compulsory mediation. If a woman leaves her husband without his consent, he can file charges under Egypt's Obedience Laws that can result in her loss of alimony upon divorce. The near insurmountable obstacles confronting women in the divorce process drive many women to relinquish their rights in an attempt to persuade their husbands to divorce them. The consequences of this two-tiered system are often financially and emotionally devastating for women. In some cases, they can be physically dangerous as well.

(<http://hrw.org/reports/2004/egypt1204/>)

- According to the *Corporate Women Directors International 2004 Report: Women Board Directors of the Fortune Global 200 Companies* not much progress has been made in the number of **women serving on boards of top companies** in the U.S. and worldwide. As of 2004 women held just 13.6 per cent of board seats according to the *Fortune* magazine 500. Globally, women hold an average of 10.4 per cent. However when compared to other companies in the world—the *Fortune* magazine global 200, U.S. firms still make the best showing by far. Some of the key findings:
 - The majority (73.5 per cent) of the 200 largest companies in the world, as ranked by *Fortune* in 2004, have at least one woman director on their board;
 - Only 10.4 per cent of all board seats in the *Fortune* global 200 companies are held by women;
 - 78 U.S. companies are ranked and all have women on their boards; 17.5 per cent of all board directors are women;
 - Japan has only 3 women-held board seats out of 431 (0.7 per cent);
 - The top ranking companies with the highest percentage of women board directors include 27 companies, with 20 from the United States; three German; two British, one Norwegian and one Dutch company;
 - Albertsons, a U.S. retail food and drugstore chain, ranked first globally with 50 per cent of its board seats held by women (5 out of 10);
 - Statoil, a petroleum refining company based in Norway ranks second with 44.4 per cent (4 out of 9);
 - European companies have lower percentages of women directors compared to the U.S. The United Kingdom has 12.5 per cent, Germany has 10.3 per cent, the Netherlands has 8.6 per cent, followed by Switzerland (7.7 per cent), France (7.2 per cent) and Italy (1.8 per cent);
 - The large majority of women board directors are non-executive, “outside” members;
 - 53 of the ranked companies have no women directors, including Germany Daimler Chrysler, Japan's Toyota, France's AXA. (http://www.globe.women.com/summit/2004/womengovleaders_orderform.htm)
- Given the intense debate on women and science that followed a lecture given on 24 January 2005 by Mr. Lawrence H. Summers, the president of Harvard University, Massachusetts, U.S., on “Gray matter and the sexes: Still a scientific gray area”; **network** is pleased to share with you some of the names of scientific women that work for the **International Atomic Energy Agency (IAEA)**:
 - **Ana Maria Cetto** (Mexico): physicist, humanitarian, Deputy Director-General of IAEA and head of the Department of Technical Cooperation (TC), which spreads

the benefits of nuclear science and technology—like radiotherapy treatment for cancer, better nutrition and improved agriculture—to the developing world. Dr. Cetto, who already has shared a Nobel Peace Prize, was named one of Mexico’s Women of Year on 10 December 2003. Dr. Cetto received the honour in Mexico City along with two other scientists, Julieta Fierro and Linda Manzanilla.



- **Anita Nilsson** (Sweden): physician and scientist in the nuclear field. Ms. Nilsson is the head of the Office of Nuclear Security which tracks illicit nuclear trafficking, and developed a multi-faceted Action Plan to help countries upgrade levels of nuclear and radiation security, to strengthen controls over nuclear and radioactive material. In addition, she is now the IAEA’s Focal Point for Gender Concerns.
- **Gabriele Voigt** (Germany): geneticist and scientist in the nuclear field with particular emphasis in radiation protection, computer modelling and radio-ecology. She is the director of IAEA’s Seibersdorf Laboratories.

Women, peace and security

- The question of whether **violence against women in arm conflict constitutes a war crime or is part of a campaign of genocide** still remains unanswered. Secretary-General **Kofi Annan** appointed a panel of experts to determine whether the violence in Darfur, Sudan, meets the international legal definition of genocide. “Depending on the magnitude of it, it can constitute a crime against humanity”, said Louise Arbour, the United Nations High Commissioner for Human Rights. Investigators in Darfur have not yet determined the magnitude. Sexual violence has been a tried-and-true way for armed men to sow terror among civil-

ians in wartime, from the Balkans to Colombia and Congo to the genocide in Rwanda. The latter offers a particularly trenchant lesson for Sudan: Ten years later only a handful of allegations of rape have been investigated and prosecuted, according to a recent report by the advocacy group Human Rights Watch (26 October 2004).

