

# **Gender Equality in Public Administration in the COVID-19 Era:**

## **A Global Assessment of Women's Access to Decision-Making Positions and Gender-Sensitive Policy Responses**

GEPA WORKING GROUP MID-YEAR PRESENTATION  
NOVEMBER 18, 2020



# Why GEPA? Gender Equality in Public Administration Matters



Women have the **right to participate** in decision-making

*Universal Declaration of Human Rights, Beijing Platform for Action, ECOSOC, UNDP Gender Equality Strategy*



PA should be **representative** of society and tap into the **full potential** of the workforce



Women's **equal** participation in decision-making including in PA **contributes to development**

# GEPA: Gender Equality in Public Administration

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- UNDP's Gender Equality in Public Administration (GEPA) initiated in 2011, led to the first Global Report in 2014
- Data on 35 countries + 13 case studies



Anchored by 2030 Development Agenda

- Indicator 16.7.1b: measures the proportionality of women's representation at all levels of the public service



- GEPA Working Group at the University of Pittsburgh since 2015
- 20-25 graduate students per year
  - Collectively, 1500+ research hours per academic year
  - Gender Equality in the UN course option since 2019

# GEPA Working Group Research

## YEAR 1

- availability and quality of sex-disaggregated data
- qualities of “good data” and tracking systems

## YEAR 4

- processes through which armed conflict shapes GEPA
- armed conflict and women in decision-making

## YEAR 2

- country definitions of PA
- age-gender intersections
- availability of subnational data
- LGBTI inclusion

## YEAR 5

- global GEPA database
- women’s inclusion in environmental ministries
- support SDG 16.7.1b

## YEAR 3

- links between armed conflict and GEPA worldwide
- armed conflict and GEPA data availability/quality

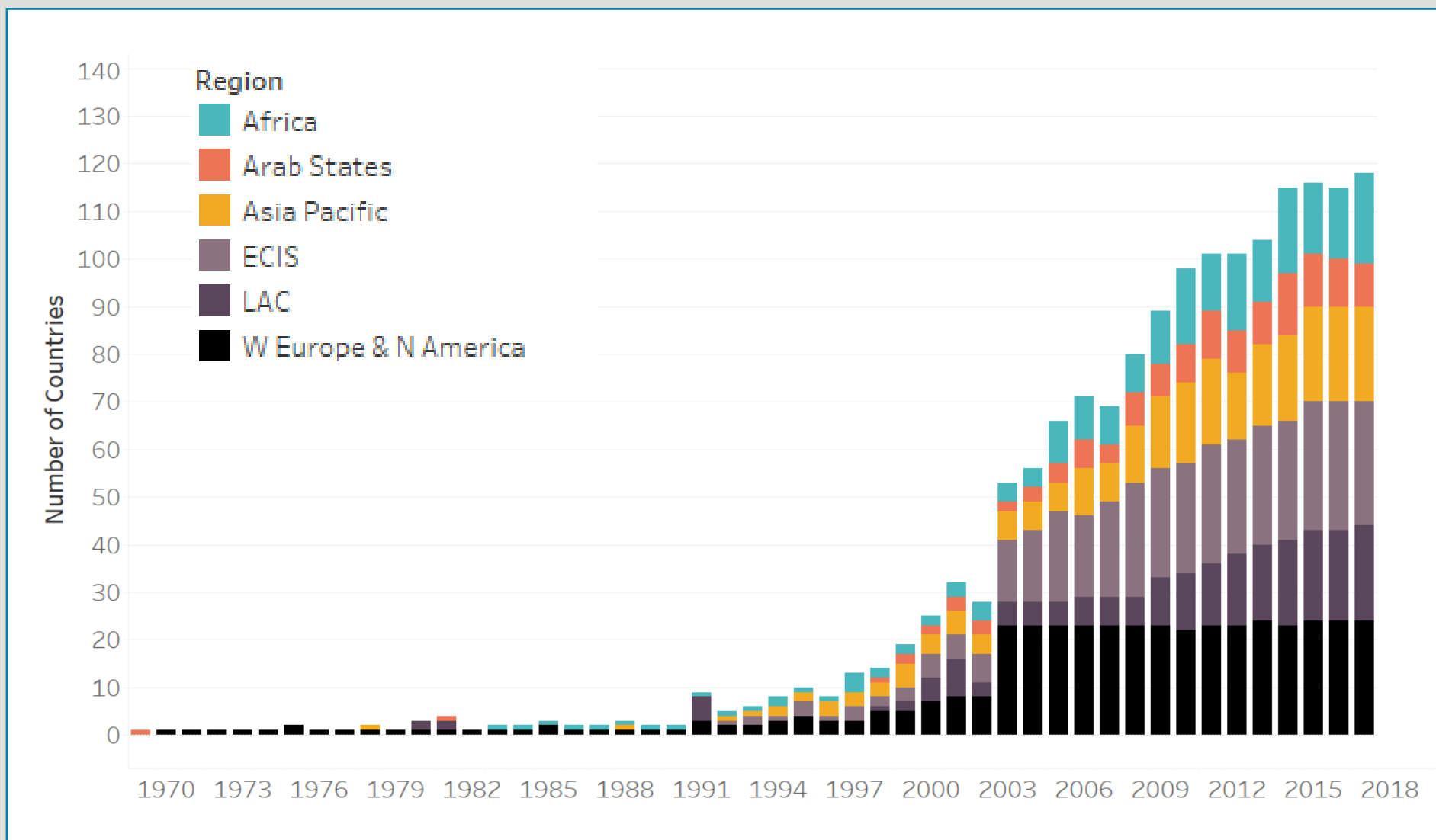
## YEAR 6

- **new GEPA Global Report (2021)**
- **COVID-19 and inclusive governance**

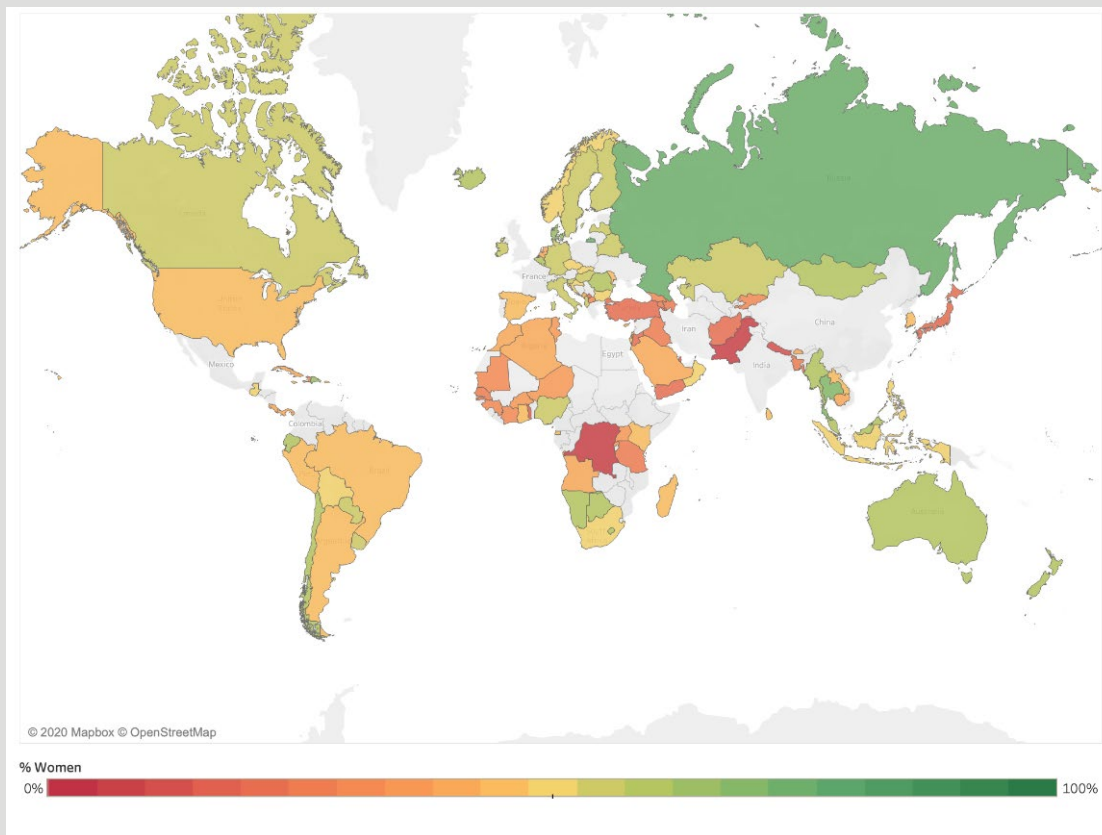
# **Gen-PaCS: Gender Parity in Civil Service**



