



INTERNATIONAL
GENDER
CHAMPIONS

How to bring about gender equality in your organization

Examples of powerful commitments made by the International Gender Champions

Fostering change through concrete action

Since the initiative was launched in 2015, the International Gender Champions have made [over 1,000 commitments](#) to advance gender equality in the executive management of their organizations or in their programmatic work. They have had a transformative impact on such areas as work-life balance, organizational culture, leadership or good governance, and thus increasingly [shaped the way member organizations tackle gender equality](#).

How to draft an IGC commitment

- **Customize** your commitments. Tailor your course of action to the needs and context of your organization. For this, it is recommended to run an audit/evaluation of where the organization stands on the spectrum of addressing gender inequalities.
- **Design** your commitments to be **SMART**: Specific, Measurable, Achievable, Realistic and Results-based, Time-bound.
- **Include** an **indicator or target** to be sure that the commitment can be assessed and reported on at the end of the year.

This guide compiles the most powerful examples of concrete actions undertaken by the network¹ over the years. It intends to inspire aspiring Champions in drafting their commitments, but also to serve as a set of best practices for organizations interested in taking meaningful steps towards achieving gender equality.

¹ N.B.: The Champions' titles listed in the following pages are the ones held at the time the commitments were made.



Executive Management/Good governance

Adopting an organization-wide policy for Gender Equality

- Adopt a Policy on Gender Equality and Women's Empowerment (Michael Møller, Director-General of the United Nations Office at Geneva)
- We will develop in 2018 a [gender compact for the Canadian Mission](#), mainstreaming gender considerations in issues such as staffing and representation, management, policy, communications, and accountability. Additionally, I will personally ensure more leadership opportunities are offered to women in the mission (Ambassador Marc-André Blanchard, Permanent Mission of Canada to the United Nations in New York)

Promoting parity in the organization

- Encourage increased female participation in all of IACA's programmes and trainings, and ensure that, by the end of 2018, scholarship allowances include a minimum of 45% (ideally 50%) female beneficiaries (Martin Kreutner, Executive Secretary, International Anti-Corruption Academy)
- Maintain gender parity within my own Office, including at senior levels (Ambassador Miroslav Lajčák, President, 72nd session of the United Nations General Assembly)
- DiploFoundation will ensure that for 2018 at least 40% of our course participants are women, strengthening recruitment and outreach so that the most qualified women apply (Jovan Kurbalija, Director, DiploFoundation)

Adopting a gender structure

- I will pursue bi-monthly meetings with UNISDR's Gender Focal Points to scale up programme deliveries around gender as well as UNISDR Staff's awareness, commitment and ownership of gender issues, and address gender issues in the workplace requiring management's attention (Mami Mizutori, Special Representative, United Nations Office for Disaster Risk Reduction)
- Chair quarterly gender task force meetings to track progress in implementing gender and women, peace and security mandates, and hold a series of meetings with women staff members to address challenges they face in their daily work environment in the Department of Peacekeeping Operations (DPKO) as well as in peacekeeping operations (Jean-Pierre Lacroix, Under-Secretary-General, United Nations Department of Peace Operations)

Gender budgeting

- Pursue gender budgeting in the next twelve months as a means to achieve greater equality and inclusion (William Morneau, Minister of Finance, Canada)



- A financial target of 15% of our organizational resources towards the advancement of gender equality to ensure that Hivos programs and partners comprehensively integrate gender equality and women's empowerment into their work and produce disaggregated data (sex, gender, age) as an essential element to ensure measurement (Edwin Huizing, Executive Director, Hivos)

Recruitment

- Ensure gender balance (in a spectrum of minimum 45%-55%) in selection and recruitment of staff with immediate and constant effect (Martin Kreutner, Executive Secretary, International Anti-Corruption Academy)
- Foster gender equality in UNCTAD's recruitment and promotions – when equally qualified, we recruit the individual of the under-represented gender. - Finalization of UNCTAD's implementation plan for the SG Gender Parity Strategy (Mukhisa Kituyi, Secretary-General, United Nations Conference on Trade and Development)
- Produce a video on unconscious bias for use by all members of recruitment panels (William Lacy Swing, Director-General, International Organization for Migration)
- By September 2018, the job descriptions and annual objectives of all staff members of Plan International UN Office in Geneva will be revised and include concrete language reflecting Plan International's commitment to gender equality and the advancement of girls' rights (Anne-Sophie Lois, UN Representative and Head of Office, Plan International Office in Geneva).
- Ensure that all selection panels for new positions in the mission include at least one man and one woman as we believe this will help us avoid gender bias in selecting our personnel (Ambassador Antje Leendertse, Permanent Mission of Germany to the United Nations in Geneva)

