

# CHANGE CREATE COOPERATE

**Making Parity a Reality: Advancing  
Gender Parity Across the UN System**



**Global Annual Meeting of Gender Focal Points and Focal  
Points for Women**

**October 18-20, 2021**

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# Executive Summary

***“Gender Focal Points, you are changemakers in the UN system.  
Without your work, change will not be possible.”***

Ms. Anita Bhatia, Assistant Secretary-General and Deputy Executive Director, UN Women

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The network of over 450 Gender Focal Points is key to system-wide coordination to reach gender parity and create enabling environments for all throughout the UN. The theme of the 2021 Global Annual Gender Focal Point Meeting was *“Change. Create. Cooperate: Making Parity a Reality: Advancing Gender Parity Across the UN System”* and was held virtually from October 18-20.

In this year’s annual meeting, Gender Focal Points engaged in discussions and learnings in critical topic areas such as advancing gender parity through concrete tools and communication products, bystander intervention training, exchange of good practices and pilot project experiences on how to implement the Field-specific Enabling Environment Guidelines, understanding the importance of leadership and cooperation in advancing parity, addressing racism, fostering intersectionality and inclusivity, and establishing influence as Gender Focal Point. Moreover, a preview of the [UN System-wide Dashboard on Gender Parity](#) was demonstrated.

UN Women’s executive leadership, **Executive Director Ms. Sima Bahous** and **Deputy Executive Directors Ms. Åsa Regnér and Ms. Anita Bhatia** recognized the excellent work of Gender Focal Points as change catalysts. They also underlined the strategic significance of the [Enabling Environment Guidelines](#) and [Field-specific Enabling Environment Guidelines](#) in enhancing gender parity. These system-wide guidance documents, developed by UN Women in support of the [Secretary-General’s System-wide Strategy on Gender Parity](#), are crucial for Gender Focal Points to implement on-the-ground change.

September of 2021 marked the four-year anniversary of the Secretary-General’s System-wide Strategy on Gender Parity. Much progress has been made thanks to the Secretary-General who leads by example, most notably by attaining and sustaining parity in his senior appointments. Gender Focal Points are facilitators of similar successes being replicated across the system at all levels. Seizing momentum and opportunities for change will allow the UN system to accelerate progress towards gender parity, and with tools like the Guidelines and skills developed from capacity-building sessions provided year-round, Gender Focal Points are well-equipped to support their leadership in advancing gender parity.

# Background

The Office of the Focal Point for Women in the UN System at UN Women (hereafter ‘the Office’) serves as the chief advocate for monitoring, reporting, and improving the status of women in the United Nations (UN) system. The General Assembly has mandated the goal of 50:50 gender parity across the UN, and the Office supports the UN’s concerted efforts in achieving gender parity through leading and coordinating a network of over 450 Gender Focal Points<sup>1</sup> across the UN System.

Gender Focal Points are key agents of change to enhance gender parity and create enabling environments. As per [SGB/2008/12](#), Gender Focal Points are assigned to support the head of department/office/mission in fulfilling their responsibilities for the achievement of gender parity, including developing implementation plans for the [Secretary-General’s System-wide Strategy on Gender Parity](#). The importance of the active support of Gender Focal Points in implementing the [Enabling Environment Guidelines for the United Nations system](#) and the [Field-specific Enabling Environment Guidelines](#) has also been recognized by United Nations Member States (see [General Assembly Resolution A/RES/74/128](#) and [General Assembly Draft Resolution A/C.3/76/L65](#)).

Gender Focal Points advocate for gender parity and use tools and resources provided by the Office to liaise with leadership to address systemic issues of gender imbalance, harassment, discrimination, and abuse of power. They promote awareness of gender parity and equality, help form policies and standards of conduct to advance gender parity and create enabling working environments. Such policies range from flexible working arrangements, family-friendly policies, work/life balance, career path strategies, and gender-sensitive workplace safety and support systems. They carry out these responsibilities in addition to their regular work in the system. The Office provides support, guidance, and expertise on the implementation of tools and guidance documents designed to enhance gender parity, regularly organizes capacity-building sessions and opportunities such as coaching and other trainings and maintains a dedicated hub for information exchange in the form of an extranet. Tailored support and guidance for Gender Focal Points in organizations that have lower representations of women in the UN system has also been a strategic priority for the Office.

In 2021, the Office organized the Global Annual Gender Focal Point Meeting with the theme “Change. Create. Cooperate—Making Parity a Reality: Advancing Gender Parity Across the UN System”.

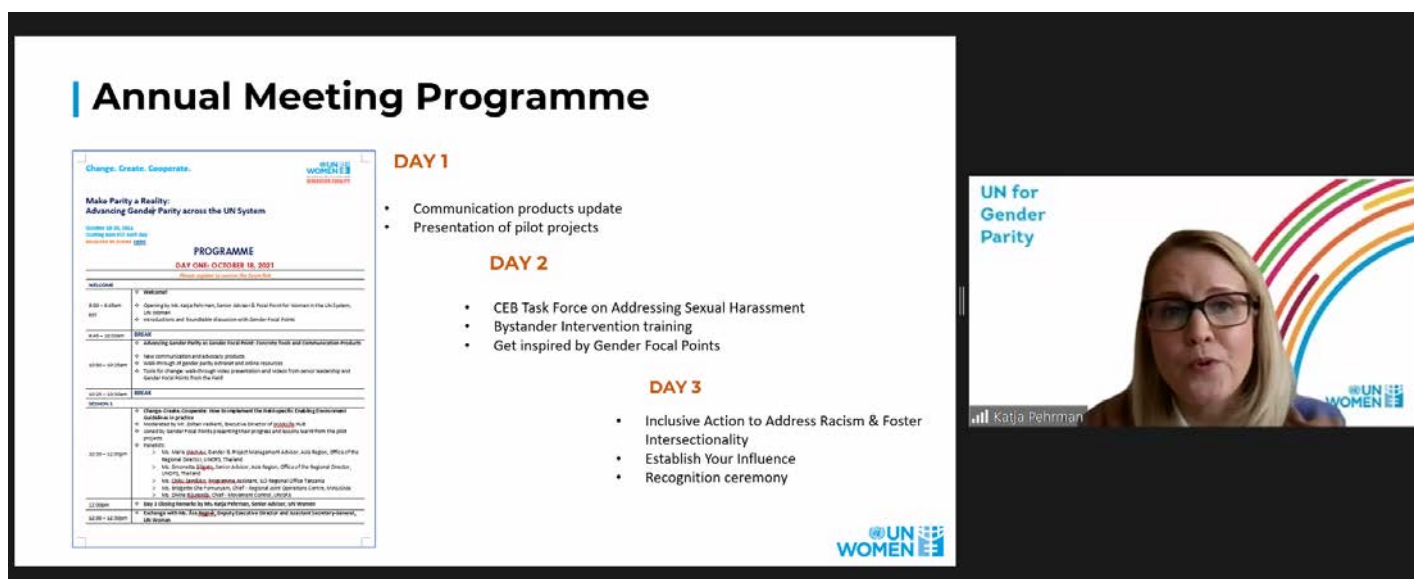
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***“Serving as Gender Focal Points during the global pandemic has affected our way of interacting...and yet, we are increasingly reminded that equal representation of women and men remains essential in all aspects of our work and must continue to be a priority.”***

Katja Pehrman, Senior Advisor & Focal Point for Women in the UN System, UN Women

1. Please note that “Gender Focal Points” here also encompasses “Focal Points for Women”. These terms are synonymous. The term “Focal Points for Women” is used by the UN Secretariat and is guided by the Secretary-General’s (ST/SGB/2008/12) “Departmental focal points for women in the Secretariat.” The term “Gender Focal Point” is used by the remainder of the UN system.

The annual meeting was conducted online for the second time, with over 150 participants. Gender Focal Points joined this annual meeting from their offices, homes, mission quarters, and duty stations around the globe, showing their dedication to the network and the value they place on their role in advancing gender parity. From the early morning to late into the evening across time zones, Gender Focal Points participated with enthusiasm and interacted positively with guest speakers and one another.



Opening of the 2021 Global Annual Gender Focal Point Meeting by Ms. Katja Pehrman, UN Women

Over the course of the 3-day meeting, Gender Focal Points were provided with capacity-building and training, tools and knowledge exchange and opportunities to learn from leaders and experts from the UN system, civil society, and academia on how to drive change and leverage the network through resourceful collaborations.

An evaluation was held on the final day of the annual meeting, where Gender Focal Points shared feedback and expressed highlights from the sessions and opportunities for future improvement. Over 97% of this year's participants found the meeting resources and takeaways applicable to their duty/workstation and 100% rated the meeting as 'Good or Fantastic'. 93% felt a stronger sense of belonging to the Gender Focal Point network after this annual meeting and 86% felt empowered to implement the tools and resources provided. Gender Focal Points reported feeling more confident to take actions in bystander interventions, raising awareness of gender parity, engaging with colleagues and leaders, and sharing information.

***“Thank you so much for this great space for reflection and exchange!”***

*Anna Pfeiffer, Diversity and Inclusivity Coordinator, United Nations Office in Vienna and the United Nations Office on Drugs and Crime (UNOV/UNODC)*

**Day 1**

**October 18, 2021**



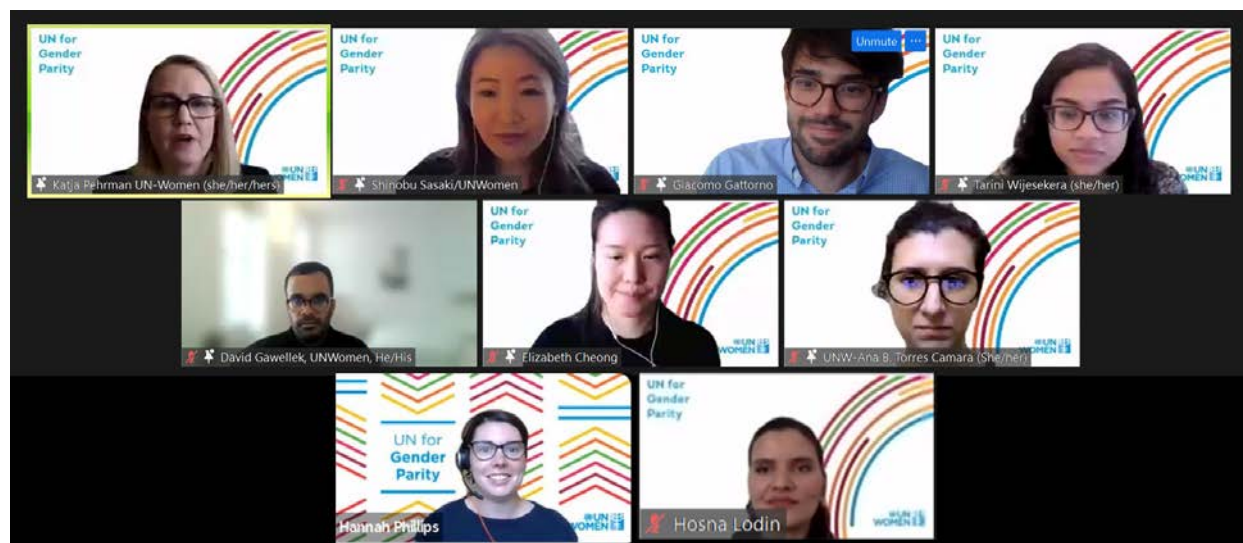
## Welcome and Introductions

October 18 | 08:00am EDT

Presented by Ms. Katja Pehrman, Senior Advisor & Focal Point for Women in the UN System, UN Women

The Focal Point for Women in the UN System, Ms. Katja Pehrman of UN Women welcomed colleagues and noted that events in the past year, including the COVID-19 pandemic, the situation in Afghanistan and climate change disasters have shown how quickly situations can deteriorate, with negative impacts often disproportionately affecting vulnerable populations. More than half of the surveyed entities that responded to the biennial survey of the [Secretary-General's Report on the Improvement in the Status of Women](#), a report prepared by the Office, indicated that COVID-19 had a negative impact on gender parity progress. At the same time, there have been increased opportunities for use of flexible work arrangements and other unexpected benefits from working remotely. In response, the Office has developed more [tools and updated resources](#) to support Gender Focal Points, UN system entities, and Member States to advance gender parity.

Despite the obstacles and challenges, accelerating gender parity has remained a high priority for the Secretary-General, who has achieved and maintained parity in his senior appointments and has asked all UN entities to update their implementation plans in relation to his System-wide Strategy on Gender Parity with clear targets, timelines, and actions to reach gender parity at all levels.



Ms. Katja Pehrman and team members of the Office of the Focal Point for Women at UN Women



# **Advancing Gender Parity as Gender Focal Point: Concrete Tools and Communications Products to Enable Cooperation**

October 18 | 10:00am EDT

Presented by The Office of the Focal Point for Women

The Office regularly produces communications products to aid Gender Focal Points in their advocacy work. For example, the [Field-Specific Enabling Environment Guidelines](#) (FEEG) were launched early in 2021, and further implementation products have been produced, including [a series of videos featuring 20 senior leaders from across the system](#) advocating for the importance of the guidelines. In addition, the Office created [‘Intersectionality In Focus’ briefs](#), collating good practices and recommendations from the Enabling Environment Guidelines across four intersectional themes: LGBTIQ+, Disabilities at Work, Well-Being at Work, and Geographic and Cultural Diversity. The Office further provides an Extranet that enables tailored knowledge sharing for key areas for Focal Points to streamline information management for the network.