# Gen-PaCS: Number of Countries with Data



# Gen-PaCS: Women's Participation in Public Administration Globally

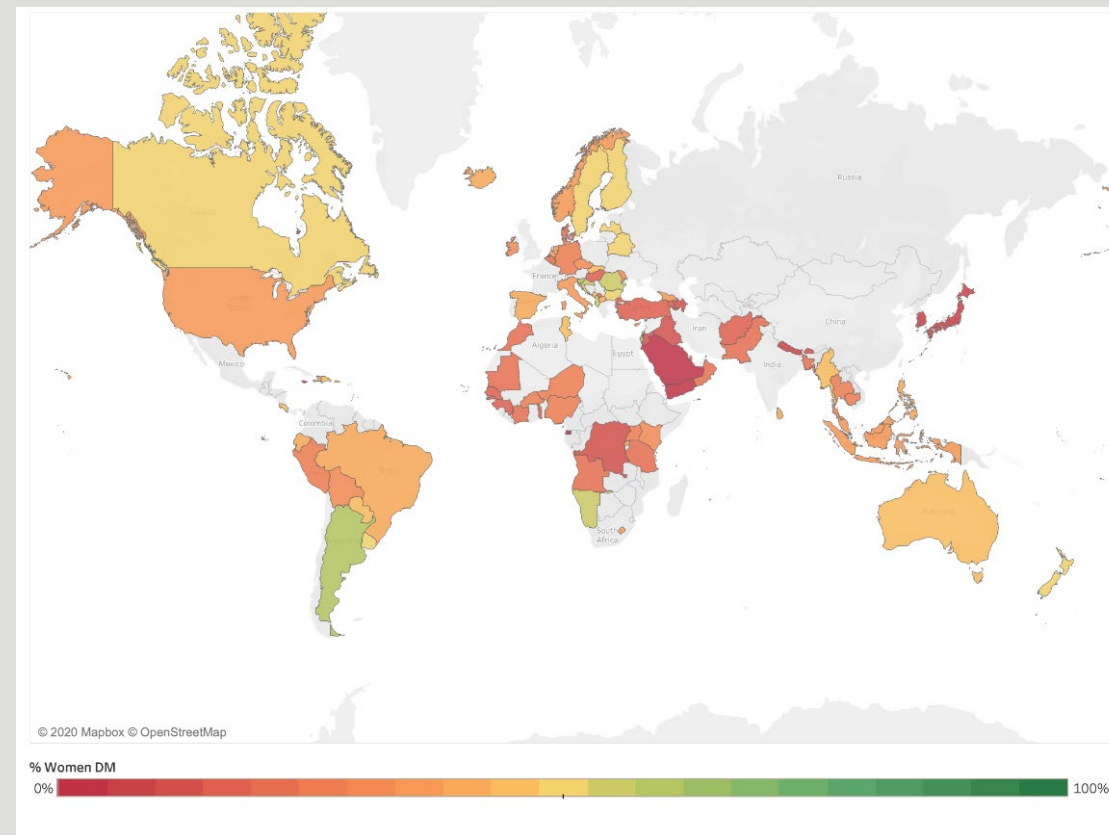


## Participation

Average: **43%**

Range: **6-73%**

Countries at Gender Parity: **30**



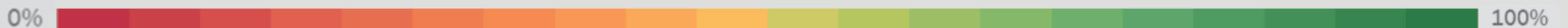
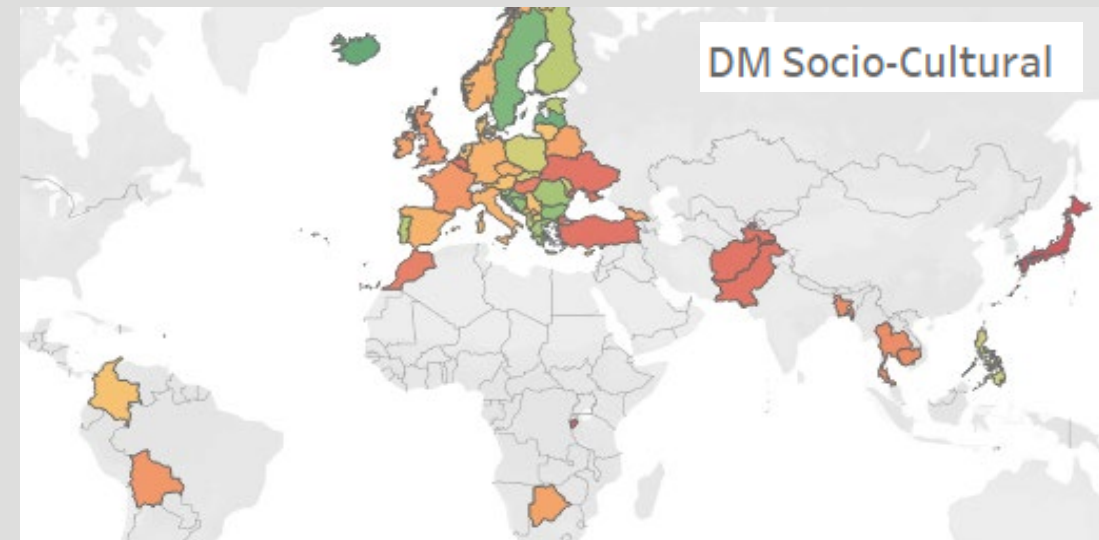
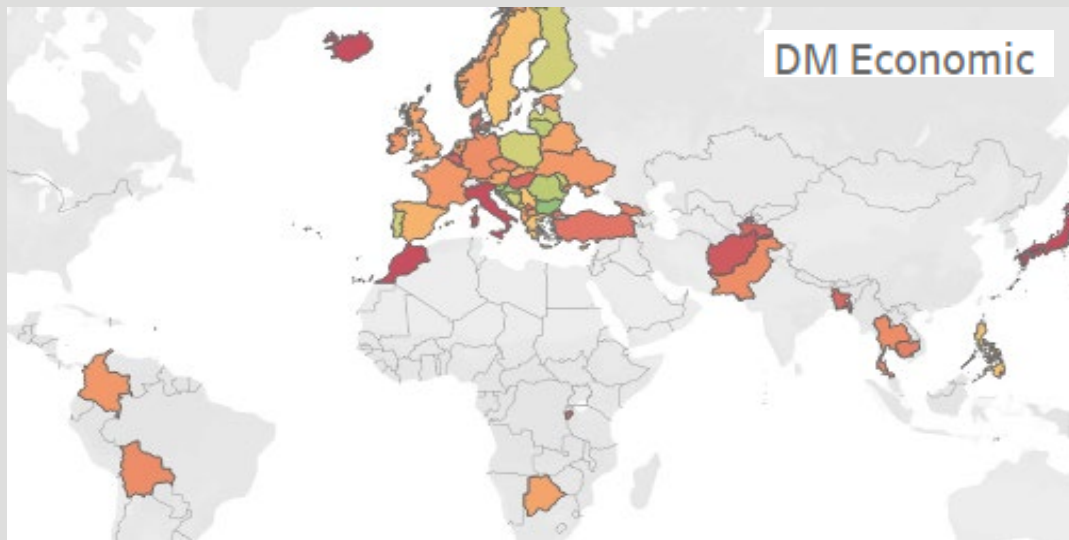
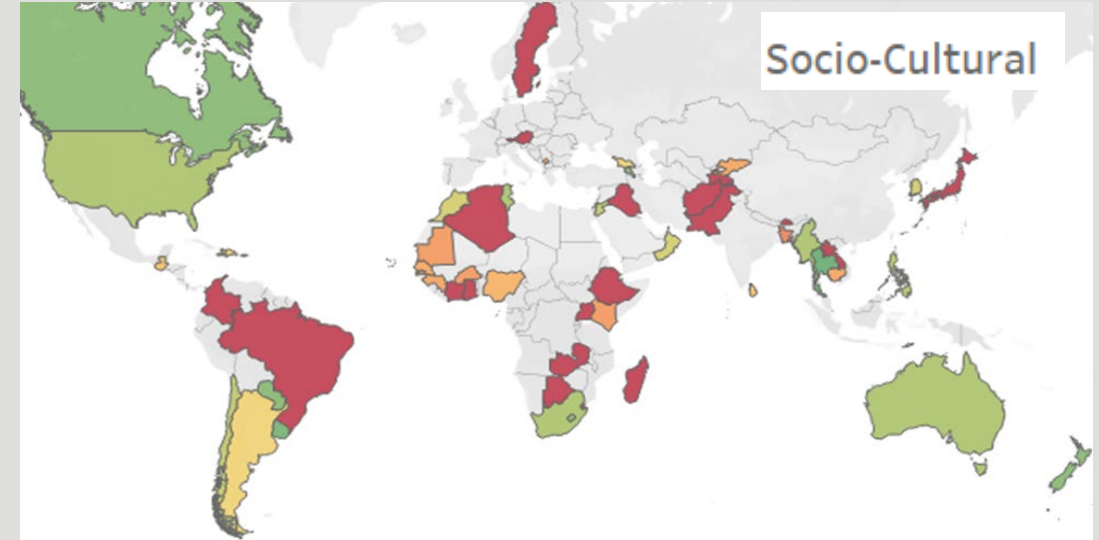
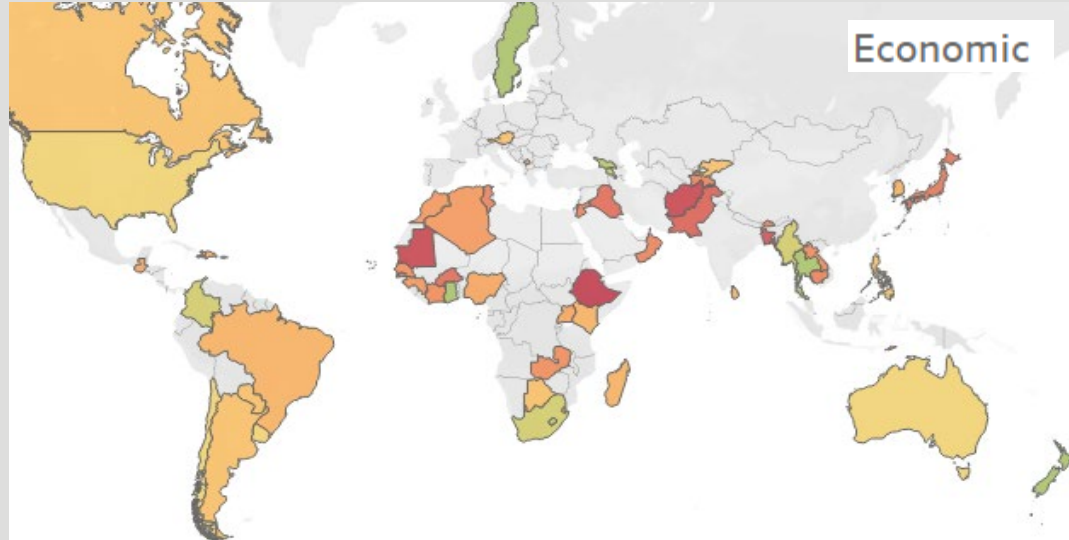
## Decision-Making