Work-life balance

- Promote work-family life balance through: 1) Early information and advance notice of meetings to enhance predictability and planning, and 2) Avoid calling meetings taking place during evenings, weekends and public holidays ("Nordic commitment" made by the Permanent Representatives of Denmark, Finland, Iceland, Norway, and Sweden)
- Remove organisational barriers and foster flexibility in working hours in the workplace to support shared parental responsibility. This includes offering up to 2-month paternity leave and the continued assessment through EDGE on how we perform against various equality dimensions (Simona Scarpaleggia, CEO, IKEA Switzerland)



- Allow for flexibility in working hours at the Permanent Mission and encourage homeworking when necessary for family reasons (Ambassador Marc Pecsteen de Buytsverve, Permanent Mission of Belgium to the United Nations in New York)
- Work with the organization to welcome babies at the United Nations by providing good facilities for parents bringing their babies to work (Ambassador Bergdis Ellertsdottir, Permanent Mission of Iceland to the United Nations in New York)
- All FEI employees will be given a fully-paid one month leave following the birth or adoption of their child in order to contribute to a better work life balance (Ingmar de Vos, President, Fédération Equestre Internationale)

Organizational culture

- Conduct a staff survey to gauge perceptions linked to gender (Michael Møller, Director-General, United Nations Office at Geneva)
- I commit to cultivate a positive and supportive organizational culture among all staff where gender equality and empowerment of women are measurable and embedded in all decision-making and programming processes of the UNCCD. For this, I will (1) carry out a staff survey of their awareness level of gender equality and women's empowerment; (2) carry out, at the same time, a staff survey about the work environment from a gender lens; and (3) encourage all staff to report on their gender and cross-cultural responsiveness as part of the performance appraisal, which is currently required only for staff with supervisory responsibilities (Monique Barbut, Executive Secretary, United Nations Convention to Combat Desertification)
- Launch a campaign among UNOG staff and managers to reduce casual sexism and micro-discriminations in the workplace (Michael Møller, Director-General, United Nations Office at Geneva)
- Carry out two workshops for IOM staff, both in Geneva and in another regional hub, on unconscious bias and inclusive leadership (William Lacy Swing, Director-General, International Organization for Migration)
- Ensure that staff is aware of biases by having all (new) staff take the Harvard University Project Implicit test on unconscious gender-career bias or the Gender-based Analysis Plus (GBA+) (Ambassador Christian Wenaweser, Permanent Mission of Liechtenstein to the United Nations in New York)
- Require all UN Global Compact Staff to take the free online UN Women course "I Know Gender" (Lise Kingo, Executive Director, United Nations Global Compact)
- Support a Gender Innovation Challenge open to UNOG staff to bring about innovative and concrete proposals to foster gender equality at UNOG (Michael Møller, Director-General, United Nations Office at Geneva)



- Ensure that staff other than gender expert attends at least one side event or meeting with a gender-dimension (Ambassador Christian Wenaweser, Permanent Mission of Liechtenstein to the United Nations in New York)

Leadership and accountability

Advocating for gender equality

- Deliver one major policy speech on gender issues (Michael Møller, Director-General, United Nations Office at Geneva)
- Deliver a major statement on women in the Syria peace processes (Staffan de Mistura, Special Envoy for Syria, Office of the Special Envoy of the Secretary-General for Syria)
- Systematically advocate for strong language on gender equality and gender empowerment in resolutions, statements, and side events (Ambassador Rosemary McCarney, Permanent Mission of Canada to the United Nations in Geneva and Ambassador Stephen de Boer, Permanent Mission of Canada to the World Trade Organization)

Promoting a network of leaders

- I pledge to recruit at least one other Gender Champion to join the International Gender Champions New York (Ambassador Jan Kickert, Permanent Mission of Austria to the United Nations in New York)
- Promote a network of women leaders in Geneva, within and without International Gender Champions in order to foster mutual support and solidarity (Ambassador Maria Nazareth Farani Azevêdo, Permanent Mission of Brazil to the United Nations in Geneva)

Fostering accountability

- The ICRC carries out an external review of gender equality, including equal pay, and takes necessary actions based on the results of this review (Peter Maurer, President, International Committee of the Red Cross)
- Implement a system monitoring equal pay in the companies bidding on public contracts (Antonio Rodgers, President, Republic and Canton of Geneva)
- Commission a Gender Audit of the United Kingdom Mission to the UN in New York and publish a Gender Compact, setting out commitments to improve our organisational and corporate culture and to increase our engagement on gender equality across the Mission (Ambassador Matthew Rycroft, Permanent Mission of the United Kingdom to the United Nations in New York)