All the communications and advocacy products are made available for Gender Focal Points through the aforementioned Extranet and the public [Gender Parity Resources webpage](#) at UN Women. A shortlist of such products follows:

- [Making Zero Tolerance A Reality: Peer-to-peer Learning To Prevent And Eliminate Sexual Harassment In The UN System And Beyond](#);
- [Making Parity a Reality at the UN - a new video advocacy series](#);
- [Why Gender Parity?](#) brief;
- Advocacy products for flexible working arrangements: [Why It Makes Sense](#) conversation guide, [Benefits of Flexible Working](#) guide; and Why Flexible Work Arrangements — An Institutional Case;
- [Ten Ways to Create an Enabling Environment during COVID-19](#); [Top Tips to Foster Inclusivity Online During COVID-19](#); [How to Address Online Sexual Harassment during COVID-19](#);
- [Mentoring as a Part of Creating an Enabling Environment](#) guidance;
- [Top Tips for Inclusive Vacancy Announcements](#) in support of gender parity; and
- Inclusive and gender-sensitive [model template for Exit Surveys](#).

Moreover, Gender Focal Points were given a preview of United Nations Development Programme (UNDP) and UN Women’s jointly developed [UN System-wide Dashboard on Gender Parity](#). It is the first public UN dashboard to consolidate, monitor and track gender parity progress in the whole UN System. It provides disaggregated data from nearly 40 entities on the representation of women and men by grade, staff category, duty station and age group. It also presents the gender parity index, which indicates the number of women or men needed to reach gender parity, by staff category or by duty station.

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***“The work to foster coherence across the system is really crucial. All the resources that Katja's team has prepared and shared are key and make all the difference in UN entities.” Ms. Sara Callegari, Gender and Diversity Specialist, Human Resources Management Department, World Intellectual Property Organization (WIPO)***



# Session 1: Change. Create. Cooperate: How to Implement the Field-specific Enabling Environment Guidelines in Practice

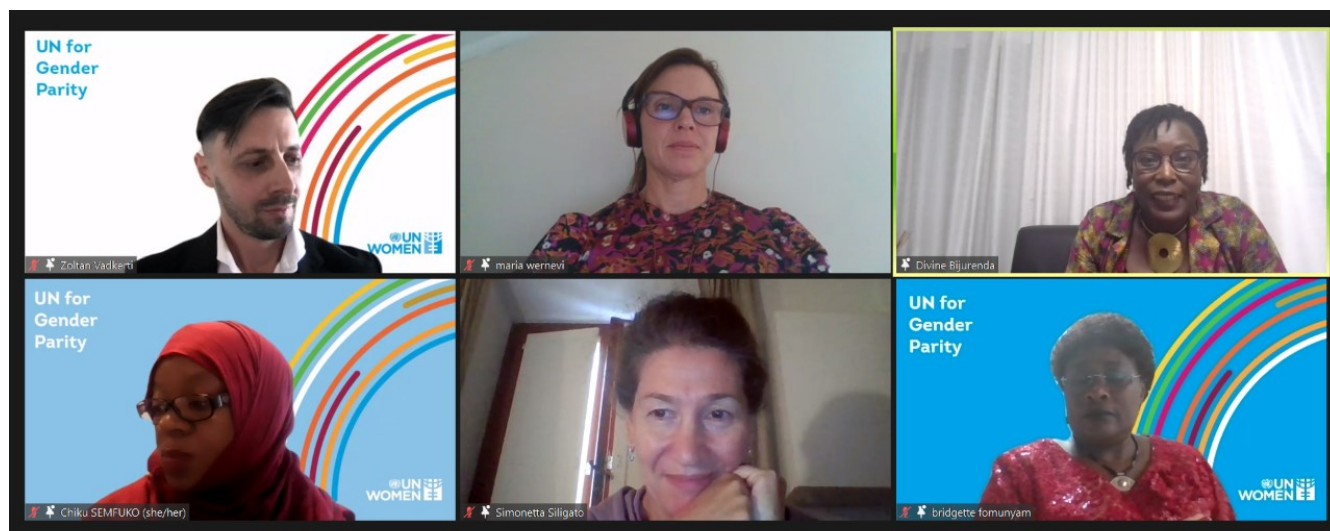
October 18 | 10:30am EDT

## Panelists:

- Ms. Maria Wernevi, Gender and Project Management Advisor, Asia Region, Office of the Regional Director, UNOPS, Thailand
- Ms. Simonetta Siligato, Senior Advisor, Asia Region, Office of the Regional Director, UNOPS, Thailand
- Ms. Bridgette Che Fomunyam Tefuh, Chief Regional Joint Operations Centre, MINUSMA
- Ms. Chiku Semfuko, Programme Assistant, ILO Regional Office Tanzania
- Ms. Divine Bjurenda, Chief Movement Control, UNISFA
- Moderated by Mr. Zoltan Vadkerti, Worklife HUB

The Office organized three change management webinars in the first half of 2021. These capacity-building webinars equipped Gender Focal Points with skills to implement the Field-specific Enabling Environment Guidelines with a focus on creating organizational change and how to anticipate and address potential pushback against change. At the conclusion of the webinar series, Gender Focal Points were invited to submit proposals for pilot projects that would then benefit from individual coaching opportunities with trainers from WorkLife HUB.

In this session, a panel of pilot project beneficiaries were invited to share the progress or outcomes of their pilot projects and the coaching experience. The five Gender Focal Point panelists shared practical steps for implementation of their project plans, how they overcame barriers, and the impact and change they hope to see in their communities in their different areas of focus: organizational culture/recruitment, standards of conduct and creating safe workplaces, and leadership accountability.



Session 1 Panelists and Facilitator

# Pilot Project Focus Areas

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## Organizational Culture / Recruitment

When focusing on parity in recruitment, societal norms and beliefs can present the greatest challenges in certain regions or contexts. In the case of the pilot project in Afghanistan run by **Ms. Maria Wernevi** and **Ms. Simonetta Siligato** the focus was on increasing employment of women in the infrastructure and government sectors. While women applicants were not lacking, it was found that they had less success in interviews. Therefore, the project assisted women candidates with interview preparation, and connected them to mentorship or job shadowing opportunities. When faced with resistance from male colleagues, they raised awareness for the positive impact of gender parity towards project outcomes and the populations that the projects serve.

In another pilot project based in Kidal in Mali, there were other cultural barriers to overcome, including social practices limiting who women were allowed to communicate with. In this effort, managed by **Ms. Bridgette Che Fomunyam Tefuh**, Gender Focal Points engaged with leadership to raise awareness and encourage buy-in for increasing the number of women in their teams. From 2018 baselines to 2021, the number of military women grew from 6 to 80, civilian female staff grew from 2 to 18, nearly all sections have at least 1 female staff member, and reporting overall in the region has improved.

## Standards of Conduct and Creating Safe Workplaces

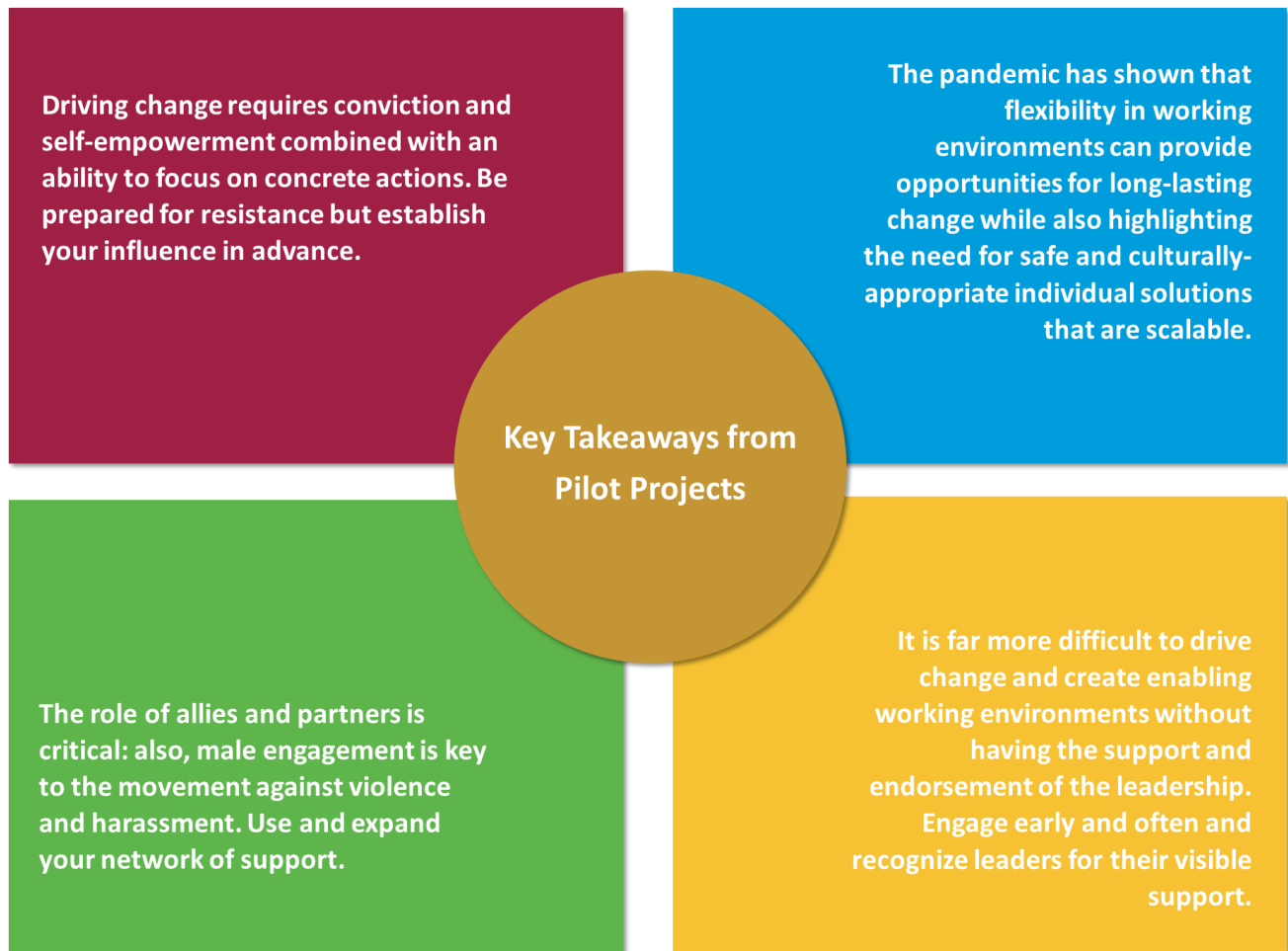
In the ILO office in Tanzania, a pilot project created by Gender Focal Point **Ms. Chiku Semfuko** focused on standards of conduct and addressing sexual harassment, including formal training on acceptable behaviors to eliminate violence and harassment at work. The ILO office now conducts annual mandatory training on preventing sexual harassment to ensure that staff are aware of internal policies and reporting pathways. The next step will be to incorporate these standards and trainings at the project activity level and establish monitoring and evaluation mechanisms on the prevention of sexual exploitation and abuse.

## Leadership Accountability

A project led by **Ms. Divine Bijurenda** at UNISFA focused on creating avenues for leadership accountability, such as adding mandatory gender-related goals to management appraisals and Key Performance Indicators. Managers were now expected to create workplans with inclusive language and gender-related activities with measurable results, which are aligned with the overall strategy. This was made possible by developing rapport and establishing common ground with leaders, stakeholders, and allies.



**Key Takeaways:** Gender Focal Points appreciated learning about real-life examples of shifting mindsets, moving from discussion to action, and implementing the Field-specific Enabling Environment Guidelines in ways that best fit the context of each office and duty station. Often, starting small with a narrower scope will lead to easier buy-in and greater success. Change strategies cannot be implemented in the same way everywhere: creating customized strategies from the guidelines requires understanding local cultural contexts and finding innovative ways to overcome challenges.



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***"When we succeed in achieving gender parity, it's the whole team that wins."***

Bridgette Fomunyam, Chief Regional Joint Operations Centre, MINUSMA



## **Session 2: Exchange with Ms. Åsa Regnér, Assistant Secretary-General and Deputy Executive Director, UN Women**

October 18 | 12:00pm EDT

Assistant Secretary-General and Deputy Executive Director **Ms. Åsa Regnér** shared progress with Gender Focal Points on UN Women’s global work in advocating for gender equality and cooperation with civil society representatives and other partners. This exchange also included insight into UN Women’s strategic plan for the next 5 years.