Average: **32%**

Range: **1-63%**

Countries at Gender Parity: **9**

# By Sector: Women's Participation and Decision-Making in Economic & Socio-Cultural Ministries





# GEPA and COVID-19

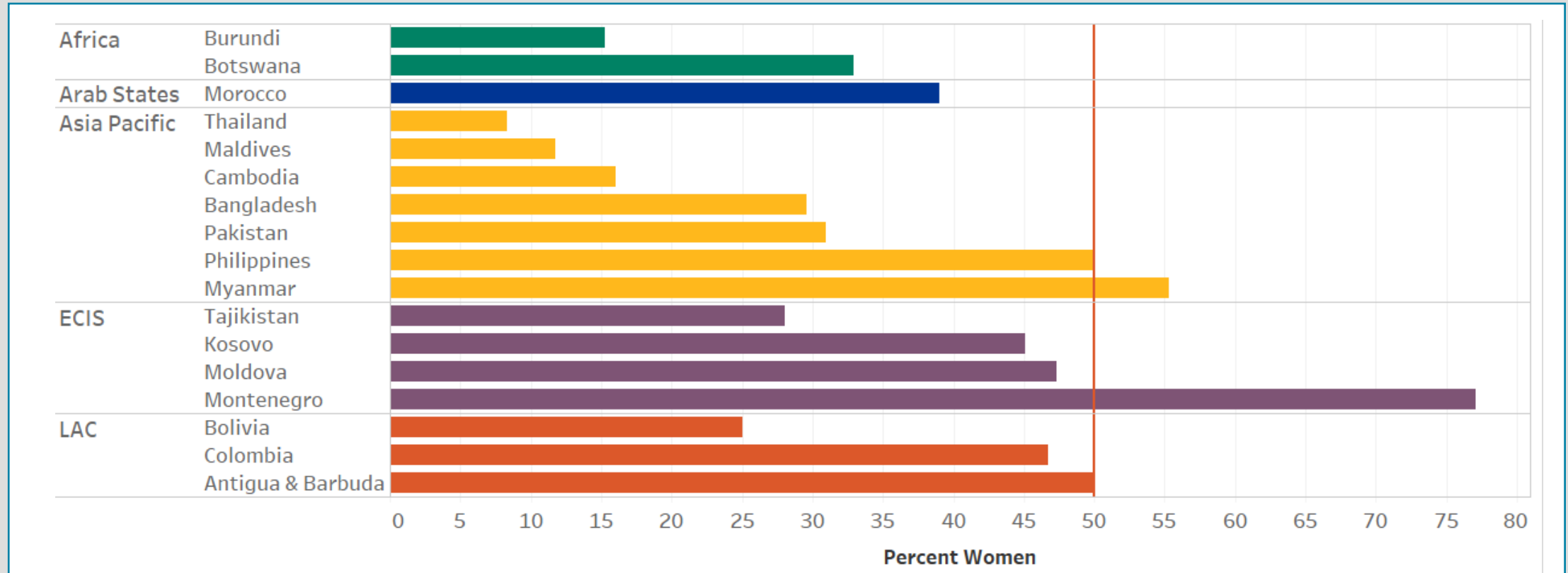


# GEPA in the Context of COVID-19

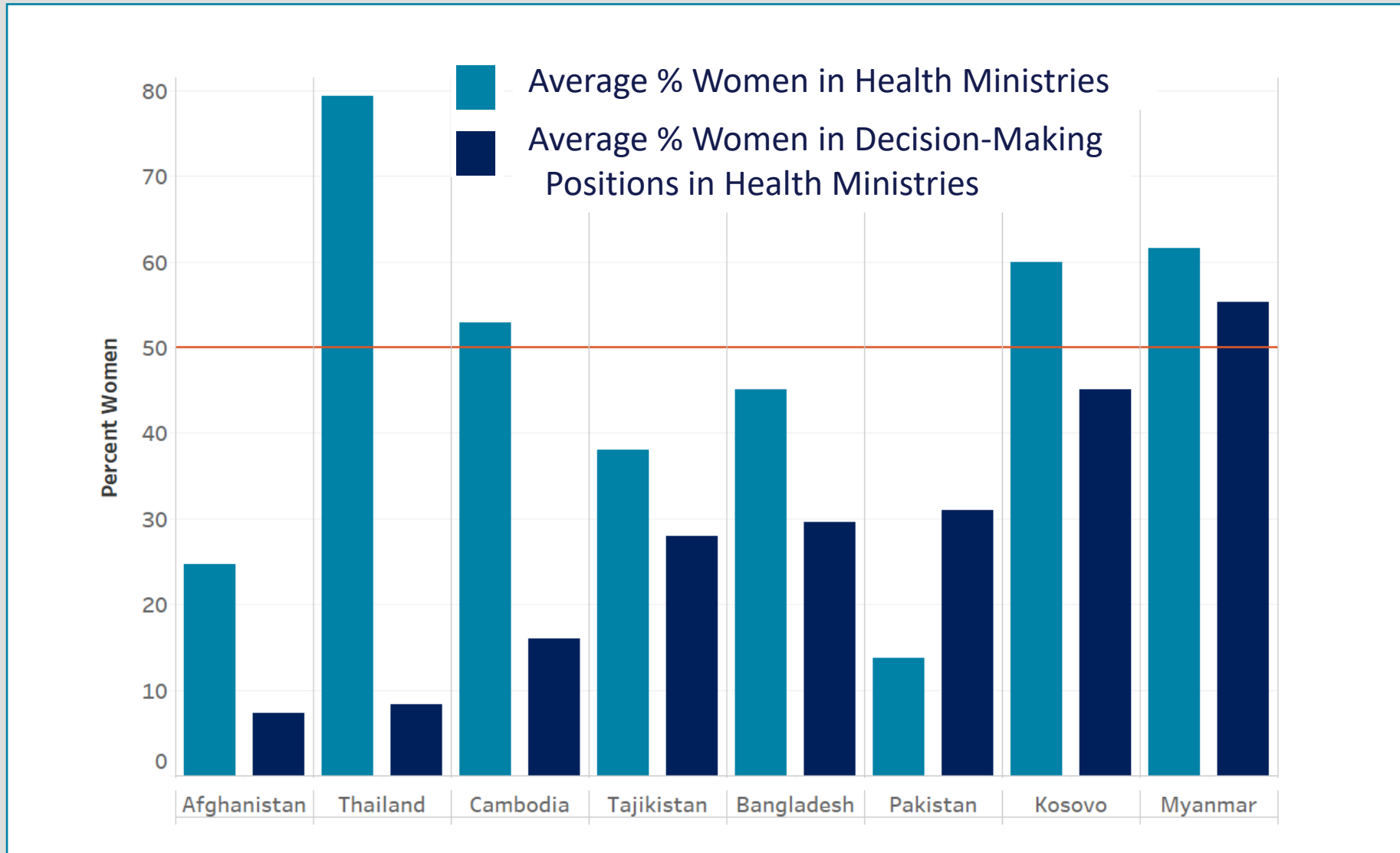
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- To what extent are women participating and leading the administrative response to COVID-19?
  - Health Ministries (Gen-PaCS)
  - COVID-19 Task Forces
- How are public administrations contributing to women's safety and enabling women's work during the pandemic?
  - Work-life balance, economic, and gender-based violence policies (UNDP COVID-19 Global Gender Response Tracker )

