

Web Annex XIII: Leadership and Mentoring Programmes

Leadership Programmes

1. Eighty-nine per cent of entities reported offering leadership or managerial training, however, only 41 per cent had trainings specifically for women. Sixty-seven per cent of entities reported that these trainings are held at least once a year, while the remaining 33 per cent reported they are only sporadically implemented.
2. Multiple entities have created women specific leadership programmes to help nurture the development of their female staff. Examples include:
 - The UNAIDS Mentoring Programme for Women and the UNAIDS Leadership Programme for Women were launched in 2014 and a second cohort of both programmes implemented during 2015. More than 100 female staff, or 23 per cent of UNAIDS women professionals, have benefitted from participation.
 - UNDP's Leadership Development Pathways programme developed two courses launched in March 2016. The first is to increase the capacity of all managers to create and efficiently manage a gender inclusive workplace. The second focuses on women and leadership, which addresses challenges faced by women in leadership roles and the collective action required, from men and women, to overcome them.
 - UNSSC created a course on "Leadership, Women and the UN", open to P-4 and P-5 women across the system, to further refine their leadership potential while networking and learning from each other's experiences. The course covers leadership approaches, gender and cultural dimensions of leadership and UN experiences.
 - WFP's INSPIRE Women's Leadership Development programme is targeted to women P-4 to D-1 and National Officers in the field. It is a three-day training session with one year of group coaching

and peer mentoring. Since its inception in December 2013, 164 women have completed the programme.

- WMO held a Women's Leadership Workshop for female delegates at the 17th World Meteorological Congress in 2015.

Mentoring Programmes

3. Mentoring can provide a low-cost informal alternative or complement to organized trainings. Fifty-six per cent of entities reported having mentoring programmes, yet only 19 per cent have mentoring programmes targeted specifically at women.
4. Women have particularly been shown to benefit from mentoring, due to societal norms in the way women and men develop relationships and behaviors are perceived. Generally, men tend to build broader networks that give them a wider range of resources for gaining knowledge and professional opportunities, while women's networks tend to be narrower but deeper. Additionally, studies have shown that women who promote their own interests vigorously are seen as aggressive, uncooperative, and selfish.¹ The narrow networks women create, and the gender bias in how they are perceived when promoting themselves, limits their opportunities for advancement. Therefore, mentors play a pivotal role in advocating for and helping women gain access to the opportunities they merit and need to develop.
5. Examples of mentoring programmes across the UN system include:
 - After reviewing exit interview analysis and feedback ITC launched a pilot Women's Mentoring Programme (WMP) in 2016 to improve career development, job satisfaction, and retention. The WMP is a voluntary, structured one-year talent development programme offering support and guidance to mentors and mentees.
 - World Intellectual Property Organization (WIPO) started a pilot project to support professional and career development of women in April 2015. Five P-4 women supervisors with outstanding performance received individually tailored career coaching and support from Human Resources for

¹ "Centered Leadership: How talented women thrive", McKinsey Quarterly, 2008

a year. With the preliminary success of the pilot, WIPO plans to expand the project to up to 10 women between P-3 and P-5 levels, as well as to men in the GS category in grade levels, where they are underrepresented.

- UNAIDS launched a programme for women that aims to support the professional development of women at all levels of the organization. The year-long programme, delivered entirely at distance, helps mentees strengthen competencies, address workplace challenges and build confidence. It also gives an opportunity to mentors to share their experience and knowledge while developing their skills in guiding and supporting colleagues. Since its launch in 2014, the number of mentoring pairs increased from 15 to 25 in 2015. The programme is open to female (as mentees and mentors) and male (as mentors) staff in all categories. Mentees and mentors are supported through distance training and institutional backstopping.
- UNDP's mentoring is a component of its Leadership Development Pathways programme. Additionally, mentoring was a key element of the Regional Bureau for Asia and Pacific Training programme for women and is inbuilt in the highly successful Junior Professional Programme.
- UNFPA conducts mentoring and coaching for leadership pool candidates, as well as other categories of staff members.
- UNOPS has a mentoring programme open to female personnel who participate in the Emerging Leaders Programme which launched in 2015, and includes 45 per cent women.