Deputy Executive Director Ms. Åsa Regnér and Senior Advisor Ms. Katja Pehrman, UN Women

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*“I do believe after 30 years of working on gender equity, that we are reaching another kind of understanding and atmosphere around these issues. The UN system and Member States speak about gender equity much more than 10 years ago as an important knowledge area, political area, much higher on the agenda, and to treat the idea with much more respect....the achievement and cooperation of all of us together is so important and can make gender equality the reality for women and girls.”*

Ms. Åsa Regnér, Assistant Secretary-General and Deputy Executive



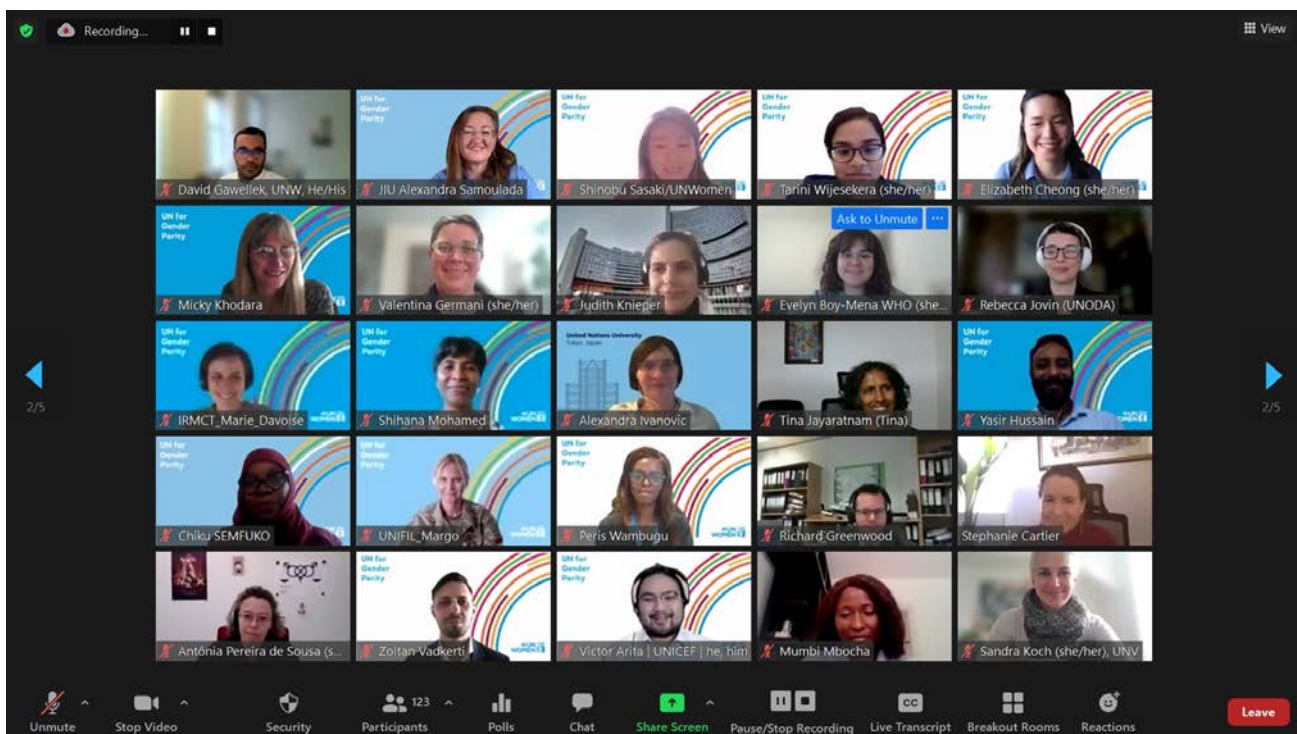
**Deputy Executive Director Regnér** underlined that the achievements of all the Gender Focal Points throughout the UN system show the benefits of collaboration and the impact the Office has on a global level. 2020 marked the 25th anniversary of the Beijing Declaration and Platform for Action and there continues to be a need for progressively stronger commitments on and respect for gender equality, reform, and legislation.

The Generation Equality Forum events in Mexico and Paris mobilized nearly 50,000 people, and world leaders made announcements of bold gender equality commitments including \$40 billion USD of committed investments and the launch of a global 5-year action journey to accelerate gender equality by 2026. These connections are accelerating implementation and driving change.

It is also an opportunity to leverage a positive spillover effect into UN Women's mandate of UN system-wide coordination of gender parity efforts and inspire more urgent change efforts. Furthermore, it is important to continue supporting women's rights defenders, including in areas of conflict like Afghanistan.

At UN Women, staff have worked on a deeper level to understand issues of racism and intersectionality. Both the Enabling Environment Guidelines and the Field-specific Enabling Environment Guidelines are structured with an intersectional approach and drive impact from mission offices to headquarters.

**Key Takeaways:** The work of the Gender Focal Point network is fundamental and cross-cutting, with impact reaching across all the work that the UN does, and this meeting was a chance for UN Women's Deputy Executive Director to recognize the strength of the network and how it both relates to and supports UN Women's global advocacy work.



Some attendees of Day 1 of the Global Annual Gender Focal Point Meeting

***"Gender parity is not an option; it is a necessity to give equal opportunities to everyone regardless of their gender to contribute their skills towards a better world; it is the most obvious win-win situation for the individual and the system overall."***

Abdulmoti Sheikh Ahmed, Staff Development Assistant, Integrated Mission Training Centre, United Nations Support Office in Somalia (UNSOS)



**Day 2**

**October 19, 2021**



## **Session 3: Leading the Path Towards Zero Tolerance: Update on the Work of the CEB Task Force on Addressing Sexual Harassment**

October 19 | 8:00am EDT

Presented by:

- Ms. Kelly Clements, Deputy High Commissioner, UNHCR and Chair of the CEB Task Force on Addressing Sexual Harassment within the Organizations of the United Nations
- Ms. Anita Bhatia, Assistant Secretary-General and Deputy Executive Director, UN Women
- Ms. Martha Helena López, Assistant Secretary-General for Human Resources, Department of Management Strategy, Policy and Compliance, United Nations
- Ms. Jane Connors, Victims' Rights Advocate, United Nations
- Moderated by Ms. Katja Pehrman, UN Women



Guest Speakers: Ms. Anita Bhatia, Ms. Kelly Clements, Ms. Jane Connors, and Ms. Martha Helena López

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***“What does zero tolerance really mean for Gender Focal Points? It is, of course, zero tolerance for any kind of abuse and harassment, but more importantly, zero tolerance for inaction. We need to take the action when things don't go well, and we want to change the power imbalance that is at the root of many of these incidents of harassment. The intersectional work of the CEB Task Force and the Gender Focal Points can help mitigate power imbalances and elements that contribute to discrimination in the workplace.”***

Ms. Kelly Clements, Deputy High Commissioner, UNHCR and Chair of the CEB Task Force on Addressing Sexual Harassment within the Organizations of the United Nations



This session provided an update from senior leaders in the UN system, on the work of the Chief Executives Board for Coordination's Task Force on Addressing Sexual Harassment to the system-wide network of UN Gender Focal Points, specifically on outreach and knowledge sharing efforts and advancing a victim-centred approach. This leadership exchange was particularly important for Gender Focal Points, as although they do not handle cases of harassment or sexual harassment per se, they provide guidance on the different avenues of support available within the UN system. Gender Focal Points have coordinated successful policy implementation and serve as agents of change on the ground by amplifying and multiplying the work on addressing and preventing sexual harassment.

Since 2017, the [Chief Executives Board for Coordination Task Force on Addressing Sexual Harassment Within the Organizations of the UN System \(CEB Task Force\)](#) has worked to address sexual harassment at the UN through various efforts and policies and is led by **Ms. Kelly Clements, Deputy High Commissioner, UNHCR**. The CEB Task Force has developed concrete system-wide tools geared towards improving awareness-raising and communication, with a focus on prevention of sexual harassment through organizational culture change. These products include the [United Nations System Model Policy on Sexual Harassment](#), the [Code of Conduct to Prevent Harassment, including Sexual Harassment, at United Nations System Events](#), the [Guide for Managers – United Nations Secretariat Prevention of, and Response to, Sexual Harassment in the Workplace](#), the [ClearCheck database](#), and a guidance document on ['Advancing a Common Understanding of a Victim-Centred Approach to Sexual Harassment'](#).

**Ms. Clements** underlined the importance of Gender Focal Points in addressing sexual harassment system-wide. She urged the Focal Points to take a victim-centred approach and an intersectional perspective when taking measures to address sexual harassment and foster accountability and trust in the system. The system-wide 'Annual Survey on Reporting of Sexual Harassment' found that gender, seniority and power imbalances - as well as disparity between HQ and field locations - have been key factors that underline the importance of changing the UN's workplace culture.

**Ms. Anita Bhatia, Assistant Secretary-General and Deputy Executive Director, UN Women** and **Ms. Martha Helena López, Assistant Secretary-General for Human Resources, Department of Management, Strategy, Policy and Compliance, UN Secretariat** co-lead the work on outreach and knowledge-sharing of the Task Force. They have hosted several peer-to-peer learning dialogues in 2021, which have brought together collective wisdom from UN Member States, the UN system, civil society, international organizations, academia, and the private sector. The key messages and concrete recommendations of these dialogues can be found in a publication ['Making Zero Tolerance a Reality: Peer-to-peer learning to prevent and eliminate sexual harassment in the UN system and beyond'](#), developed by the Office of the Focal Point for Women. Further, **Ms. Martha Helena López** stressed the important role of Gender Focal Points in expanding ClearCheck, a critical system-wide tool to avoid the re-hiring of former UN staff and UN related personnel with established allegations of sexual harassment.





**United Nations Victim's Rights Advocate, Ms. Jane Connors**, who co-leads the work on advancing a victim-centred approach, stressed the importance of always taking the needs of the victim into consideration, in all situations. Gender Focal Points can find more guidance on practicing a victim-centred approach in the recently published document '[Advancing a Common Understanding of a Victim-Centred Approach to Sexual Harassment within the Organizations of the United Nations](#)' and will have an opportunity to work with the Office of the Victims' Rights Advocate to operationalize a victim-centred approach and raise awareness for additional tools and guidance documents.

A subsequent panel discussion included interventions on the systems of oppression that contribute to sexual harassment including racism and workplace power dynamics. Gender Focal Points have a significant role in this regard: understanding and identifying the dynamics at play, creating and implementing projects and policies, creating awareness of systems of reporting, and encouraging data collection.

Sexual harassment is a complex problem with roots in a cross-section of issues and actions. Trust remains a critical issue that needs to be tackled as transparency can be improved in many parts of the system. The

Task Force seeks to foster an inclusive workplace, one in which prevention is prioritized and the interrelated issues of racism and oppression are addressed simultaneously. One Gender Focal Point noted that it is increasingly important to ensure that a diverse group of professionals are in place to support victims/survivors from diverse backgrounds. Changing behavior is a long-term goal which requires cooperation, the willingness to be open to improvement and progress beyond past paradigms. Gender Focal Points equipped with change management skills are therefore indispensable messengers in this area of work as well.


During the session, a number of Gender Focal Points actively engaged with the senior leaders. Some expressed concern that victims who do report cases of sexual harassment have had their confidentiality jeopardized, hence, more support is needed to prevent retaliation. Gender Focal Points also shared that providing a clear list of intolerable actions or behaviors to the perpetrator during the investigation could make future disciplinary action traceable and non-negotiable, based on their experience. Overall, accountability from managers and collecting data on complaints and outcomes were some prerequisites cited for developing a victim-centred approach at the UN.

**Key Takeaways:** Gender Focal Points felt empowered and engaged in this session and appreciated both the data-driven reporting and the victim-centered approach to combating sexual harassment. The connections made by the presenters between diversity, equity, and Inclusion and sexual harassment was much appreciated. It is critical to have a diverse group of professionals supporting the diverse group of victims and Gender Focal Points provide a crucial link to help improve reporting and intervention strategies in the workplace.

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***"A workplace in which our colleagues don't feel safe not only undermines the UN's core values but also threatens in a very real and tangible way our ability to deliver on our mandates."***

Ms. Anita Bhatia, Assistant Secretary-General and Deputy Executive Director, UN Women



# Session 4: Bystander Intervention Workshop: Stepping Up Against Harassment

October 19 | 9:15am EDT

Presented by Mr. Dax Valdes, Senior Trainer, iHollaback

Bystander intervention in the context of harassment at work, including for microaggressions and other instances of disrespect, is an increasingly imperative skill. All forms of misconduct including harassment and sexual harassment are also covered within the Standards of Conduct chapters in both the Enabling Environment Guidelines and Field-specific Enabling Environment Guidelines.

iHollaback is a global non-profit organization that provides anti-harassment resources so that everyone can respond to, prevent, and intervene in instances of harassment. iHollaback has recorded over 18,000 stories of harassment and found that the only positive aspect of experiencing harassment for the affected individual is when someone intervened on their behalf. **Mr. Dax Valdes, Senior Trainer, iHollaback** indicated that bystander intervention is a critical tool for all in the UN System to develop, nurture and build a more resilient and respectful workplace. These skills aim to help Gender Focal Points to effectively create enabling environments that ensure zero-tolerance to all forms of misconduct and discrimination.