# Health Ministries: Women's Share of Decision-Making Positions



# Health Ministries: Women's Participation and Share of Decision-Making Positions



# Regional Analysis

Positions

Policies

Country-level Highlights

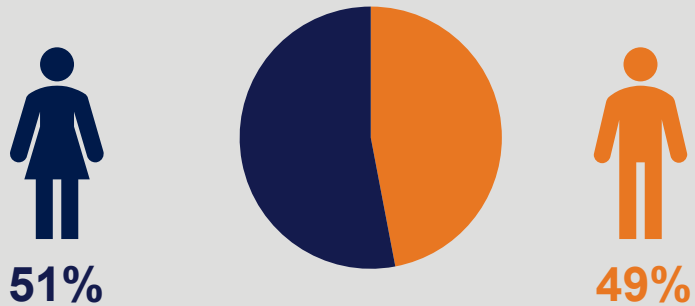


# Africa

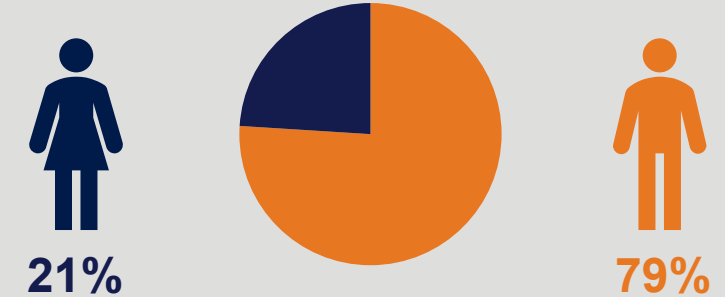


# Women's Access to COVID-Related Decision-Making Positions in Africa

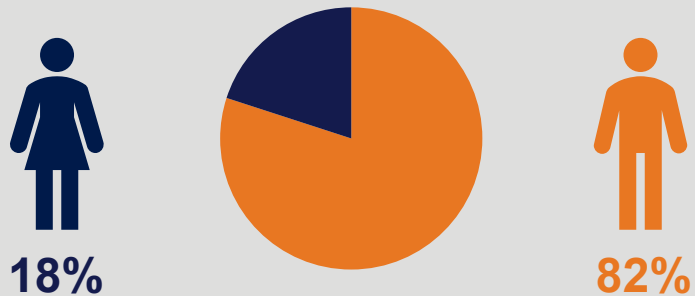
Participation in Health Ministries (N=14)



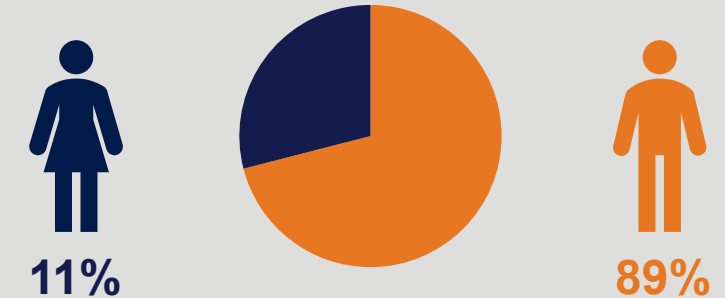
Decision-Making in Health Ministries (N=2)



Representation on COVID-19 Task Forces



Share of Women Leading COVID-19 Task Forces



# COVID-19 Task Forces in Africa

Country	Task Force Name	High-Level	# of Members	% Women	Women Leader
South Africa	Ministerial Advisory Committee on COVID-19	N	54	56%	N
Ethiopia	COVID-19 National Ministerial Committee	Y	4	50%	--
	National COVID-19 Advisory Committee	N	26	23%	N
Republic of the Congo	National Coordination for the Management of the Coronavirus Pandemic	Y	15	20%	Y
Kenya	National Emergency Response Committee	Y	21	19%	N
Gabon	Scientific Committee on the Coronavirus Epidemic	N	8	13%	Y
Mauritania	Inter-Ministerial Committee Responsible for Combating the COVID-19 Pandemic	Y	12	0%	N
Mali	Crisis Committee	Y	12	0%	N
Senegal	Health Emergency Operations Center	Y	9	0%	N
Liberia	Special Presidential Advisory Committee on Coronavirus	Y	--	--	Y
Seychelles	National Response Plan for COVID-19	Y	--	--	Y



# Gender-Sensitive COVID-19 Policies in Africa

Country	Work-Life Balance	Economic	Gender-Based Violence	Total Policies
Nigeria	0	3	4	7
Cote d'Ivoire	0	4	2	6
Malawi	0	0	6	6
Uganda	0	1	4	5
Zimbabwe	0	0	5	5
Rwanda	0	2	1	3
Cabo Verde	1	1	0	3
Ghana	0	1	1	2
Angola	0	0	1	1
Sierra Leone	0	1	0	1
Togo	0	1	0	1
<b>AFRICA Total</b>	<b>4</b>	<b>21</b>	<b>28</b>	<b>53</b>

# GEPA & COVID-19 Response Highlights in Africa: Cabo Verde and Ghana

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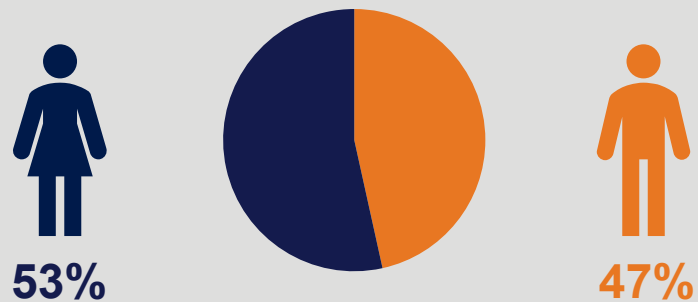
- Cabo Verde
  - Public administration workers in the health sector can work from home
- Ghana
  - Training public administrators in gender-responsive risk communication and community engagement

# Arab States

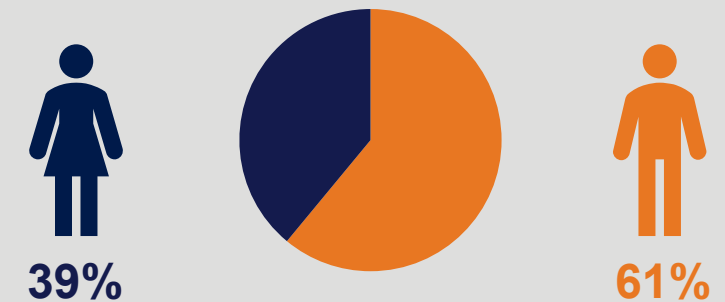


# Women's Access to COVID-Related Decision-Making Positions in Arab States

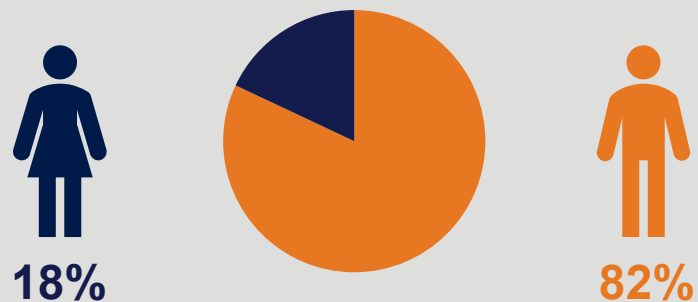
Participation in Health Ministries (N=5)