- The report of the Secretary-General to the Security Council on the implementation of resolution 1325 on women, peace and security (S/2004/814) was prepared in collaboration with the **Inter-Agency Network on Women and Gender Equality (IANWGE)**. The report was discussed by the Council and other Member States in an open debate on 28 October 2004. Interventions were made by Security Council members, Member States, United Nations entities and a civil society representative. A statement by the President of the Council was issued (S/PRST/2004/40) calling for the preparation of a system-wide action plan on implementation to be submitted to the Council in October 2005. A variety of events to mark the 4th anniversary of resolution 1325 were held throughout October including the issuance of a number of new publications/resources which are inventoried in the taskforce publication “United Nations resources on women, peace and security”. The NGO work-

ing group also issued an alternative report on the implementation of resolution 1325. (Link to Secretary-General's report: <http://www.un.org/womenwatch/osagi/wps/sg2004.htm>; Link to NGO report: <http://www.peacewomen.org/un/ngo/ngopub/FourYearsOnOct04>)

- The **Department of Peacekeeping Operations** launched a **Gender Resource Package** which provides guidance for integrating a gender perspective in peacekeeping operations during a panel discussion on gender and peacekeeping: practical tools for change on 29 October 2004. The package addresses all functional areas of peacekeeping from a gender perspective including issues in the military, police, humanitarian and electoral assistance. There are now 10 full-time gender advisers in 17 UN peacekeeping missions: Afghanistan, Burundi, Côte d'Ivoire, the Democratic Republic of Congo, Kosovo (Serbia and Montenegro), Haiti, Liberia, Sierra Leone and Timor-Leste, as well as in the advance mission in Sudan (for further information contact Ms. Comfort Lamptey, DPKO, Gender Advisor at lamptey@un.org).
- In a statement issued on 19 November 2004, Secretary-General **Kofi Annan** expressed outrage at the allegations of **sexual exploitation and abuse in the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC)**, resulting from abuse by both civilian and military peacekeeping personnel in the DRC. Findings confirmed that acts of gross misconduct took place. Many of these allegations came to light last spring, and have since been looked into both by MONUC itself and by the Office of Internal Oversight Services (OIOS). The Secretary-General stressed the need for effective and speedy investigation and a culture of accountability to root out all such practices from MONUC, from any other peacekeeping operation, and indeed anywhere in the Organization that they might occur. He added **"I have long made it clear that my attitude to sexual exploitation and abuse is one of zero tolerance, without exception, and to this effect I am now actively considering additional measures which need to be taken. In the meantime, I have instructed the**

Department of Peacekeeping Operations to send a special investigation team to the DRC, with the greatest urgency, to examine the outstanding cases."

In your interest

Reports

- The report by the High-level Panel on Threats, Challenges and Change **"A more secure world: our shared responsibility"** (A/59/565) was submitted to the General Assembly on 13 December 2004. It provides a new and comprehensive vision of collective security for the 21st century. The report draws attention to many issues, and it offers the United Nations a unique opportunity to refashion and renew itself. In Chapter XIX on the Secretariat, the report makes various recommendations including the need to have a more competent and professional Secretariat (paragraphs 292-296). The annex of the report also presents specific recommendations pertaining to the Secretariat (paragraph 95) (<http://www.un.org/secureworld>).
- The report **"World Survey on the Role of Women in Development: Women and International Migration"**, issued on 13 December 2004 was prepared by DESA/Division on the Advancement of Women. Among other observations, the report notes that:
 - Many national migration laws discriminate against women;
 - Refugee women and girls face particular problems regarding their legal and physical protection, and
 - Female immigrants have higher unemployment rates than males and native-born populations.

The report also sets out recommendations to improve the situation of migrant, refugee and trafficked women. These include ratifying and implementing the appropriate international legal instruments, and launching education

programs to inform migrant women of their rights.