**Taking action to stop biased behavior** when you see it happening is called **Bystander Intervention**.



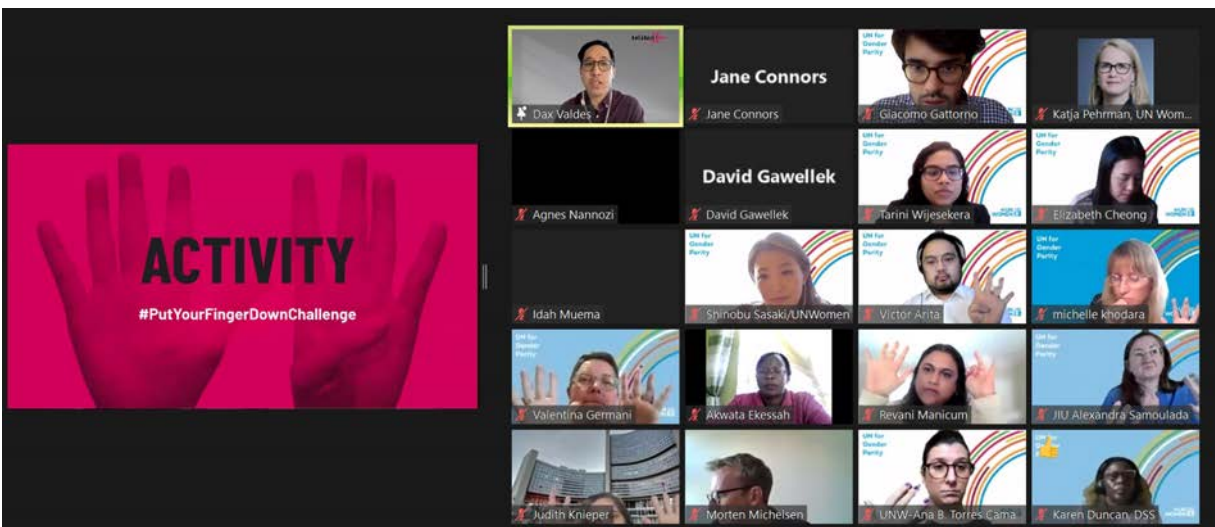
Source: iHollaback

As expressed by **Mr. Valdes**, bystander intervention is not about heroic acts, it is about taking care of the person experiencing conflict and disrespect. **Mr. Valdes** introduced the 5 D's methodology, in the context of implementing the aforementioned guidelines. Engaging in the 5 D's of bystander intervention can empower individuals to support people being disrespected.

- **Distract:** create a distraction to de-escalate a situation
- **Delegate:** ask someone else to speak up for the individual being disrespected
- **Document:** write down and bring attention to what was witnessed
- **Delay:** after the event, check in with the person who was disrespected to validate their experience and provide safety and support
- **Direct:** directly intervene to take care of the person yet take care not to escalate the conflict.

**Mr. Valdes** pointed out that four of these tactics are indirect with no direct intervention required and are focused on taking care of the individual being disrespected. This is the intent of bystander intervention: a focus on support over conflict. The harassment and conflict situations are an opportunity to deconstruct and discuss what has occurred, encouraging the chance for learning, and implementing solutions.

Part of the effective implementation of the Enabling Environment Guidelines as well as the Field-specific Enabling Environment Guidelines requires the development of skills for bystander intervention. While Gender Focal Points are not handling instances of harassment in the workplace directly, they play a key role in creating, maintaining, and inspiring others to join and create enabling working environments. The session offered eight specific scenarios, giving an opportunity for Gender Focal Points to practice which of the 5 D's of intervention could be applied in their capacity of Gender Focal Points. Through the session, Gender Focal Points reflected on their own experiences in the workplace and by sharing with one another, understood how prevalent it was and that each situation could have benefited from an intervention from a bystander.



Gender Focal Points participating in an exercise with Mr. Dax Valdes, Senior Trainer, iHollaback

**Key Takeaways:** The majority of participants reported that they acquired a new skill set to effectively and systematically intervene and they intend to inspire others to behave appropriately and proactively participate in creating enabling environments. Bystander intervention strategies provide Gender Focal Points with resources to act on their own when they witness cases of harassment, but they also provide tools for inspiring and empowering others.



# Session 5: Create and Cooperate: Exchange of Good Practices to Advance Gender Parity, the Creation of an Enabling Environment and Concrete Action Across the UN

October 19 | 10:45am EDT

## Panelists:

- Ms. SaAdiya Haliru, Programme Officer, FAO Nigeria
- Ms. Suzanne Shanahan, Chief, Enterprise Application Centre, OICT
- Ms. Geeta Narayan, Principal Adviser, Organizational Culture, UNICEF
- Ms. Shihana Mohamed, Human Resources Policies Officer, ICSC
- Ms. Sara Callegari, Gender and Diversity Specialist, Human Resources Management Department, WIPO
- Ms. Anna Pfeiffer, Diversity and Inclusivity Coordinator, UNOV/UNODC
- Mr. Jamshed Kazi, Country Representative - Indonesia & Liaison to ASEAN, UN Women
- Moderated by Mr. David Gawellek and Ms. Tarini Wijesekera, UN Women

In this session, selected Gender Focal Points shared updates of good practices to advance gender parity and the creation of enabling working environments in their respective offices. The sharing of these practices encouraged other Gender Focal Points to put similar practices into action across the UN and presented an opportunity to ask questions and exchange experiences with like-minded peers.



Session 5 panelists and moderators from UN Women's Office of the Focal Point for Women

### **Ms. SaAdiya Haliru, Programme Officer, FAO Nigeria**

**Ms. Haliru** discussed several initiatives that she had spearheaded at FAO to create a flexible working environment and attract more women candidates. Some of these included the provision of on-site childcare, on-site clinics for family members and children, and access to physical health resources. FAO has also provided training for staff on achieving gender parity and equality, stress management, and work-life balance. The recruitment process was made more gender-neutral through the dissemination of inclusive vacancy announcements that encourage qualified women candidates to apply<sup>2</sup>. Moreover, the organization's onboarding process was modified to ensure that all new staff received the same welcome and orientation.

### **Ms. Suzanne Shanahan, Chief, Enterprise Application Centre, OICT**

**Ms. Shanahan** focused on increasing recruitment and retention of women as well as implementing flexible work policies to make the working environment more attractive and welcoming to female applicants. OICT Gender Focal Points provided training to enhance leaders' skills in gender-sensitivity and inclusive leadership. OICT also collected, published, and monitored data on the recruitment process. They developed an inclusive recruitment checklist to help manage the process internally and have embedded Gender Focal Points in all divisions to support policy implementation and recruitment.

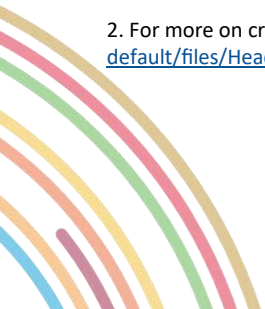
### **Ms. Shihana Mohamed, Human Resources Policies Officer, ICSC**

**Ms. Mohamed** discussed progress in updating family and parental leave policies to better meet the needs of staff, especially regarding maternity policies. A working group has been established and is working to present a proposal to increase the amount of time granted for maternity and paternity leave, including adoptive, surrogate, and other family-inclusive situations. When families and parents are supported at the workplace, employee satisfaction and retention improve, and one successful policy change can lead to a greater propensity for further organizational culture change.

### **Ms. Geeta Narayan, Principal Adviser, Organizational Culture, UNICEF**

The COVID-19 pandemic underlined the need for flexible working arrangements; women who had more flexibility in their work arrangements were more likely to stay and grow in their role. Together with colleagues from the UN Department of Operational Support and UNHCR, **Ms. Narayan** has been co-leading the work to develop a UN Model Policy on Flexible Work, as well as a range of innovative products to drive gender parity and support and advance women's careers. **Ms. Narayan** and her colleagues also led the development of the 'Pulse Check' survey at UNICEF; a brief questionnaire for staff to reflect on trust in leadership, work-life harmony, safety, standards of conduct, performance management, appreciation and recognition, inclusion and belonging, empowerment, and internal communications.

2. For more on creating inclusive vacancy announcements, please see 'Top Tips for Inclusive Vacancy Announcements': <https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/How%20We%20Work/Gender-parity/Gender-parity-Vacancy-announcements-good-practices-en.pdf>



**Ms. Sara Callegari, Gender and Diversity Specialist,  
Human Resources Management Department, WIPO**

**Ms. Callegari** has led an effort to develop an updated, modern definition of family. As underlined by **Ms. Callegari**, all parents have a responsibility for child support and the desire to thrive personally and professionally. The new policies were introduced in the summer of 2021, providing flexible working arrangements, including allowing new parents to take more time both before and after the arrival of their child. The new policies have been very positively received by staff because they not only provide more time for bonding and rest, but also enhance parity through offering flexibility rather than adding pressure on new parents to choose between their personal and professional lives.

**Ms. Anna Pfeiffer, Diversity and Inclusivity  
Coordinator, UNODC**

Since the introduction of the Secretary-General's System-wide Strategy in 2017, UNODC has been working to achieve parity across all levels. **Ms. Pfeiffer** and colleagues conducted surveys to collect data and information about psychological safety and well-being, adherence to standards of conduct and trust in leadership. It was critical to understand how gender parity and inclusivity are acted upon throughout the organization, including for fixed-term contractors and

senior leaders. In response, the 'Early Career Initiative' pilot program was launched in the spring of 2021. It provided an open and respectful platform for women to articulate challenges faced in the workplace and share concerns and solutions, through workshops, coaching sessions and mentoring.

**Mr. Jamshed Kazi, Country Representative -  
Indonesia and Liaison to ASEAN, UN Women**

**Mr. Kazi** presented progress of an initiative to eliminate 'manels' (all-male-panels). UN Women and the UN Country Team in Indonesia have initiated a policy to ensure parity among speakers in all public-facing events, activities, and panels and not participate in panels in which women and other marginalized groups are not represented. They elevated this initiative by advocating partners to take the "No Manel Pledge", resulting in commitments from government officials, private sector CEOs and over 40 Ambassadors. A guidance note was created and the office is partnering with an NGO to develop a database of women experts to close the gap of women speakers in panel discussions and events. According to **Mr. Kazi**, it was essential to get signatories in the UN System leadership to build the necessary momentum. This effort raised the reputation of the UN and generated greater public awareness of the issue.

**Key Takeaways:** One considerable and unique strength of the Gender Focal Point network is the continuous, regular sharing of good practice examples from different offices and duty stations to all colleagues within the network, a practice integral to system-wide coordination. This culture of exchange and knowledge sharing has allowed for great strides of progress to be made in gender parity across the UN System. Gender Focal Points greatly benefit from learning from their peers, and hearing similar experiences creates a sense of collectivism that fuels further efforts to advance gender parity. This session strengthened a sense of belonging and comradery within the network and encouraged Gender Focal Points to meet and reach out to one another for future collaborations.



## **Session 6: The Importance of Leadership and Cooperation in Advancing Gender Parity in the UN System: What Can You Do?**

October 19 | 11:45am EDT

Exchange with Ms. Gabriella Seymour, Chief, and Ms. Gigja Sorensen, Programme Officer and Outreach Focal Point, Leadership Support Section, Departments of Political and Peacebuilding Affairs and Peace Operations (DPPA/DPO)

This session was designed to provide further insight to the importance of female leadership at the UN by **Ms. Gabriella Seymour, Chief, Leadership Support Section, DPPA/DPO** and **Ms. Gigja Sorensen, Programme Officer and Outreach Focal Point, Leadership Support Section, DPPA/DPO**. They shared details of the Global Call campaign. According to the [2021 Secretary-General's Report on Improvement in the Status of Women in the United Nations system](#), the representation of women in the professional and higher categories in the UN System has increased from 44.2% to 45.3%. For the first time, women's representation at headquarters locations nearly reached parity at 49.5% overall. However, challenges remain in non-headquarters locations, particularly in field operations.

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***"... it has been acknowledged that the presence of women in leaders in the field does change the narrative and does have an impact beyond just numbers. That is vitally important, and we have been seeing it in conversations and in policies and the approach of the Secretary General."***

Gabriella Seymour, Chief, Leadership Support Section, DPPA/DPO

**Ms. Seymour** highlighted the progress towards gender parity so far, while also noting the significant efforts involved to reach these goals and the need for sustainable strategies. While progress has been made in improving representation of women in mission leadership overall, it is critical to look closely at the numbers, analyze the data and see that a gap remains from the representation of women from the Global South.

Increasing the number of women and those of underrepresented geographies serving as heads and other leadership roles in UN field missions is a goal of the Secretary-General's and a priority for DPPA/DPO executed through the creation of the Global Call outreach campaigns of 2017, 2019, and 2021. The campaigns aim to expand the pool of potential candidates for civilian senior leadership positions in the field, with a view to advancing gender parity and geographical diversity for the most senior levels. The Global Call encourages nominations from Member States that align with these goals and establishes a gender-sensitive approach to the selection process including assessment, interview, and negotiations.