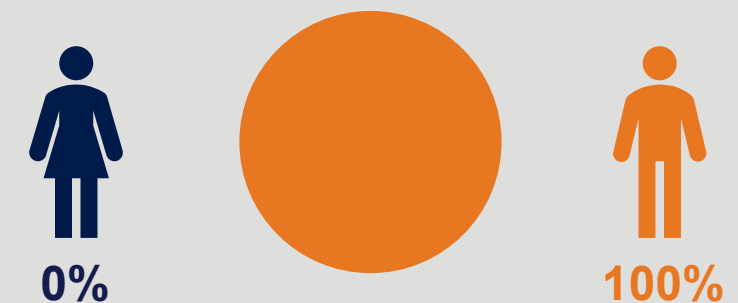
Decision-Making in Health Ministries (N=1)



Representation on COVID-19 Task Forces



Share of Leading COVID-19 Task Forces



# COVID-19 Task Forces in Arab States

Country	Task Force Name	High-Level	# of Members	% Women	Women Leader
Bahrain	National Taskforce for Combating Coronavirus (COVID-19)	Y	5	40%	--
Oman	High level Ministerial Committee on Corona Development	Y	10	10%	N
Qatar	Supreme Committee on Disaster Management	Y	16	6%	N
Saudi Arabia	Designated Committee to Monitor Corona Pandemic	Y	17	0	N
Iraq	High Committee for the National Health and Safety to Combat Coronavirus	Y	24	0	N
Algeria	The National Committee to Monitor and Follow up the Spread of the Coronavirus	N	11	0	N

# Gender-Sensitive COVID-19 Policies in Arab States

Country	Work-Life Balance	Economic	Gender-Based Violence	Total Policies
Palestine	0	1	8	9
Tunisia	0	1	4	5
Saudi Arabia	0	0	2	2
Algeria	2	0	0	2
Iraq	0	0	2	2
Jordan	1	0	1	2
Bahrain	0	0	1	1
Morocco	0	0	1	1
UAE	0	0	0	0
<b>ARAB STATES Total</b>	<b>3</b>	<b>2</b>	<b>19</b>	<b>24</b>

# GEPA & COVID-19 Response Highlights in Arab States: Palestine

Gender-Sensitive Policy	Ministry/Agency Name	% Women
Low-cost financing program to support women-run small and medium-sized enterprises	Palestinian Monetary Authority	30%
Cash assistance program to support female kindergarten teachers	Ministry of Social Development	68%
Gender-based violence policy to support survivors of domestic violence	Ministry of Women's Affairs	49%

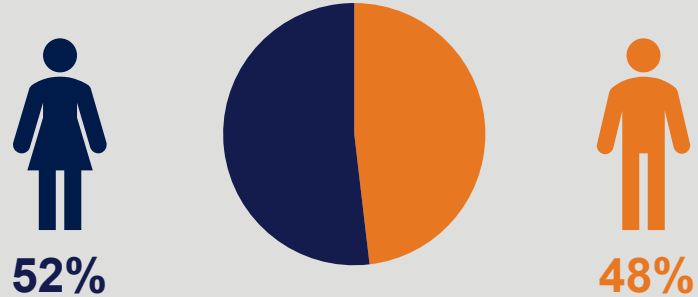
# Asia-Pacific



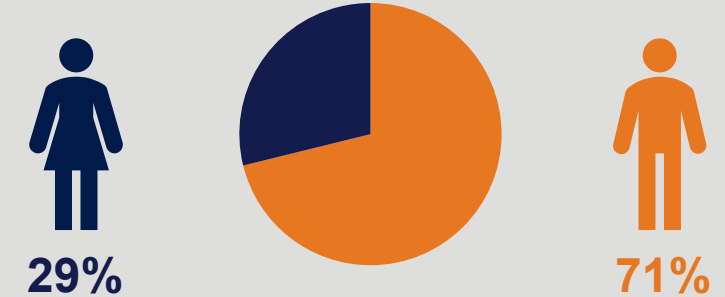


# Women's Access to COVID-Related Decision-Making Positions in Asia-Pacific

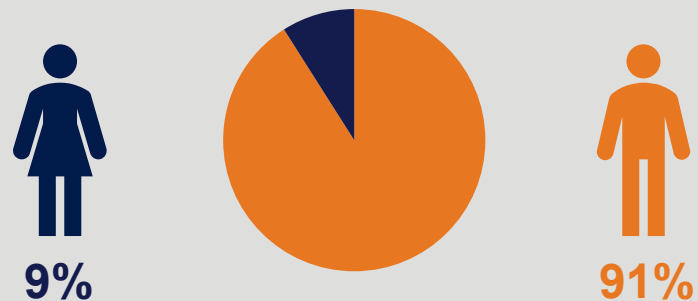
Participation in Health Ministries (N=13)



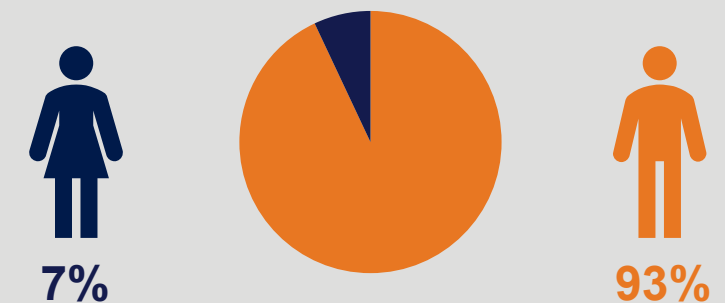
Decision-Making in Health Ministries (N=7)



Representation on COVID-19 Task Forces



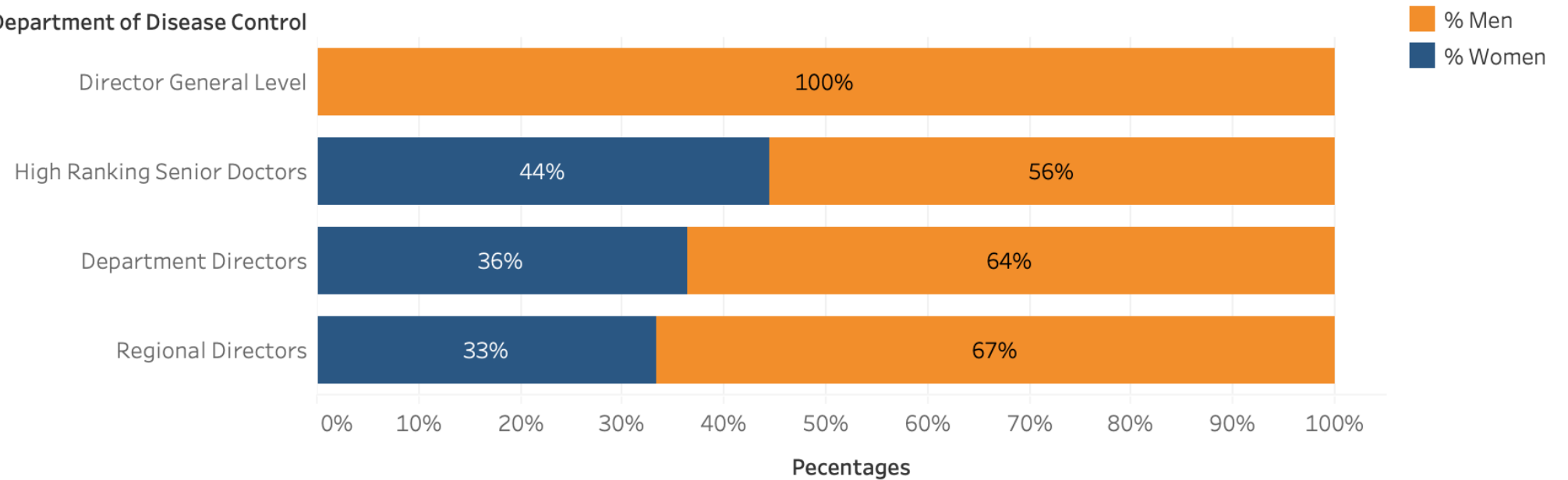
Share of Women Leading COVID-19 Task Forces