Meetings and conferences

Promoting parity

- As Secretary-General of ITU's Plenipotentiary Conference taking place in Dubai this October, I commit to fully and actively encouraging balanced representation of women in delegations and in the key roles of chairs and vice chairs. Progress will be publicly tracked and reported (Houlin Zhao, Secretary-General, International Telecommunication Union)
- Reach out to all IEC members to increase their awareness regarding the importance of women's participation in IEC technical committees, and encourage them to consider gender balance when sending participants to the IEC Young Professionals Programme (Frans Vreeswijk, General Secretary, International Electrotechnical Commission)
- Aim at improving women's share of representation in ILO governance mechanisms – especially the International Labour Conference and regional meetings. Among other things by contacting those governments with tripartite delegations of less than a minimum critical mass of 30%, with the aim of gender parity; and include in relevant invitations sex-disaggregated infographics on such representation by regions and by tripartite groups (Guy Ryder, Director-General of the International Labour Organization)
- I commit to extending the panel parity pledge as an organization-wide pledge; ITU will aim for balanced panels and avoid single-sex panels, and when someone else from ITU is invited to speak elsewhere, ITU will request gender representation in panels before accepting (Houlin Zhao, Secretary-General, International Telecommunication Union)
- For side events held at UNFCCC conferences, selection criteria will continue to include the applicant's track record of gender balance on previous side event panels. All applicants will be made aware of the Panel Parity Pledge (Patricia Espinosa, Executive Secretary, United Nations Framework Convention on Climate Change)
- Generate a list of female experts on UNVIE's thematic areas to turn to when speaker panels are being formed in an effort to eliminate all-male panels in Vienna (Nicole Champagne, Chargée d'Affaires, Permanent Mission of the United States to the International Organizations in Vienna)

Bringing gender equality to the table

- Ensure that gender equality is on the agenda of all WMO constituent body meetings taking place in 2018 (Petteri Taalas, Secretary-General, World Meteorological Organization)
- Put gender equality as a standing item on all agendas of staff meetings dealing with the Mission's activities and functioning (Ambassador Geert Muylle, Permanent Mission of Belgium to the United Nations in Geneva)



- As a co-chair of the IGC Disarmament Impact Group, convene at least three gender briefings in advance of key multilateral arms control and disarmament meetings (Renata Dwan, Director, United Nations Institute for Disarmament Research)

Programmatic and field work

- Ensure that where possible on all country visits I meet with women's civil society organizations and/or visit a programme focused on furthering gender equality and women's empowerment (António Guterres, Secretary-General, United Nations)
- Center my report to the International Labour Conference in 2018 on Women at Work focusing on actions required for transformative gender equality in the world of work (Guy Ryder, Director-General, International Labour Organization)
- Raise awareness about the link between trade policy and women's economic empowerment. I will organise a dedicated workshop with other Geneva-based missions to further explore this link and reflect on how we, as Members, could contribute to a more gender-inclusive trade agenda in the WTO (Ambassador Marc Vanheukelen, Permanent Mission of the European Union to the World Trade Organization)
- Establish gender and disarmament as a programmatic subject on UNIDIR's research agenda for the period 2018-20 (Renata Dwan, Director, United Nations Institute for Disarmament Research)
- Implement a new "gender certification programme" that will reinforce the capacity of OHCHR country offices to integrate gender in advocacy and programmatic work (Michelle Bachelet, United Nations High Commissioner for Human Rights, United Nations Office of the High Commissioner for Human Rights)
- Collaborate with TIG members to create learning opportunities for countries and other stakeholders on topics mentioned in the Buenos Aires Declaration on Women and Trade by delivering seminars at the WTO on a range of issues impacting the role of women in trade and sharing good practices of how countries are empowering women in trade and collating them in a publication to be shared ahead of the 12th WTO Ministerial Conference (Aranha González, Executive Director, International Trade Centre)

Outreach

- To drive the British Embassy The Hague's #Embasshe campaign with at least 1 gender-specific event and by highlighting and celebrating women's success at our internal Embassy meetings and on social media (Ambassador Peter Wilson, Embassy of the United Kingdom of Great Britain and Northern Ireland to the Netherlands)
- Produce in-house a series of very short videos (ideally between 7 and 10 interviews) of 2 mins max on women HRDs on their work in country, their work linked with the UPR and



the challenges they face or improvements they see linked to gender issues (Mona M'Bikay, Executive Director, UPR Info)

- Ensure U.S. Mission to the OSCE social media platforms reflect gender diversity in our programs and activities and report our efforts to promote gender perspectives as part of our support to comprehensive security (Kate Byrnes, Chargée d'Affaires, United States Mission to the Organization for Security and Cooperation in Europe)