The impact of the campaign is evident: 16 women out of 25 nominees from the 2017 and 2019 Global Calls have been appointed to senior leadership positions in missions. In addition to the Global Call campaign, DPPA/DPO has created partnership initiatives for all incoming women Heads of Mission and Deputy Heads of Mission that offers these leaders a chance to connect, receive training, and build a community of support. In addition to the Global Call campaign, the Gender Focal Points at DPPA/DPO facilitate succession planning discussions, provide a bi-annual leadership snapshot, and engage in leadership commitments to increase the numbers of women and directly combat gender parity challenges.

**Key Takeaways:** This exchange reaffirmed the importance of inclusive leadership. When creating a candidate pool of qualified candidates from diverse backgrounds, targeted outreach strategies and informal networking events can be useful. While it may require more work, when leaders of the UN reflects the populations that are served, tangible and intangible benefits result. Scenario-based questions during interviews can provide flexibility in assessing skills and commitments to inclusivity and traits of positive leadership.

**3. Leadership Support**

- Leadership Partnering Initiative offered to all incoming D/HoMs
- Regular check-ins with LSS
- 2018 "Female D/HoMs Retreat"
- Informal virtual community group
- Second Retreat in 2022 (TBD)
- Leadership training ( SML/HLMC/SLP...)

United Nations  
Departments of Peacebuilding and Political Affairs and Peace Operations | October 2021 | 12

Gigja Sorensen

Gabriella Seymour

Guest Speakers Ms. Gigja Sorensen and Ms. Gabriella Seymour of DPPA/DPO





**Day 3**

**October 20, 2021**



# Session 7: Taking Inclusive Action Towards Addressing Racism and Fostering Intersectionality

October 20 | 8:00am EDT

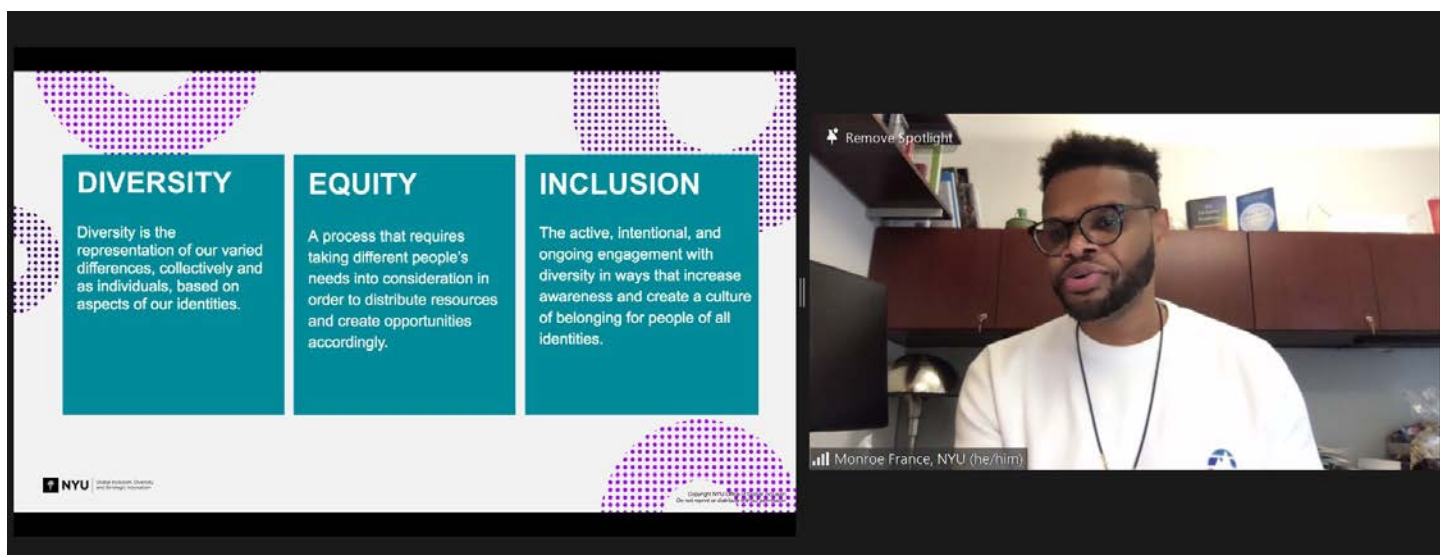
Presented by Mr. Monroe France, Vice President for Global Engagement and Inclusive Leadership, New York University (NYU)

*“We should never underestimate that even a small action creates huge ripple effects.”*  
Revani Manicum, Senior Inclusion & Diversity Advisor, UNHCR

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This session was designed to provide an action-oriented workshop for Gender Focal Points for addressing racism and fostering intersectional workplace environments, referencing the Enabling Environment Guidelines and Field-specific Enabling Environment Guidelines which encourage all UN personnel to champion workforce diversity and leverage different perspectives. Gender Focal Points reflected on and identified concrete actions that can be taken back to their respective entity to integrate practices related to inclusive leadership into their work. Intersectionality is defined, by Dr. Kimberlé Crenshaw who coined the term, as "a lens through which you can see where power comes and collides, where it interlocks and intersects". An intersectional approach allows a comprehensive examination of the complexities of human identity and an understanding of the network of informal hierarchies and power dynamics that work together to create these issues.

**Mr. Monroe France, Senior Associate Vice President of Global Engagement and Inclusive Leadership at NYU** was invited to present another interactive workshop in a series of capacity building sessions for Gender Focal Points on ways to foster intersectionality and how to address racism in the workplace. **Mr. France** guided Gender Focal Points through foundation frameworks to support anti-racism outcomes, such as identifying and eliminating racism by changing systems and redistributing power to be shared equitably. Emphasis was placed on addressing power dynamics and how system and societal power impacts and restricts inclusion, diversity, equity, belonging, and access.



Mr. Monroe France, Senior Associate Vice President, Global Engagement and Inclusive Leadership, NYU

Being an inclusive leader requires conscious and dedicated effort. There are six characteristics<sup>3</sup> in this regard:

- Cognizance: because bias is a leader's Achilles' heel
- Curiosity: because different ideas and experiences enable growth
- Cultural Intelligence: because not everyone sees the world through the same cultural frame
- Collaboration: because a diverse-thinking team is greater than the sum of its parts
- Commitment: because staying the course is hard
- Courage: because talking about imperfections involves personal risk-taking

The main issues discussed were conflicting interests and priorities and how these can be bundled towards a holistic approach towards fostering an inclusive working culture. Further, the issue of addressing racism within the institution and the role of Gender Focal Points as agents of change was addressed by outlining the spheres of influence in this role. Gender Focal Points found the session to be engaging and an opportunity to reflect on internal struggles or insecurities that may prevent themselves or others around them from practicing inclusivity.

**Key Takeaways:** Gender Focal Points gained practical frameworks to apply theories on how to lead inclusively and cultivate an intersectional approach, recognizing that people belonging to different identities have their own unique experiences navigating workplaces and societal expectations. The session empowered Focal Points to take action and had very high engagement among Gender Focal Points. Positive feedback reflected not only the value of learning how to operationalize anti-racism processes but also on the pressing relevance and importance of the issue. Inward criticism and reflection are good starting points for the continuous improvement of all working environments.



Mr. Monroe France with Gender Focal Point Evelyn Boy-Mena, Technical Officer,  
World Health Organization (WHO)

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***“How do we continue to create a more inclusive environment all around the world that looks at it from the approach of intersectionality with centering anti-racism as one of the core tenants?”***

Mr. Monroe France, Senior Associate Vice President, Global Engagement and Inclusive Leadership, NYU

## Session 8: Empowering Gender Focal Points: How to be an Agent of Change

October 20 | 9:45am EDT

Presented by Leadership Associates and Team: Dr. Blanka Bellak, Ms. Ama Duncan, Ms. Thereza Herodková, and Ms. Hana Kabele Gala

Being an agent of change to advance gender parity requires establishing influence, fostering collaboration through conflict resolution, and implementing organizational change. For Gender Focal Points to continue to serve as change leaders, it is critical to prioritize action towards only those outcomes that can be influenced, rather than use time and resources on elements beyond their control.

**Leadership Associates**, a group of coaches and trainers that specialize in curating gender-sensitive leadership programs, was invited to facilitate a workshop guided by an interactive workbook to provide leaders with competencies so that they can more effectively create an enabling environment. **Leadership Associates** provided Gender Focal Points with key leadership skills as demonstrated in the following image:

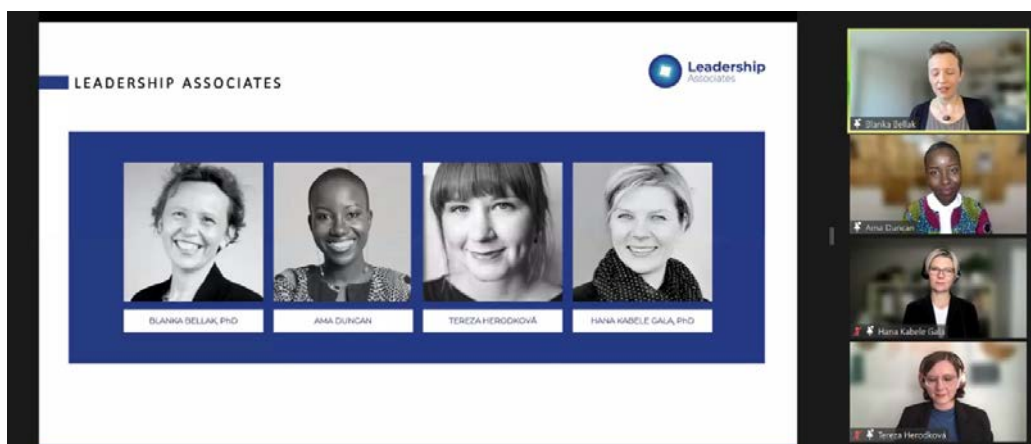


**Recognize** focuses on understanding individual patterns of blaming and cultivate a healthy response to instances where one is over-committed. As one is able to recognize their own patterns, one can begin to map out their Circle of Control and their Circle of Influence. The Circle of Concern is comprised of all the things that are important to the individual but are beyond individual control (e.g., other people’s behavior). The Circle of Influence contains items that can be controlled by an individual, such as attitude, thoughts and behaviors. The Circle of Influence is critical to analyze and understand in every situation so that energy and innovation are not wasted and are channeled constructively into influential leadership.

**Practice** is rooted in self-reflection to turn attention to actions that are only within one’s own Circle of Influence. As actions are sorted into circles of control versus influence, Gender Focal Points can practice separating their personal feelings and reactions from things that they are unable to control.

**Engage** focuses on crucial conversations and establishing safe environments. Crucial conversations are high-stakes conversations that involve conflicting views and values. These conversations are difficult and require practice in navigating feelings and reactions. The best results are not possible without crucial conversations. Crucial conversations in complex situations require psychological safety. When people do not feel safe, emotions drive defensiveness, silence, or lashing out. In these scenarios, strategies to collaborate positively without taking power away from others are needed.

**Learn** encourages growing one’s knowledge and habits for navigating complexity. Complexity cannot be solved with simplicity; and complexity cannot be navigated with one perspective only. Ongoing learning and growth is a key leadership skills, especially for Gender Focal Points.



Session 8 presenters from Leadership Associates

**Key Takeaways:** Gender Focal Points learned how to use the Circle of Influence framework to establish whether energy should be spent on something, based on the extent of control one has over the item of concern. Gender Focal Points also gained practical experience practicing crucial conversation tools such as rescue sentences to respond constructively in situations of conflict and avoid defensiveness or aggressiveness from others. Being direct in a respectful way can help Gender Focal Points navigate complex situations and resistance to change when they carry out their responsibilities in their entities.

## Session 9: Celebrating Change Catalysts and Recognizing Achievements of 2021

October 20 | 11:30am EDT

Remarks and recognitions presented by Ms. Sima Bahous, Executive Director of UN Women and Ms. Anita Bhatia, Assistant Secretary-General and Deputy Executive Director of UN Women

Every year, Gender Focal Points are recognized for outstanding achievements in implementing the Enabling Environment Guidelines, Field-specific Enabling Environment Guidelines, and other initiatives to advance gender parity across the UN system. This year, **UN Women's Executive Director Ms. Sima Bahous** delivered the opening remarks for the session on recognizing the excellent work and best practices of Gender Focal Points.

**Ms. Bahous** shared that her priority is to integrate gender equality and the work of UN Women to ensure that it is a significant part of the UN's work overall, and fundamental to the work of the system. Achieving gender equality is in fact integral to the success of each of the 17 Sustainable Development Goals. She emphasized that efforts should be placed in changing systems that prevent women from achieving their potential, rather than on changing women. Gender Focal Points who work towards changing organizational culture and creating enabling environments that promote equality and inclusivity are crucial. Indeed, the Gender Focal Point network is a common asset to the UN system.