# GEPA & COVID-19 Response Highlights in Asia-Pacific: Thailand

## Civil Servants' Composition in Management under Department of Disease Control

Department of Disease Control



# COVID-19 Task Forces in Asia-Pacific

Country	Task Force Name	High-Level	# of Members	% Women	Women Leader
Bangladesh	National Committee for Prevention and Control of COVID-19	Y	32	13%	N
India	COVID-19 Task Force	Y	16	13%	N
China	Central Leading Group on Responding to the Novel Coronavirus Disease Outbreak	Y	9	11%	N
	Central Steering Group	N	12	17%	Y
Sri Lanka	Presidential Task Force on economic revival and poverty eradication	N	31	3%	N
Myanmar	Coronavirus Disease 2019 (COVID-19) Control and Emergency Response Committee	Y	10	0%	N
Thailand	National Committee for Controlling the Spread of COVID-19	Y	28	0%	N

# Gender-Sensitive COVID-19 Policies in Asia-Pacific

Country	Work-Life Balance	Economic	Gender-Based Violence	Total Policies
Fiji	0	0	13	13
Myanmar	0	2	7	9
Cambodia	0	0	8	8
China	1	4	3	8
Singapore	0	0	7	7
Sri Lanka	0	0	6	6
Thailand	0	0	6	6
Pakistan	0	1	4	5
Afghanistan	1	0	2	3
India	0	0	2	2
Philippines	1	0	1	2
Malaysia	0	0	1	1
<b>ASIA-PACIFIC Total</b>	<b>1</b>	<b>4</b>	<b>118</b>	<b>123</b>

# GEPA & COVID-19 Response Highlights in Asia-Pacific: Philippines

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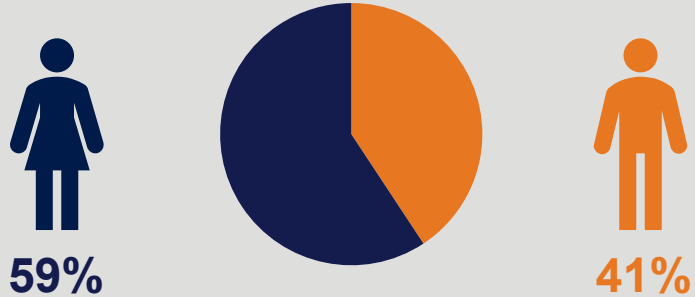
- The Civil Service Commission issued flexible work arrangements:
  - work-from home
  - skeleton workforce
  - four-day workweek
  - flexible working hours
- Work from home granted to employees who:
  - are younger than 21 or older than 60
  - have health risks
  - are pregnant
  - are in quarantine

# Europe and the Commonwealth of Independent States (ECIS)

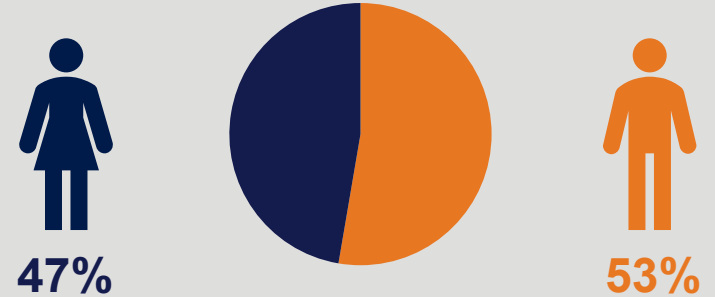


# Women's Access to COVID-Related Decision-Making Positions in ECIS

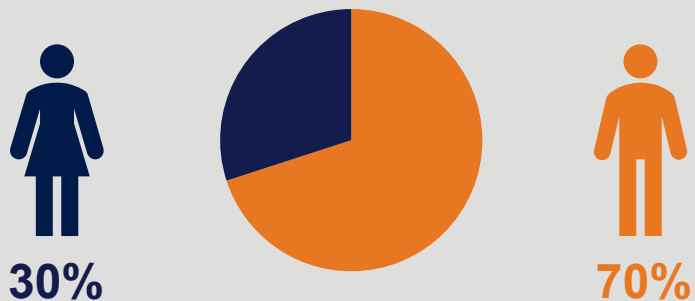
## Participation in Health Ministries (N=5)



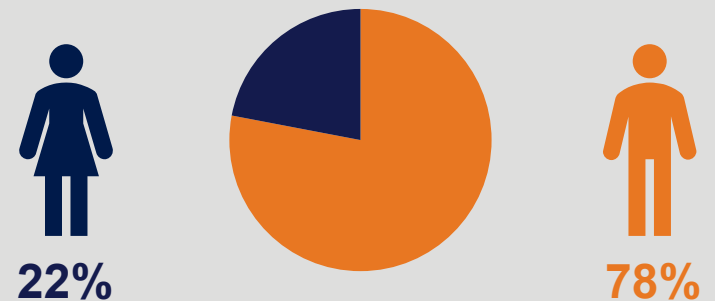
## Decision-Making in Health Ministries (N=4)



## Representation on COVID-19 Task Forces



## Share of Women Leading COVID-19 Task Forces



# COVID-19 Task Forces in ECIS

Country	Task Force Name	High-Level	# of Members	% Women	Women Leader
Albania	Technical Committee of Experts	N	11	73%	Y
Kyrgyzstan	The COVID-19 Operational Headquarters	N	21	43%	N
Montenegro	The National Coordinating Body for Combatting Infectious Diseases	Y	19	32%	N
Cyprus	Council of Ministers	Y	12	8%	N
	Advisory Scientific Committee on Coronavirus	N	9	44%	N
Armenia	IT Working Group Modelling Spread of Coronavirus in Armenia	N	12	0%	--
	Interdepartmental Commission for Coordinating the Prevention of the Spread of the New Coronavirus	Y	14	29%	N
Russia	Operational Headquarters	Y	12	25%	Y
Ukraine	Coordination Council for Counteracting the Proliferation of COVID-19	Y	9	0%	N



# Gender-Sensitive COVID-19 Policies in ECIS

Country	Work-Life Balance	Economic	Gender-Based Violence	Total Policies
Romania	2	1	9	12
Albania	0	0	6	6
Armenia	1	3	2	6
Kazakhstan	1	1	4	6
Bulgaria	0	0	5	5
Azerbaijan	0	1	3	4
Kosovo	0	0	4	4
Kyrgyzstan	0	0	3	3
Montenegro	0	2	0	3
Tajikistan	0	0	1	1
Ukraine	0	0	1	1
<b>ECIS Total</b>	<b>14</b>	<b>18</b>	<b>77</b>	<b>109</b>

# GEPA & COVID-19 Response Highlights in ECIS: Romania, Albania, and Kazakhstan

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## Romania

- Work-Life Balance Policy: Parental Leave
- Medical Staff (75% Women): Flexible Hours and Financial Bonuses

## Albania and Kazakhstan

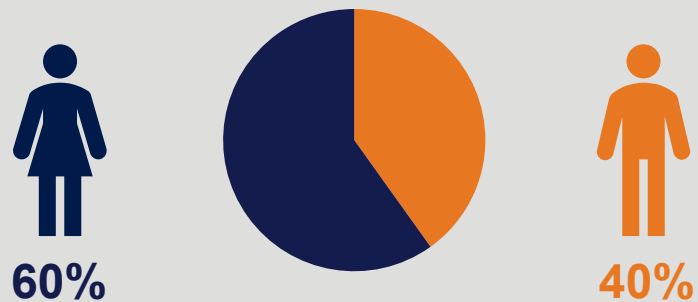
- Reduced public administration hours

# Latin America and the Caribbean (LAC)

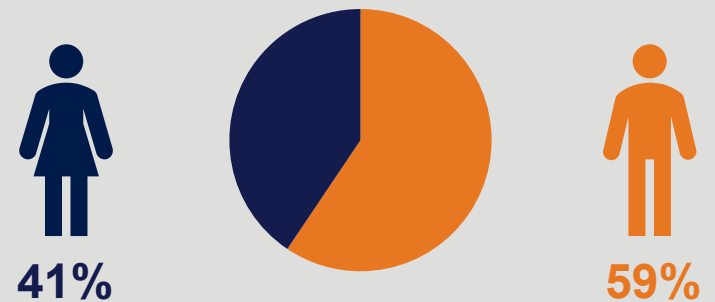


# Women's Access to COVID-Related Decision-Making Positions in LAC

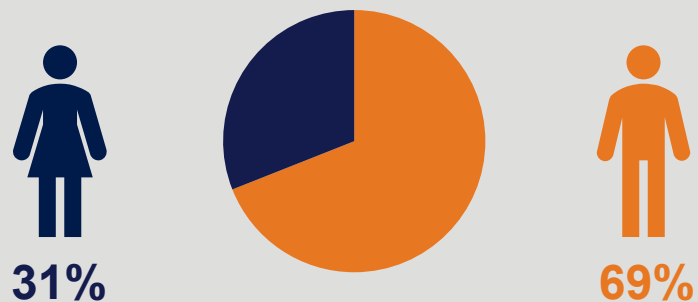
Participation in Health Ministries (N=9)