Information circulars

- **ST/IC/2004/59** of 31 December 2004 introduces the new revised base salary scale for staff in the Professional and higher categories as of 1 January 2005.

Work-life

- In its resolution on the UN common system, the General Assembly (A/RES/59/268 of 23 December) approved the recommendation of the International Civil Service Commission (ICSC) on **paternity leave**. The ICSC report (A/59/30) recommended that:
 - A duration of up to four weeks paid leave for paternity purposes should be granted to staff at headquarters and family duty stations and up to eight weeks for staff at non-family duty stations or in exceptional circumstances, including death of the mother, inadequate medical facilities or complications encountered at the time of pregnancy;
 - Administrative details covering the management of paternity leave (e.g., the maximum number of leave entitlements) should be determined at the level of the organizations.
- Companies are starting to find out that **flexibility at work** leads to higher morale, increased productivity and better retention rates. “Balance” seems to be the buzzword for women who do not want to be forced to choose between work and life. When companies hired 50 per cent women and 50 per cent men and the women left more often than the men, firms started asking what they needed to do to keep their female employees from leaving. They found out that topping women’s wish lists were flexible work options, including reduced schedules and compressed work weeks. And some companies are adapting. The Executive Director of the 9 to 5 National Association of Working Women in America said that not nearly enough companies have family friendly

policies, and that many times companies discourage employees from utilizing the policies or actually punish employees when they use them by slowing down their career advancement path.

News flash ...

- The **International Conference on Women’s Sports for Peace and Development** took place in Katmandu, Nepal, 18-19 November 2004. A number of conclusions and recommendations emerged concerning gender issues, including the importance of women undertaking leadership roles in sporting organizations, and the need to promote equitable participation of women and men at the local, national and international levels. Specifically the conference recommends that:
 - Leadership training courses and seminars be developed for prospective women leaders;
 - Recruitment strategies for attracting prospective women leaders in sport take account of the importance of encouragement by senior figures, particularly women, to foster interest and confidence among potential candidates
 - Sportswomen be promoted as role models through the media;
 - Indigenous sports activities be fostered, especially where women participate;
 - National sports federations develop strategic proposals to increase women’s participation in their particular sport.
- The **new security policies** put in place in mid-September 2004 (after a terrorist attack in Russia that destroyed two planes) by the United States Transportation Security Administration (which is part of the Department of Homeland Security), requires airport screeners to conduct more frequent, intense and intrusive secondary searches and pat-downs. Women are angry and are filing complaints. However, the Agency said that women are not treated differently to

men and that women can seek a private area and request female inspectors.

- Pakistan's National Assembly passed a bill on 16 October 2004 introducing the death penalty as the maximum punishment in extreme cases of so-called **honour killings**. Alleged misdemeanours that supposedly justify honour killings include adultery, marrying without the family's consent, pre-marital sex or having been raped. Although opposition lawmakers and civil rights groups said it is a weak law, the legislation is part of Government efforts to eliminate the medieval custom. The amended law will ensure that senior police officers are compelled to investigate honour killings; abolish the practice of giving a female in marriage or otherwise to compensate for a murder; and stipulates that a woman accused of adultery may only be arrested on the orders of a judge. The bill must be approved by the senate before the President of Pakistan signs it into law.
- A press release issued on 26 November 2004 by the **Women's Initiatives for Gender Justice** stated that a mission was undertaken by this NGO to the conflict ridden region of Northern Uganda, where thousands of children have been abducted during 19 years of conflict, to meet and consult with those most affected by the ongoing conflict, particularly women, to hear their views and experiences, and to provide local communities with introductory information about the International Criminal Court. (www.iccwomen.org).
- In 16 December 2004, for the first time in the history of Mexico, **a woman footballer was invited to join a national men's league team** in Mexico—a move which would be a first in the sport in North and Central America. The Fédération Internationale de Football Association (FIFA) said it was up to the Mexican Soccer Federation to decide whether women should be allowed to play in the men's game. The Club said that in signing up striker Maribel Dominguez—nicknamed "Marigoal" the club did not want any controversies or scandals. They just wanted to give a space to women.