The ongoing implementation of the Enabling Environment Guidelines and Field-specific Enabling Environment Guidelines by the Gender Focal Point network has achieved admirable results, and **Ms. Bahous** called on the network to continue to implement two or three new recommendations from the Guidelines. The impact of this coordinated effort would be significant for the UN System. **Ms. Bahous** pledged to advocate for gender parity at the executive level, to ensure that leaders lead by example and empower all personnel to make a difference.

Gender Focal Points had the opportunity to share their reflections and key takeaways with **Ms. Bahous**. Many Focal Points thanked UN Women for the vital support that the Office provides to enhance gender parity and implement the Enabling Environment Guidelines. Moreover, they noted that it would be essential to continue to provide strategic and technical support to the network such as by delivering capacity-building sessions and facilitating the sharing of good practices, including in local contexts. New Gender Focal Points also appreciated the on-boarding session provided by the Office offered when they joined the network. Others mentioned the usefulness of the dedicated Extranet for Gender Focal Points as a knowledge sharing platform where they are able to access a wealth of resources, including communication products, which not only helps their understanding but also to engage with others and build better alliances.

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***"This network is our common asset to the United Nations system as a whole. You make the change happen on the ground, across the globe, all over the UN every day."***

Ms. Sima Bahous, Executive Director, UN Women



In response to comments from the System-wide Gender Focal Points, **Ms. Bahous** assured to offer continued support to the Gender Focal Point network and enhance parity through strengthened collaboration. Gender Focal Points also had the opportunity of receiving their Recognition of Good Practices from **Assistant Secretary-General and Deputy Executive Director of UN Women, Ms. Anita Bhatia**. This year, awards were presented in the following categories for outstanding achievements for implementing the Field-specific Enabling Environment Guidelines and advancing gender parity across the system (see appendix for full list of awardees):

- Personal and Professional Life Integration;
- Standards of Conduct, Diversity and Inclusion;
- Security and Safety;
- Occupational Safety, Health and Well-being;
- Recruitment, Talent Management and Retention;
- Leadership, Accountability and Implementation.



Ms. Katja Pehrman and Ms. Sima Bahous, Executive Director



Ms. Anita Bhatia and three of the awardees from the International Trade Centre (ITC):  
Ms. Hannah Reinl, Ms. Michelle Khodara, and Ms. Aswathy Kunissery



# Closing Remarks

Presented by Ms. Katja Pehrman, Senior Advisor and Focal Point for Women in the UN System, UN Women

The 2021 annual meeting gathered over 150 Gender Focal Points joining in real-time from all over the world. Gender Focal Points have made incredible progress and implemented impactful, meaningful efforts to drive parity and inclusivity. Concrete tools that were provided during the Annual Meeting will empower Gender Focal Points to continue such efforts in earnest, and the Office will continue to serve as a platform to deliver support to the network.

During the 3-day annual meeting, the sessions were linked to the theme: **Change, Create, Cooperate**. Sessions on 'Change' showcased how Gender Focal Points have been implementing the Enabling Environment Guidelines and Field-specific Enabling Environment Guidelines in their respective entities, sharing the actions taken and lessons learned. The sharing of good practices is a pillar for the network and is useful not only for colleagues hearing about the experience, but also for those who have been dedicated to the implementation to reflect on the process and results. Delivering results and articulating them well is the best way to secure buy-in from leaders, ensuring that Gender Focal Points have supportive partners in their pursuits. 'Change' was also highlighted during the bystander intervention and fostering inclusivity sessions, where Gender Focal Points learned that small actions have ripple effects, and in every situation, positive impact is possible. Throughout these sessions, changing mindsets was a critical factor at the forefront of thoughtful discussions.


Wherever the need is to change organizational culture, Gender Focal Points have been innovative in creating and executing new solutions. Sessions on 'Create' such as the pilot projects, new communication and advocacy products that were developed specifically for Gender Focal Points, and inter-agency collaborations to maximize the efficient use of resources are invaluable to guide Gender Focal Points in their roles. Inter-agency initiatives were also highlighted by UN Women's Executive Director as well as both Deputy Executive Directors as a key element in making a difference system-wide. Creating products that did not exist before was also articulated by senior UN leader members of the CEB Task Force on Addressing Sexual Harassment, who presented a number of effective tools to prevent, address, and eradicate sexual harassment in the UN. The Office also challenged Gender Focal Points to record commitment videos or convince leaders to create videos that show visible and strong commitments to gender parity, encouraging a trickle-down effect throughout their organizations.

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***“Collaboration - a new UN behavior. This UN Women team of Katja's are an example of that. Leadership, a longstanding competence is also demonstrated by Katja at all times. We have wonderful support on technical inputs as well as other support. Thank you.”***

Catherine Deseure Plumridge, Security Training Officer,  
United Nations Department of Safety and Security (UNDSS)





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***“Changing culture is difficult, but without changing the culture, our work on gender parity is not attainable or sustainable.”***

Ms. Katja Pehrman, Senior Advisor & Focal Point for Women in the UN System, UN Women

The spirit of cooperation is ingrained in the Gender Focal Point network and the mandate of the Office. System-wide coordination of gender parity efforts would not be possible if a generous exchange of ideas, plans, templates, and resources were not maintained. One enabler of continuous cooperation and collaboration is the dedicated Extranet for Gender Focal Points. This resource is available exclusively for Gender Focal Points and is a hub for useful tools, advocacy products, recordings of capacity-building sessions and more.

Throughout the annual meeting, guest speakers from across the system also demonstrated commitment not to operate in silos and to engage regularly with system-wide colleagues. Although the Gender Focal Point network has expanded to nearly 450 focal points, there remains a need for more appointments especially in special political and peacekeeping missions, regional commissions, and offices of Resident or Regional Coordinators. Gender Focal Points were encouraged to ensure that appointments are made in every department and office, to advocate for deputy focal points, and to call for men to join the network; the need to work together to make parity a reality is greater than ever. More male allies who support equal opportunities for women and advocate for women leaders in the UN can help counter persistent stereotypes that restrict women’s advancements due to biases. There is no space for any form of discrimination in the UN.

In the future, good practices, gender parity efforts, and action must continue. Gender Focal Points are tasked with prominent advocacy of gender parity initiatives in their entities, implementation of the Enabling Environment Guidelines and Field-specific Enabling Environment Guidelines, and to create a workplace culture of respect and inclusivity, especially enforcing zero tolerance for harassment and sexual harassment. The Office will provide more capacity-building opportunities, advocacy tools, and specialized guidance to the Gender Focal Point network. The dynamic engagement during the informative annual meeting must continue in the coming months and years as the collective effort to reach 50:50 gender parity is pursued.

# Biographies



Change. Create. Cooperate.

## Make Parity a Reality: Advancing Gender Parity across the UN System

Annual Gender Focal Point Meeting  
October 18-20, 2021

### Biographies

(In order of session chronology)

#### Day 1:

#### Welcome and Opening Remarks



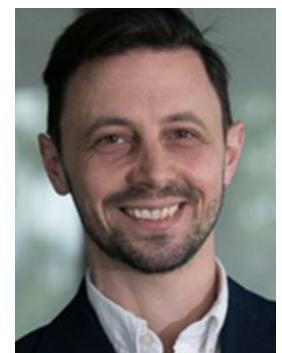
Katja Pehrman is Senior Advisor at UN Women, responsible for issues related to gender parity. Currently she is actively involved in enhancing and implementing measures of the UN Secretary-General's System-wide Strategy on Gender Parity in the UN System. She is also the Focal Point for Women in the UN System, responsible for leading and coordinating the work of 200 Gender Focal Points across the UN. Prior to joining UN Women, she served as Ambassador and Permanent Representative of Finland to the Organization for Security and Co-operation (OSCE) in Vienna (2013-2017). In that capacity, she chaired the Human Dimension (Human Rights) Committee of the Organization in 2016, where her focus was on enhancing gender equality and the empowerment of women as well as the rights of persons with disabilities. In her previous positions, she served as

the Chief of Cabinet of the Minister for Foreign Affairs of Finland as well as the Adviser to the General Director and the Under-Secretary of State at the Political Department. Her postings abroad include the Permanent Mission of Finland to the United Nations in New York and the Permanent Mission to the OSCE, also during Finland's Chairmanship of the Organization in 2008. Katja has 20 years of experience in multilateral diplomacy, negotiations, and leadership, throughout which enhancing gender equality and human rights have been constantly at the forefront of her work.

#### Session One: Change. Create. Cooperate: How to Implement the Field-specific Enabling Environment Guidelines in Practice

##### Mr. Zoltan Vadkerti, co-founder and Executive Director of the WorkLife HUB

Zoltan consults with organisations on organisational culture, gender equality, preventing and tackling sexual harassment and unconscious bias. He is an experienced trainer, having delivered workshops and in-person and online training sessions for the past 12 years for a variety of organisations. Throughout 2020 and 2021 he designed and delivered a Training of the Trainers programme for the Security and Safety managers at the UNODC, as well as a variety of webinars on wellbeing, work-life balance and gender bias to the private sector businesses such as Tesco or Edwards Lifesciences. He co-authored the book 'One Life - how the most forward-looking organisations leverage work-life integration to attract talent and foster employee wellbeing', published by Die Keure in 2018. Zoltan develops and delivers international research projects, workplace training and coaching programmes in the areas of work-life balance, teleworking, diversity and inclusion, flexible working or employee wellbeing, among many. Most recently he supported the implementation of the Field-specific Enabling Environment Guidelines through the training of Gender Focal Points on change management, as well as the coaching of change agents.



**Ms. Maria Wernevi, Gender and Project Management Advisor, Asia Region, Office of the Regional Director, UNOPS, Thailand**

Maria Wernevi is UNOPS Asia Regions Gender and Project Management Advisor. She leads the effort to ensure all UNOPS programmes in the Asia Region are gender mainstreamed with appropriate considerations, supports the region with capacity building initiatives, targeted partner approach and oversees quality standards set by UNOPS. She has 23 years of experience in partner management, strategy, gender mainstreaming, innovation, change management and training. After working in the private sector for 15 years, she joined UNOPS in 2013.



**Ms. Simonetta Siligato, Senior Advisor, Asia Region, Office of the Regional Director, UNOPS, Thailand**

Simonetta Siligato is the Senior Advisor for UNOPS in the Asia Region and is based in Bangkok. She has over 25 years of work experience and has focused on environment and gender for sustainable development. Her main responsibilities are to provide strategic guidance to colleagues in more than 20 countries on positioning and programming, outreach and communication, and partnerships building with government, private sector and bi-/multilateral development partners. Simonetta holds a PhD in environmental engineering and a MSc in life sciences.



**Ms. Chiku Semfuko, Programme Assistant, ILO Regional Office Tanzania**

Chiku Semfuko has been with the ILO for 11 years and is currently the Programme Assistant and GFP at the ILO Country office for East Africa located in Dar es Salaam, Tanzania. She has BSc in Economics of Development, an MSc in Social Protection Policy and Development, an ITC-ILO certified Participatory Gender Audit Facilitator and has over 6 years of implementing and coordinating gender mainstreaming interventions. She is a mother of three beautiful girls, a coffee addict, a book and nature lover, a change agent, unapologetically a feminist and strong GBV activist. She is a survivor of GBV and Sexual Harassment.



**Ms. Bridgette Che Fomunyan Tefuh, Chief - Regional Joint Operations Centre, MINUSMA**

Ms. Bridgette Che Fomunyan Tefuh works with the United Nations Multidimensional Integrated Stabilization Mission in Mali as team leader for Regional Joint Operation Center in Kidal North of Mali. She is also the Gender Focal Point for the region. She has also worked with the United Nations operations in Cote d'Ivoire in Various capacities and was also Gender Focal Point for the Sector East in the East of the country. She was a broadcast Journalist in Cameroon for more than 15 years. She has worked for both TV and radio. As a radio and TV anchor she produced, wrote, and edited programmes which highlighted the needs for gender equality in development projects for villages. She is also involved in educating women about their rights in Cameroon. She is also a consultant to Non-Governmental Organizations. She has been a TV and radio reporter who has covered major political, social, and cultural events in Cameroon. She is a Hubert Humphrey Fellow from the Philip Merrill College of Journalism, University of Maryland and has been a UN Volunteer.



**Ms. Divine Bijurenda, Chief - Movement Control, UNISFA**

A seasoned logistician and passionate about the empowerment of women. Divine has over 18 years of progressively managerial experience in Air and Surface Service Delivery and Supply Chain management, working with the private sector and the United Nations. Divine would be described as an agent of change and has used every opportunity to inspire young girls especially to join technical fields. She has volunteered as a focal point for women for over 15 years and participated in the establishment of the UNSOS and UNISFA gender strategies. She holds a Master's degree in Business Psychology, in addition to various diplomas and technical certifications in Aviation, Logistics, Journalism and Gender affairs. Currently, Divine is responsible for the Movement of all Mission Personnel and Cargo operations and volunteers as one of UNISFA's focal points for women.



## Exchange with Leadership

### **Ms. Åsa Regnér, Assistant Secretary-General and Deputy Executive Director for Normative Support, UN System Coordination and Programme Results, UN Women**

Ms. Åsa Regnér is the Assistant Secretary-General and Deputy Executive Director for Normative Support, UN System Coordination and Programme Results since May 2019.