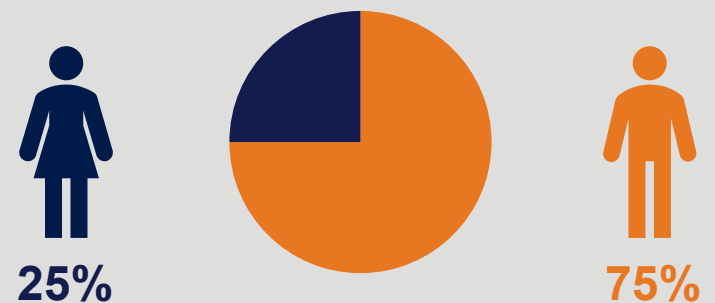
Decision-Making in Health Ministries (N=3)



Representation on COVID-19 Task Forces

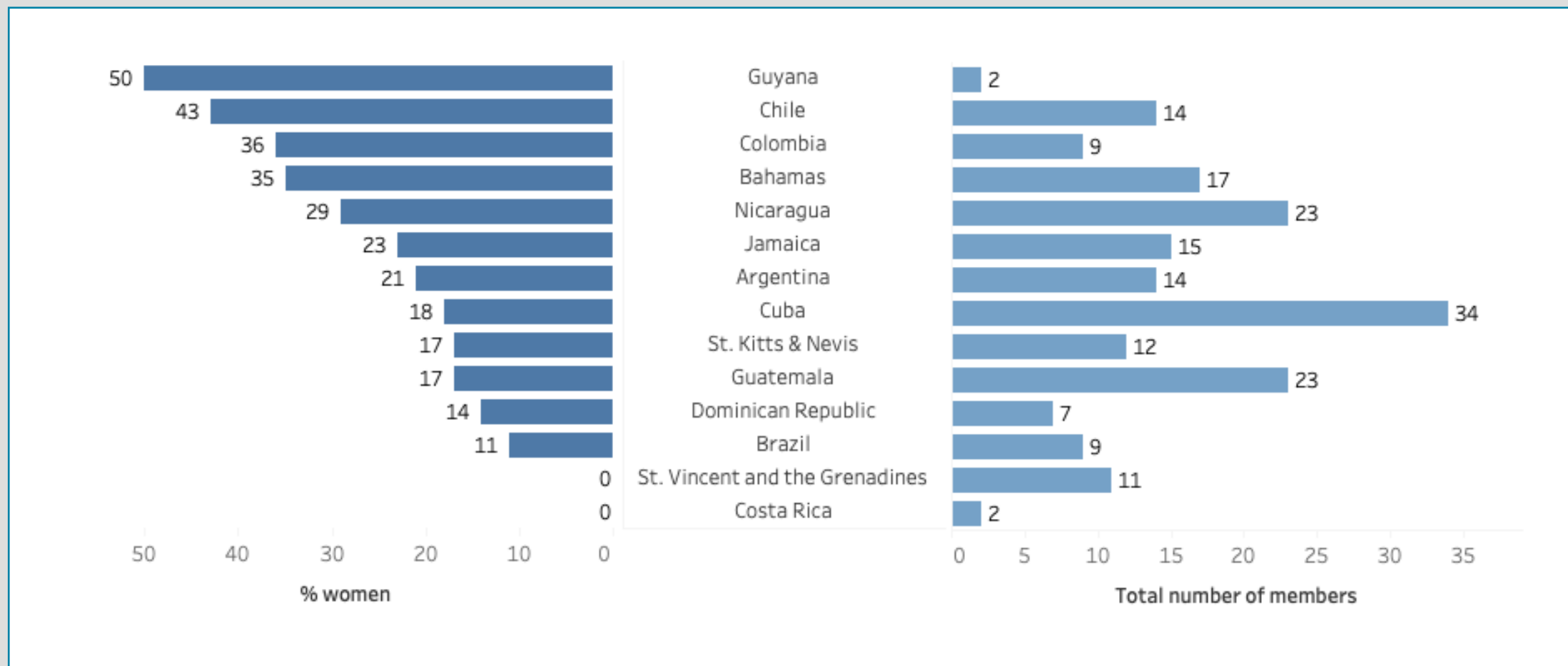


Share of Women Leading COVID-19 Task Forces



# COVID-19 Task Forces in LAC

## Women on High-Level COVID-19 Task Forces



# COVID-19 Task Forces in LAC

Country	Task Force Name	High-Level	# of Members	% Women	Women Leader
Barbados	None. COVID-19 Czar	Y	1	0	N
Argentina	- Committee of Epidemiologists and Infectologists	Y	14	21.43	N
	- Ethics and Human rights Committee	N	13	69.23	Y
Chile	- Advisory Scientific Council for Covid-19	N	7	57.14	Y
	- Intersectoral Coordination Committee for Coronavirus	Y	38	36.84	N
	Inter-Ministerial Committee	Y	6	66.67	Y
	- Scientific Committee for COVID-19 Vaccines	N	7	14.29	N
	- Table of Economic Reactivation to Foster female labor insertion	Y	4	50.00	Y
	-Technical Table on Women and Construction	Y	6	16.67	Y
Cuba	Council of Ministries	Y	34	17.65	N
Ecuador	- COVID-19 Technical Team	N	31	25.81	
	- National Epidemiological Coordination	N	5	60.00	
	- Honorary Scientific Committee (Quito)	N	8	75.00	
Nicaragua	- Interinstitutional and Intersectoral National Commission	Y	9	44.44	Y
	- Multidisciplinary Scientific Committee	N	12	33.33	N

# Gender-Sensitive COVID-19 Policies in LAC

Country	Work-Life Balance	Economic	Gender-Based Violence	# of Policies
Argentina	2	4	9	15
Colombia	0	2	7	9
Mexico	0	5	4	9
Chile	1	0	4	5
Cuba	2	0	2	4
Trinidad and Tobago	1	0	1	2
Bahamas	0	1	0	1
Grenada	0	1	0	1
St. Vincent & the Gren.	0	1	0	1
St. Kitts and Nevis	0	0	0	0
St. Lucia	0	0	0	0
<b>Total</b>	<b>6</b>	<b>31</b>	<b>92</b>	<b>129</b>

# GEPA & COVID-19 Response Highlights in LAC

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- Argentina, Chile, Cuba, and Trinidad and Tobago
  - Parental leave
- Trinidad and Tobago
  - Pandemic leave

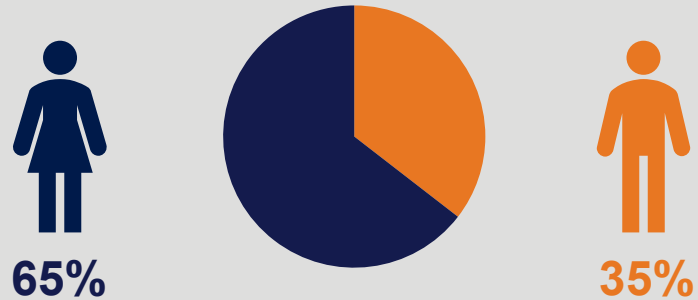


**OECD**

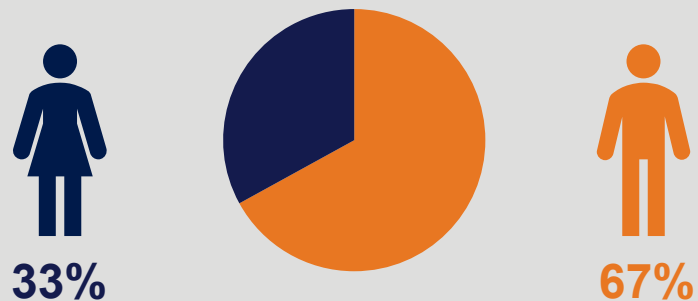


# Women's Access to COVID-Related Decision-Making Positions in OECD

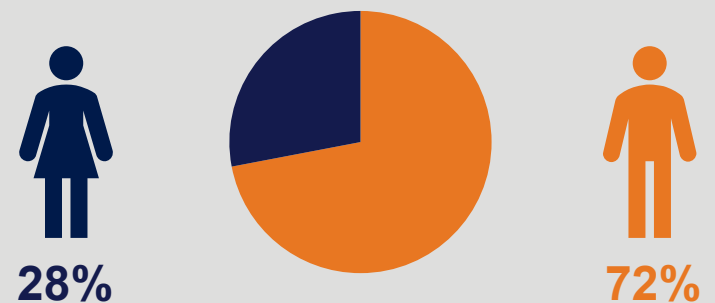
Participation in Health Ministries (N=8)



