



GENDER DIVERSITY IN THE STATE: A DEVELOPMENT ACCELERATOR?

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FOREWORD

When defining the transformation required to implement the 2030 Agenda and its 17 Global Goals for Sustainable Development, we often emphasize that public institutions which mirror the diversity of the population they serve are both intrinsic and instrumental to achieving the goals.

Private and public stakeholders alike increasingly recognize that diversity, including equal access of women and men to leadership roles, is not only the right path to pursue but also the most productive.

For McKinsey and the United Nations Development Programme this informs our shared belief that gender diversity is a *development accelerator*.

While we are making progress on efforts to bridge a systemic lack of data on parity in decision-making roles in the public administration which is often one of, if not *the* biggest employer in any given country, little evidence has been generated on the *impact* of gender parity. Policies and priority-setting is best when informed by quantifiable evidence and clarity on best practices.

This joint McKinsey and UNDP brief begins to develop a much-needed evidence base that demonstrates the correlation between gender equality in public administration (GEPA) and key indicators of its performance, such as delivery of basic services, which drive sustainable development outcomes.

The insightful findings, compelling examples and recommendations of *Gender Diversity in the State - a development accelerator?* is a timely reminder of the importance of making government responsive and representative of the whole population at all levels of decision-making.

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ACRONYMS & ABBREVIATIONS

ASAN-Azerbaijan Service and Assessment Network
CEMR-Council of European Municipalities and Regions
EU-European Union
EXCELL-Excellence in Leadership for Family Planning
GDP- Gross Domestic Product
GEPA-Gender Equality in Public Administration
ILO-International Labour Organisation
MDAs-Ministries, Departments, and Agencies
MGI-McKinsey Global Institute
OECD- Organisation for Economic Co-operation and Development
PSC-Public Service Commission
SALAR-Swedish Local Association of Local Authorities and Regions
SAPSSI- State Agency for Public Service and Social Innovations
under the President of the Republic of Azerbaijan
SDGs- Sustainable Developments Goals
UNDP- United Nations Development Programme
UNPSA-United Nations Public Service Award

DEFINITIONS

In this paper, public administration refers to all non-elected government employees in the civil service at national and subnational levels, and excludes those who hold elected political or judicial office.



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“Increasing the proportion of women in public institutions makes them more representative, increases innovation, improves decision-making and benefits whole societies”

- United Nations Secretary-General António Guterres, 2017

WHY THIS BRIEF?

The world has considerably changed in the last 20 years. In the face of significant social, economic, and environmental challenges which have intensified vulnerability and increased inequalities, the global community unanimously endorsed the 2030 Agenda for Sustainable Development, and its seventeen indivisible goals (the SDGs) in 2015. Through this agenda, governments recognized the importance of creating effective, accountable and inclusive public institutions in order for societies to be more peaceful, prosperous, equal and sustainable. The combination of two goals in particular - **Goal 16** on “promoting just, peaceful and inclusive societies”, and **Goal 5** on “ensuring gender equality and women’s empowerment” - have highlighted the importance of gender equality as a transformer and women as enablers for generating a more equitable and sustainable economy and society for all.

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11%

in 2025

Although the challenges to achieving these landmark goals vary greatly across countries and regions, the aspirations are largely the same: a) put action behind the principle of securing substantive equal opportunities for women and men; and (b) maximize the use of talent in the economy in order to bolster inclusive growth and national competitiveness. A variety of actors within the public and private sectors have put the spotlight on the potential of women’s economic empowerment. The World Economic Forum’s *Global Gender Gap Report 2013*¹ stresses how it is imperative for countries and companies to develop, attract and retain the best talents, both male and female if they are to be competitive. McKinsey Global Institute’s (MGI) recent *Power of Parity* report² captures the magnitude of the impact of gender equality on the world’s economy. The research estimates that through bridging the gender gap, as much as USD 12 trillion³ could be added to global annual GDP in 2025, an increase of 11 percent. To put that into perspective, this estimate is roughly equivalent to the size of the combined economies of Japan, Germany and the UK today.



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