Ms. Regnér served since 2014 as Minister for Children, the Elderly and Gender Equality of Sweden, where her focus was on concrete results in the implementation of Swedish gender equality policies as well as a shift towards prevention of violence against women and the involvement of men and boys in gender equality work. She has extensive experience in the area of gender equality and women's empowerment, having held various leadership positions in government, Non-Governmental Organizations (NGOs) and the United Nations. She has led important processes and campaigns as a leading advocate for feminism and gender equality in Sweden and beyond. She has built and managed strong partnerships with a range of key stakeholders, including women's movements and civil society, both at the global and in country contexts. She previously served as UN Women Country Director in Bolivia (2013-2014) and Secretary-General of Riksförbundet för sexuell upplysning, Swedish International Planned Parenthood Federation branch. She also served as Director of Planning, Ministry of Justice (2004-2006) and as Political Adviser in the Prime Minister's Office (1999-2004). She began her career in women's rights as a volunteer for a Swedish NGO in La Paz, Bolivia (1990-1991) and moved to the Ministry of Labour working on Gender and Labour market issues for several years in the 1990s. Ms. Regnér holds a Master's Degree in Democratic Development from



## Day 2

### **Session Two: Leading the Path Towards Zero Tolerance: Update on the Work of the CEB Task Force on Addressing Sexual Harassment.**

### **Ms. Kelly T. Clements, United Nations Deputy High Commissioner for Refugees and Chair of the CEB Task Force on Sexual Harassment**

Kelly T. Clements joined UNHCR as Deputy High Commissioner on 6 July 2015.

Ms. Clements has been closely involved with refugee and displacement issues throughout her three-decade career. Before joining UNHCR, Clements was a member of the Senior Executive Service, serving as Deputy Assistant Secretary of State in the Bureau of Population, Refugees, and Migration (PRM) within the United States Department of State, where she was responsible for humanitarian issues in Asia and the Middle East and global policy and budget. In 2014, she was Acting Deputy Chief of Mission at the U.S. Embassy in Beirut, Lebanon. From 1993 to 1996, Clements served at the U.S. Permanent Mission to the United Nations in Geneva, Switzerland on a Foreign Service appointment. She was Special Assistant to the Under Secretary of State for Global Affairs in 1997-1998. Clements served as a Senior Emergency Officer for Europe, the Newly Independent States, and the Americas, and later as Balkans Assistance Coordinator; she was deployed to Albania in 1999. She worked for the Office of the UN High Commissioner for Refugees in Bangladesh in 1992. Ms. Clements holds a B.A. in International Studies and an M.A. in Urban Affairs from Virginia Tech, USA. She is a national of the United States of America.



**Ms. Anita Bhatia, Assistant Secretary-General and UN Women’s Deputy Executive Director for Resource Management, UN System Coordination, Sustainability and Partnerships.**

Ms. Anita Bhatia serves as the Assistant Secretary-General and UN Women’s Deputy Executive Director since August 2019. Before joining UN Women, Ms. Bhatia has had a distinguished career at the World Bank Group, serving in various senior leadership and management positions, both at Headquarters and in the field. She brings extensive experience in the area of international development, strategy, resource mobilization, strategic partnerships and organizational change management. In various positions, she led teams to deliver significant resources for scaled-up impact, including at the country level, and to craft innovative partnerships to advance development agendas and has made significant contributions to the evolving discourse on development finance. She has led diverse teams, including as Global Head of Knowledge Management, Head of Business Process Improvement and Head of Change Management. In addition to Latin America, she has worked in Africa, Europe, Central Asia and South and East Asia. Ms. Bhatia holds a BA in History from Calcutta University, an MA in Political Science from Yale University and a Juris Doctor in Law from Georgetown University.



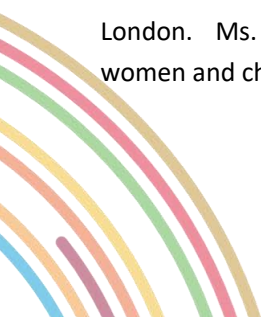
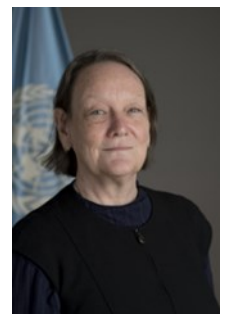
**Ms. Martha Helena López, Assistant Secretary-General for Human Resources, Department of Management, Strategy, Policy and Compliance, United Nation**

Martha Helena López is the Assistant Secretary-General for Human Resources at the United Nations. She is responsible for the strategic leadership and direction of the United Nations human resources covering a workforce of more than 35,000 staff. In this capacity, she is guiding the system-wide approaches to include persons with disabilities and achieving gender parity. Ms. Lopez brings with her a wealth of senior-level international experience in human resources management. Since 2015, she has served as Director of Human Resources at the United Nations Development Programme (UNDP). Previously, she was the Director of the Strategic Planning and Staffing Division, Office of Human Resources Management, Department of Management at the United Nations. She also held the positions of Chief of the Human Resources Policy Service (2006-2009) and Chief of the Staff Development Service (2004-2007) at the United Nations. Ms. Lopez previously served with UNDP as Chief of the Policy Unit, Office of Human Resources, Bureau of Management (2001-2004) and with the United Nations Children’s Fund (UNICEF), Division of Human Resources, as Human Resources Officer, Policy (1997-2001), and Human Resources Officer (1994-1997). Ms. Lopez began her career as a national staff member in her native Colombia where she worked with both UNICEF (1989-1994) and the World Food Programme (WFP) (1984-1989). Ms. Lopez holds a Law Degree with specialization courses in socioeconomics from Xaveriana University in Bogota, Colombia. She is fluent in Spanish, English and French.



**Ms. Jane Connors, Victims' Rights Advocate for the United Nations**

Ms. Jane Connors is the United Nations Victims’ Rights Advocate on sexual exploitation and abuse. Previously, she served as the Director of International Advocacy for Amnesty International. From 1996 to 2015 she held various positions at the United Nations, including at the Office of the High Commissioner for Human Rights. Before joining the UN, she held academic posts in the United Kingdom and Australia, including 14 years at the School of Oriental and African Studies in London. Ms. Connors has published widely on UN human rights mechanisms, the human rights of women and children, in particular, gender-based violence.



## Session Three: Bystander Intervention Workshop: Stepping Up Against Harassment

### Mr. Dax Valdes, Senior Trainer, iHollaback

Dax Valdes (he/him) is a Senior Trainer at Hollaback, a global, people-powered movement to end harassment in all its forms. He is an actor, movement director, and teaching artist based on Lenapehoking land, now known as New York City. He is an actor with Only Make Believe – a non-profit organization that creates and performs interactive theater for children in hospitals and care facilities and is on faculty with the Art of Science Learning. He is excited to merge his experience in these fields into the work here at iHollaback. To be able to share this information, empower and support people and learn and grow all at the same time is a privilege.



## Session Four: Create and Cooperate: Exchange of Good Practices to Advance Gender Parity, the Creation of an Enabling Environment and Concrete Action Across the UN

### Ms. SaAdiya Haliru, Programme Officer, FAO Nigeria

Ms. SaAdiya Haliru has over 23 years' working experience with the Food and Agriculture Organization of the United Nations (FAO), she contributes extensively to the coordination and implementation of FAO projects and programmes. Ms. Haliru has worked on several projects in FAO Nigeria including - Food Africa project, (SDG joint supported project), Integrated Cassava Production and Processing Initiative by Rural Women and Youth, Input Supply to Vulnerable Populations in the Northern States and Strengthening of Nigeria Food Control System and Safety. The projects were focused on value chain development, youth and women empowerment, poverty reduction, food safety and food hygiene. She also represented FAO and the United Nations in the improvement of the School Feeding Programme of the Nigerian Government. Ms. Haliru is also a Gender Focal Point for FAO Country Office supporting colleagues on gender related issues, capacity building development and training programmes of the Government both at the Federal and State levels. She participated in the Rapid Gender Analysis (RGA) conducted by FAO in the Northeast of Nigeria, namely in Borno, Adamawa and Yobe State to understand power relations, examining power dynamics and how these are shaping gender roles and access to resources. She supports the FAO Gender unit, Regional Office in the finalization and production of the FAO Country Gender Profile for



### Ms. Suzanne Shanahan, Chief of the United Nations Enterprise Application Centre

Ms. Shanahan is the Chief of the United Nations Enterprise Application Centre - Americas, in the Office of Information & Communications Technology at the United Nations. She oversees a global portfolio of large-scale complex enterprise systems to support UN mandates worldwide. Prior to this she spent 22 years in ICT supporting global UN peace operations where she managed the development, deployment and support of systems and operations used in volatile peace operations field mission environments. The focus of her career and lifelong commitment to the United Nations has been an ongoing passion for using technology to solve the common problems of humanity to achieve lasting peace, protect us from the scourge of war, strive for equality and human rights and to achieve development in a sustainable way. She also serves as a Gender Focal Point and a focal point for digital accessibility for persons with disabilities.



**Ms. Shihana Mohamed, Human Resources Policies Officer, ICSC**

Shihana Mohamed is currently working as a Human Resources Policies Officer in the International Civil Service Commission (ICSC). Her portfolio includes gender/geographical balance and diversity of workforce in the UN common system, and she is also the Manager of ICSC's mobility and hardship scheme. She is a member of the Global Gender Focal Points Network and UN Inter-Agency Network on Women and Gender Equality. Shihana is a founding member and one of the coordinators of the UN Asia Network for Diversity and Inclusion which is a network of like-minded Asian staff members of the UN system who strive to promote a more diverse and inclusive culture and mindset within the



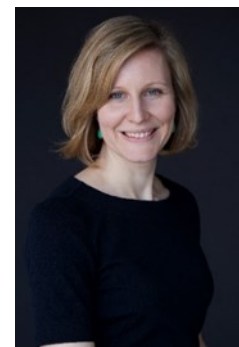
**Ms. Sara Callegari, Gender and Diversity Specialist at the World Intellectual Property Organization (WIPO)**

Sara Callegari is the Gender and Diversity Specialist at the World Intellectual Property Organization (WIPO), where she leads WIPO's gender equality, diversity and inclusion work. Prior to joining WIPO in 2019, Sara worked for the UN Department of Safety and Security, UN Women, UNESCO and the UN Development Program in multiple gender equality and strategic planning roles at the global and country level. Before the UN, Sara worked for both non-governmental and governmental organizations on international development issues. Sara holds a Master in Gender and Development from the Institute of Development Studies in



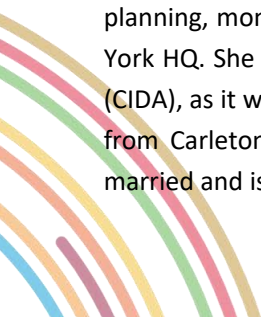
**Ms. Anna Pfeiffer, Associate Diversity Coordinator, United Nations Office at Vienna/ United Nations Office on Drugs and Crime.**

Anna Pfeiffer is working as Associate Diversity Coordinator at the United Nations Office at Vienna/ United Nations Office on Drugs and Crime. She is responsible for coordinating the organizations' human resources activities to promote an inclusive and enabling work environment, which includes the enhancement of gender equality, geographical diversity, and disability inclusion, amongst others. Anna's background is in teaching, coaching and research in the fields of HR and organizational development. She holds a Master and a PhD degree in Business Administration from Lund University. Prior to joining UNOV/UNODC, she has worked as a lecturer at Lund University and as a leadership trainer for women at DIS Copenhagen.



**Ms. Geeta Narayan, Principal Adviser, Organizational Culture in UNICEF**

Geeta is currently serving as Principal Adviser, Organizational Culture in UNICEF. In this role, she is responsible for overseeing the organization's efforts to strengthen its workplace culture and making it more anchored in UNICEF's core values: care, respect, integrity, trust, and accountability. She mobilizes different parts of UNICEF around organizational culture efforts and works closely with staff at all levels to help make UNICEF 'simply the best' place to work. She has been in this role since June 2019. Geeta began her career as a Junior Professional Officer (JPO) in Bamako, Mali in 1996, and her most recent position was as the UNICEF Representative in Bosnia and Herzegovina, where she led a team of around 40 staff to deliver results for children in a complex, post-conflict setting. Prior to this, she held numerous positions with UNICEF in strategic planning, monitoring and evaluation, social policy, and programme management in Jordan, South Africa, Vietnam, and New York HQ. She has also worked as a Policy Analyst on Children's Rights with the Canadian International Development Agency (CIDA), as it was known then. She is a national of Canada and was born in Fiji. She has a Master of Arts in International Affairs from Carleton University in Ottawa, and a BA (Hons) in Political Science from the University of British Columbia. She is married and is raising two teenagers who inspire and challenge her every day.