Representation on COVID-19 Task Forces



Share of Women Leading COVID-19 Task Forces



# COVID-19 Task Forces in OECD

Country	Task Force Name	High-Level	# of Members	% Women	Women Leader
Netherlands	Outbreak Management Team	N	9	67%	N
Finland	Working Group on Essential Work-Related Travel and Other Travel	N	18	61%	Y
Canada	The COVID-19 Immunity Task Force Special Advisory Committee on COVID-19	Y	8	50%	N
		N	23	52%	
Spain	Scientific Technical Committee COVID-19	N	6	33%	--
UK	Joint Committee on Vaccination and Immunisation	N	16	13%	N
	Advisory Committee on Dangerous Pathogens	N	16	19%	N
	Joint Committee on Vaccination and Immunisation	N	20	20%	N
USA	Whitehouse Coronavirus Task Force	Y	22	10%	N

# Gender-Sensitive COVID-19 Policies in OECD

Country	Work-Life Balance	Economic	Gender-Based Violence	Total Policies
Australia	0	0	7	7
Colombia	2	2	2	6
Canada	0	2	3	5
Mexico	1	1	1	3
Austria	0	0	2	2
Chile	0	0	2	2
Ireland	0	0	2	2
Lithuania	0	0	2	2
New Zealand	0	1	1	2
Finland	0	0	1	1
Japan	0	0	1	1
<b>OECD Total</b>	<b>2</b>	<b>33</b>	<b>233</b>	<b>314</b>

# GEPA & COVID-19 Response Highlights in OECD

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- Latvia and Netherlands
  - Increasing mental health supports for public administrators
- Italy and the US
  - Remote work becomes the default
- Germany and France
  - Greater leave flexibility

# Summary of Findings



# **Globally:** Women in Decision-Making Positions in the Health Sector

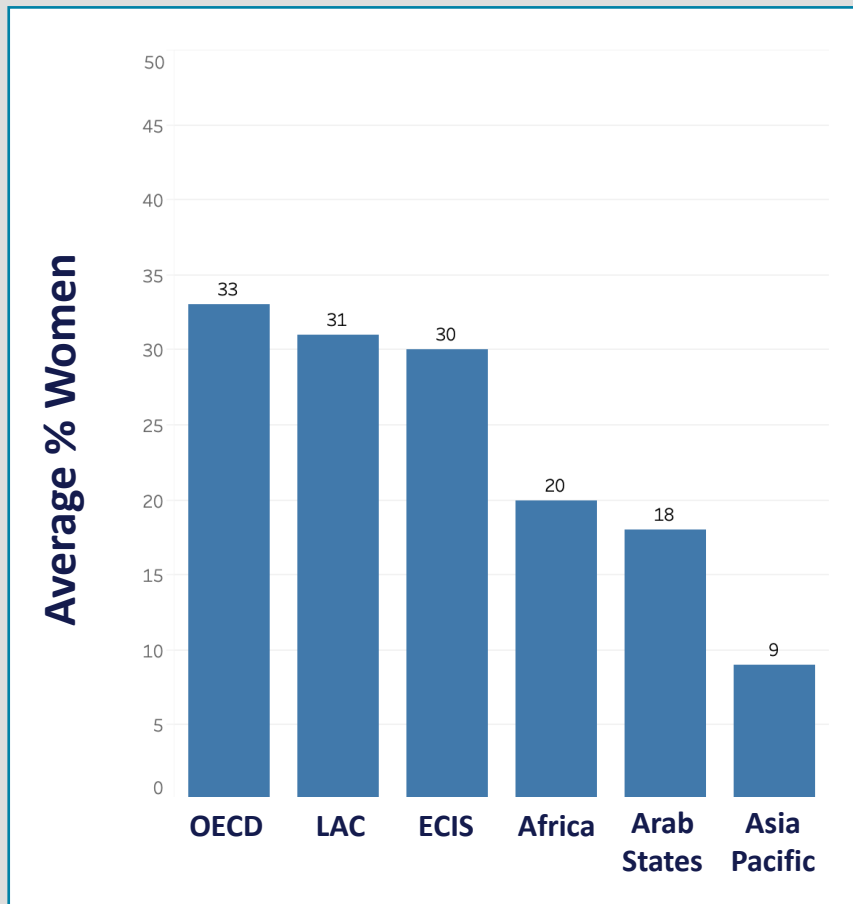
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Question 1: To what extent are women participating and leading the administrative response to COVID-19?

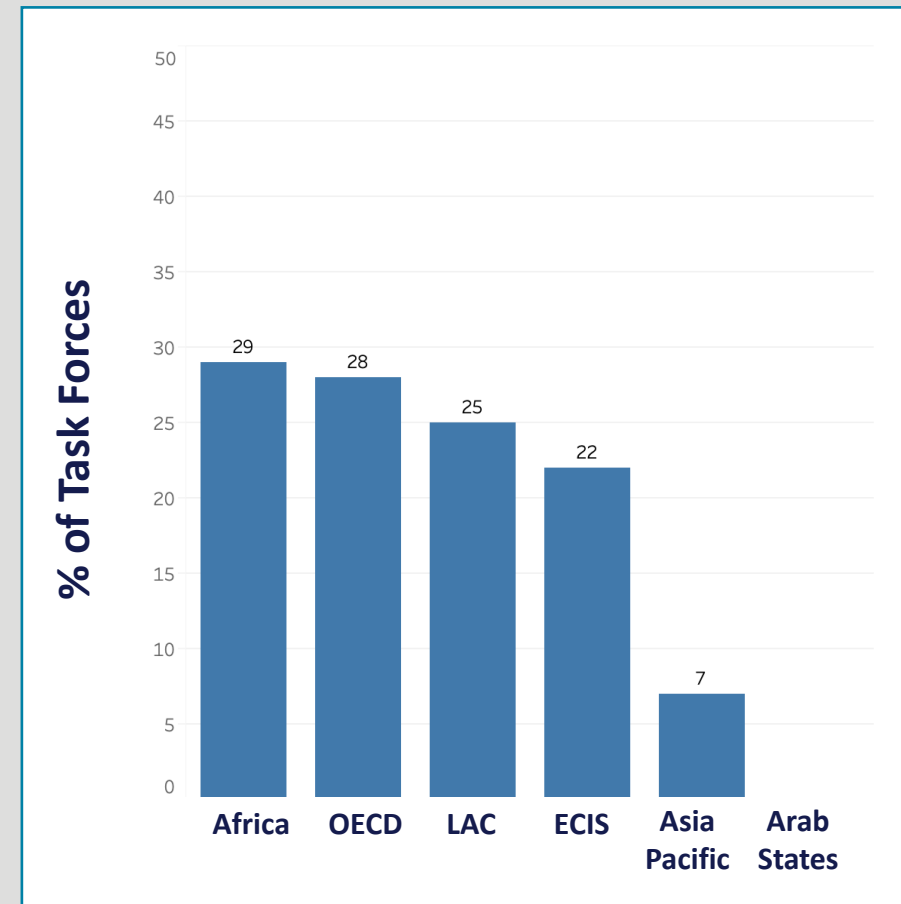
- The health sector is often feminized but gender parity in decision-making in health ministries remains rare
- Women hold high-profile positions in health agencies, even in countries where women are otherwise absent from leadership

# Globally: Women Underrepresented on COVID-19 Task Forces

## Women's Average Share of Positions on Task Forces



## Share of Women-Led Task Forces





# Globally: Gender-Sensitive Policy Responses to COVID-19

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Question 2: How are public administrations contributing to women's safety and enabling women's work during the pandemic?

- Most common across all regions: Gender-based violence policies
  - Increased assistance and awareness campaigns
- Less common across all regions: Economic and work-life balance policies
  - OECD leads on economic policies
  - ECIS and OECD lead on work-life balance policies

**Thank you!**

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