- The emergence of **two women as the top contenders for the presidency of Chile** suggests that attitudes have changed in one of Latin America's most socially conservative nations. Both women candidates agreed that one reason why women have begun appearing with such prominence in politics is because they are seen to represent a type of humanization of politics, closer to how people see themselves.
- The **United Arab Emirates** appointed **Sheikha Lubna al-Qasimi** as its first ever female Minister of Economics and Planning on 16 November 2004. Her background is in information technology, and she has had a meteoric rise through the male dominated Government and business ranks of her country. There is no elected representation in the UAE.

Women's health

- The **World Health Organization** and its partners launched the **World Alliance for Patient Safety** on 28 October 2004—a series of key actions to cut the number of illnesses, injuries and deaths suffered by patients during health care. This is the first time that a coalition of partners has joined efforts to act globally to improve patient safety.
- The first ever report on bone health of women by the United States **Bone Health and Osteoporosis: A Report of the Surgeon General** was released on 14 October 2004. It states that if no immediate action is taken by individuals at risk by 2020, half of all American citizens older than 50 will be at risk for fractures from osteoporosis (the most common bone disease) and low bone mass. The report says that 10 million Americans over the age of 50 have osteoporosis while another 34 million are at risk for developing it. Osteoporosis and other bone diseases, such as Paget's disease and osteogenesis imperfecta, can lead to a downward spiral in physical health and quality of life including losing the ability to walk, stand up or dress. It can also lead to premature death. Recommendations in the report include:

- Getting the recommended amounts of calcium and vitamin D. The average adult under 50 needs about 1000 mg of calcium per day and 200 International Units (IU) of Vitamin D (one cup of vitamin D fortified milk provides 302 mg of calcium and 50 IU of Vitamin D);
- Maintaining a healthy weight and being physically active at least 30 minutes a day for adults and 60 minutes a day for children, including weight-bearing activities to improve strength and balance;
- Taking steps to minimize the risk of falls. The report suggests removing items that might cause tripping, improving lighting, and encouraging regular exercise and vision tests to improve balance and coordination.

In addition to the release of the report, the Surgeon General has published a companion *People's Piece* specifically written for the American people. The magazine-style, full-color booklet offers ready-to-use information on how people can improve their bone health. (<http://www.surgeon-general.gov/library/bonehealth/>)

- The **Manual for Planning and Implementing Cervical Cancer Prevention Programmes** a new publication compiled by the Pan-American Health Organization (PAHO) together with four other organizations, and endorsed by the World Health Organization (WHO), was published on 20 December 2004. The manual outlines low-cost ways of visually inspecting the area at the base of the womb, freezing pre-cancerous lesions and administering follow-up treatment. The publication states that approximately 80

per cent of the half a million new cases of cervical cancer that occur annually are found mainly in Latin America, the Caribbean, sub-Saharan Africa and the Indian sub-continent. Many of the quarter of a million deaths a year from cervical cancer worldwide could be avoided if women got affordable early screening and treatment of pre-cancerous lesions.

Recommended reading

- “**Working time and workers’ preferences in industrialized countries: Finding the balance (Note 1)**” was published by the International Labour Organization (ILO) on 22 October 2004. It explores the “decent working time deficit” in the industrialized countries. The publication argues that there are substantial gaps between the hours that people are actually working and the number of hours that workers need or would prefer to work. It concludes that finding the balance between business requirements and workers’ needs will require working time policies along five dimensions: promoting health and safety; helping workers to better meet their family responsibilities; encouraging gender equality; advancing productivity; and facilitating worker choice and influence over their working hours.

Websites

www.womenatworknetwork.com: Was founded in 2002 to help women in every workforce reentry process. It is a network of exceptional current and returning professional women who are seeking balance and flexibility.

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 website 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

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 websites for instructions on how to apply:

- * www.un.org/womenwatch/OSAGI/
- * www.undp.org
- * www.unfpa.org
- * www.fao.org
- * www.ilo.org
- * www.unicef.org
- * www.who.org
- * www.wfp.org
- * www.unesco.org

For more information on the status of women in the Secretariat, please e-mail OSAGI@un.org

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

You can read *network* online at
<http://www.un.org/womenwatch/Network>
To receive hard copies of *network*
please send an e-mail request to
network-newsletter@un.org

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