**Mr. Jamshed Kazi, UN Women Country Representative, Indonesia and Liaison to ASEAN**

Jamshed Kazi possesses over 20 years of diverse field and senior management experience in the fields of democratic governance, programme management, inter-agency coordination, human rights, women's empowerment and environmental policy with several UN agencies and the NGO sector. Immediately prior to assuming his current function in Indonesia in September 2019, he served as the UN Women Representative in Pakistan. From 2010 to 2014, Jamshed served as Director a.i. of UNDP's Oslo Governance Center in Norway following his assignment at UNDP HQ as the global Practice Manager of the Democratic Governance portfolio. He also worked at the United Nations Volunteers (UNV) headquarters in Bonn, Germany, as Senior Programme Specialist and deputy to the Chief of the Asia, Pacific, Europe and CIS sections. During his tenure at UNV Headquarters, he contributed to the formulation of the first regional UN inter-agency initiative on Gender-Based Violence (Partners for Prevention) focusing on men and boys in the Asia-Pacific region. Jamshed's earlier assignments include as Assistant Resident Representative where he concurrently served as Chief of Governance with the UNDP country offices in Lao PDR (2005-2007) and Ethiopia (2003-2005), respectively. In Lao PDR, he facilitated the establishment of the first community radio station with women volunteers leading to a 70% increase in visits to local health clinics by pregnant rural women and 60% increase in children's vaccinations. In Ethiopia, he led gender-sensitive programming resulting, for example, in greater economic empowerment of impoverished rural women and access to renewable energy through training as "barefoot solar engineers". In addition, between 1997 to 2002, Jamshed served with UN/ESCAP, UNEP's regional office in Asia-Pacific in Bangkok, and with IUCN - The World Conservation Union both at their headquarters in Switzerland and in Pakistan. A national of Bangladesh, Jamshed holds Masters degrees on Public Administration; Development Studies; and Environmental Assessment and Evaluation, respectively, from Harvard University's Kennedy School of Government and the London School of Economics and Political Science. He also holds a Bachelor of Arts degree in Geography and International Development from Clark University in Worcester, Massachusetts, USA.



**Session Five: The Importance of Leadership and Cooperation in Advancing Gender Parity in the UN System: What can you do?**

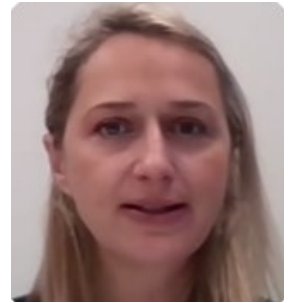
**Ms. Gabriella Seymour, Chief, Leadership Support Section, Office of the Director for the Coordination of Shared Services, Department of Political Affairs and Peacebuilding (DPPA) - Department of Peace Operations (DPO), United Nations**

Gabriella heads the Leadership Section that supports the selection and appointment of Heads and deputy Heads of UN field missions. She and her team adopt a "leadership life-cycle approach" to the strengthening of the leadership of peacekeeping and special political missions through a focus on enhancing outreach efforts, professionalizing selection processes, as well as providing tailored support to leaders on the ground. She is a passionate advocate of diversification of mission leadership and support for the Secretary-General's System-wide Gender Parity Strategy. Her section is currently managing the Secretary-General Global Call for nominations campaign to expand the pool of candidates for senior leadership positions in the field. In 2018, the section was responsible for the first ever all women Heads and deputy Heads of mission retreat. Prior to joining the leadership section, Gabriella gained more than a decade of experience with the United Nations serving with the Department of Peacekeeping Operations, the Department of Political Affairs and in the Office of the Secretary-General in various capacities. A social and political scientist with a Master of Science in social policy and planning in developing countries, she began her career working with non-governmental organizations in the UK, Romania and Bosnia and joined the United Nations in Kosovo in 1999.



### **Ms. Gigja Sorensen, Programme Officer and Outreach Focal Point, Leadership Support Section, DPPA/DPO**

Gigja Sorensen is the current manager of the Secretary-General's Global Call campaign aimed at expanding the talent pool for senior leadership positions in UN Field Missions. She has worked in the Leadership Support Section in DPPA-DPO since 2015, engaging on outreach and support to senior appointment processes. She started her UN career in the Peacekeeping Operation in Cote d'Ivoire, as a Disarmament, Demobilization and Reintegration Officer and as a Special Assistant to the Chief of Staff. Prior to the United Nations, she worked as a Political Attaché in the European External Action Service at the EU delegation in Cote d'Ivoire and as a researcher on peacebuilding at New York University's Center on International Cooperation. She also has some earlier experience with UNHCR in Morocco and with the Inter-American Development Bank in Guyana. Gigja holds a MSc in State, Society and Development from the School of Oriental and African Studies at the University of London, UK and a Sciences Po degree from Lyon, France.



## **Day 3**

### **Session Six: Taking Inclusive Action Towards Addressing Racism and Fostering Intersectionality**

#### **Monroe France Senior Associate Vice President, Global Engagement and Inclusive Leadership**

Monroe France serves as NYU's associate vice president for global engagement and inclusive leadership. In this role, he is responsible for enhancing inclusion, diversity, belonging, and equity opportunities and resources for NYU community members—including students, researchers, faculty, staff, and administrators—throughout the University's global network. Prior to this position, Monroe was the associate vice president for student affairs and diversity initiatives at NYU. He has more than two decades of global experience as an educator, strategist, consultant, trainer, and presenter in the areas of inclusive and innovative leadership, transformation, and human rights. He is an adjunct professor at the NYU Silver School of Social Work and the NYU Steinhardt School of Culture, Education, and Communication's Higher Education and Student Affairs program. Monroe is honored to have received a number of awards for his work, including NYU's 2012 Distinguished Administrator of the Year Award; the Student Affairs Administrators' (NASPA) Diversity Achievement Award; and the 2018 The Ohio State University's Maude A. Stewart Award for exceptional leadership, service,



### **Session Seven: Empowering Gender Focal Points: How to Be an Agent of Change**

#### **Dr. Blanka Bellak, PhD, Leadership Associates and Team**

Blanka Bellak, PhD, designs and implements individual and group interventions on leadership development, conflict resolution, capacity and organizational development. Blanka specializes in neuroscience-based approaches that facilitate personal transformations. She trained in the EU and the USA with leading experts, incl. Prof. Jonathan Reams, Dr. Jennifer Garvey Berger, the Hendricks Institute, the Strozzi Institute and Marissa Peer. Between 1998 and 2013 Blanka worked with leading companies in the financial sector (Swiss Re, Allianz), think-tanks (CEPS) and international organizations (UN, OSCE). In 2014, Blanka joined the Austrian Study Centre for Peace and Conflict Resolution, a UNESCO-award winning training and research centre on peace and conflict, as its Director. In 2017 Blanka founded Leadership Associates. Blanka is a certified debriefer of the Lectical Decision Making Assessment® and The Leadership Circle® 360° profile, and RTT® (Rapid Transformational Therapy) practitioner. Blanka lives in Vienna, Austria.



### **Ama Duncan, Leadership Associates and Team**

Ama Duncan is a business coach, corporate trainer and women leadership expert.

Ama is committed to working towards an Africa in which women in business are empowered to create wealth and to uplift others. As a founder of The Fabulous Woman Network, Ama leads activities that help African women in designing business plans, executing business ideas and achieving their goals. Ama lives with her family in Kumasi, Ghana, where she enjoys setting up new networks and facilitating new connections.



### **Thereza Herodková, Leadership Associates and Team**

The Leadership Associates' Vice-Director Tereza Herodková focuses on individual and organizational leadership development trajectories. Her expertise ranks from transformational coaching and personal development to leadership programs design and implementation of organizational development. Tereza's academic background is in clinical psychology, and in organizational change.



### **Hana Kabele Gala, PhD**

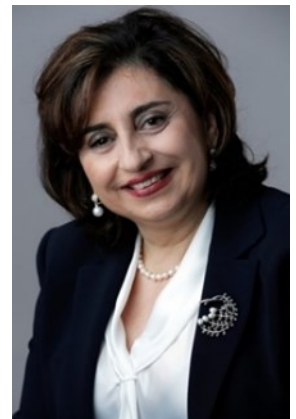
Hana Kabele Gala, PhD, is Leadership Associates' expert on discovery and alignment of personal storytelling and sense making, individual and team development, and integration of core values into business propositions. Hana is a tenured professor of Hotel Business and Hospitality Management at South Seattle College. She has been working with Fortune 500 companies such as Microsoft and Coca-Cola on Workforce development projects. In her work, Hana combines her extensive experience in applied research and data analytics and daily business operations with her insights into somatic intelligence and rewriting of deep beliefs and behavioral patterns. Hana lives in Seattle, Washington, USA, where she's currently writing a book on failures in self-mastery.



## **Session Eight: Celebrating Change Catalysts and Recognizing Achievements of 2021**

### **Ms. Sima Bahous, Under-Secretary General and Executive Director, UN Women.**

Ms. Sima Bahous became UN Women's third Executive Director on 30 September 2021. A champion for women and girls, gender equality, and youth empowerment, as well as a keen advocate for quality education, poverty alleviation, and inclusive governance, Ms. Bahous brings to the position more than 35 years of leadership experience at the grassroots, national, regional, and international levels, coupled with expertise in advancing women's empowerment and rights, addressing discrimination and violence, and promoting sustainable socio-economic development towards the achievement of the Sustainable Development Goals. Ms. Bahous most recently served as Permanent Representative of Jordan to the United Nations in New York. Prior to this position, she served as Assistant Administrator and Director of the Regional Bureau for Arab States at the United Nations Development Programme from 2012 to 2016 and Assistant Secretary-General and Head of the Social Development Sector at the League of Arab States, from 2008 to 2012. She has also served in two ministerial posts in Jordan as President of the Higher Media Council from 2005 to 2008 and as Adviser to King Abdullah II from 2003 to 2005. She was Media Adviser and Director of Communication for the Royal Hashemite Court from 2001 to 2003, Acting Executive Director for the King Hussein Foundation from 2000 to 2001 and Executive Director of the Noor Al Hussein Foundation from 1998 to 2001. She also worked for UNICEF and with a number of United Nations and civil society organizations, and taught development and communication studies at different universities in Jordan. Ms. Bahous holds a PhD in mass communication and development from Indiana University, United States, a Master of Arts in literature and drama from Essex University, United Kingdom, and a Bachelor of Arts in English literature from Jordan University. She is fluent in Arabic and English, and proficient in French.



# Appendix



## **Appendix: Recognition of Good Practice Awardees List**

### **Professional and Personal Life integration**

- Ms. Sara Callegari, World Intellectual Property Organization (WIPO)

### **Standards of Conduct, Diversity and Inclusion**

- UNICEF:
  - Ms. Geeta Narayan, United Nations Children’s Fund (UNICEF)
  - Mr. Victor Arita, United Nations Children’s Fund (UNICEF)
- Ms. Shihana Mohamed, International Civil Service Commission (ICSC)
- IOM:
  - Mr. Xavier Orellana, International Organization for Migration (IOM)
  - Ms. Jennifer Rumbach, International Organization for Migration (IOM)

### **Security and Safety**

- UNDSS:
  - Ms. Clairene Alexander, United Nations Department of Safety and Security (UNDSS)
  - Mr. Rodrigo Victor da Paixao, United Nations Department of Safety and Security (UNDSS)

### **Occupational Safety, Health and Wellbeing**

- Major Helen Bryan, United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO)

### **Recruitment, Talent Management and Retention**

- Ms. Catherine Shin, United Nations Missions in South Sudan (UNMISS)
- Ms. Johanne Lortie, International Training Centre of the International Labour Organization (ITC-ILO)
- UNOV/UNODC:
  - Ms. Anna Pfeiffer, United Nations Office in Vienna/United Nations Office on Drugs and Crime (UNOV/UNODC)
  - Ms. Bettina Feichtinger, United Nations Office in Vienna/United Nations Office on Drugs and Crime (UNOV/UNODC)
- Ms. Devanna de la Puente, United Nations Verification Mission in Colombia (UNVMC)
- Ms. Bridgette Che Fomunyam, United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA)
- ITC:
  - Ms. Hannah Reinl, International Trade Centre (ITC)
  - Ms. Michelle Khodara, International Trade Centre (ITC)
  - Mr. Raphael Dard, International Trade Centre (ITC)
  - Ms. Aswathy Kunissery, International Trade Centre (ITC)
  - Mr. Rosnier Mijares-Valdes, International Trade Centre (ITC)
- DPO
  - Ms. Annika Kovar, Department of Peace Operations (DPO)
  - Ms. Julia Jaeckle, Department of Peace Operations (DPO)
  - Ms. Ariana Almeida, Department of Peace Operations (DPO)

### **Leadership, Accountability and Implementation**

- Ms. SaAdiya Haliru, Food and Agriculture Organization of the United Nations (FAO)
- OICT:
  - Ms. Suzanne Shanahan, United Nations Office of Information and Communications Technology (OICT)
  - Ms. Gaya Nemali, United Nations Office of Information and Communications Technology (OICT)
  - Ms. Victoria Ramphal, United Nations Office of Information and Communications Technology (OICT)
  - Ms. Patricia Pantoja Sierra, United Nations Office of Information and Communications Technology (OICT)
- Ms. Carmen Schuber, United Nations Industrial Development Organization (UNIDO)

