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December 1999/January 2000

Letter from the Focal Point for Women in the Secretariat

Dear Colleagues,

With the 21st century at our doorstep, I want to share with you some of my thoughts and optimism about the future of women in the United Nations. It was in 1974 when, as a delegate of Iran to the Third Committee, I first came upon the issue of the status of women in the Secretariat. Little did I know at that time that I would one day become the Focal Point for Women in the Secretariat. I must confess that we have come a long way since those days, when we--the female delegates (let alone the female ambassadors)--were few and far between. At the Mexico Conference, women delegates were pushed aside whenever issues of a political nature were discussed, and the men would take over. We have indeed come a long way and one has only to look at the Beijing Conference to see just how far! In the Secretariat too there has been movement. The statistics attest to this, even though that movement has sometimes been slow. In 1971, the first year when gender distribution of staff in the Professional and higher categories was reported for the first time to the General Assembly, there were 16.9 per cent Professional women in posts subject to geographical distribution. At the decision-making level (USG/ASG/D-2 and D-1) there were 2 per cent women. As of November 1999, we report 38.6 per cent Professional women in posts subject to geographical distribution and 29.7 per cent at the decision-making level.

Through the stream of changes and reforms and often in spite of these, we have been able to observe significant changes in the working environment of the UN Secretariat, and it is hoped that a better-educated, co-participatory workforce will not only benefit women but the United Nations as a whole.

In 2000, we hope to see more women in positions requiring decision-

making, such as Special Representatives of the Secretary-General. We hope Member States, for their part, will have more female Permanent Representatives and Ambassadors. Although we wish for a peaceful world, when peacekeeping is required we would hope that women would be sitting at the peace negotiations in civil and police operations.

Finally, let me share with you some of the things that have made this year such a good year for our office: some of our long-term projects have come to fruition, from the adoption of the revised special measures for women to the reconstitution of the Steering Committee this past summer. We are also pleased to inform you that the Secretary-General has approved the revised terms of reference for the departmental focal points, which will soon be published in a Secretary-General's bulletin.

The staff of Network wishes all of you the very best for 2000.

Best wishes,
Zohreh Tabatabai

In your interest . . .

A/54/405 of 27 September 1999 "Report of the Secretary-General on the improvement of the status of women in the Secretariat". Below find some of the main highlights of the report:

- The annual report was submitted in response to General Assembly resolution 53/119, which reaffirmed the goal of 50/50 gender distribution by the year 2000 in all categories of posts, not only those subject to geographical distribution;
- As of 30 June 1999 the percentage of women on appointments of one year or more was 35.8 per cent, but for geographical posts, 38.6 per cent;
- The Secretary-General informed the General Assembly of his decision to request heads of departments and offices to develop action plans to achieve gender balance within their areas. The objectives of these plans would be to identify the opportunities and limits for improving women's representation in individual departments and to put in place strategies to expand the pool of qualified women candidates for projected vacancies;
- OHRM instituted a series of meetings with heads of departments and offices with the objective of developing Action Plans on Human Resources Management for each department, including the need to improve gender balance;

- OSAGI is currently reviewing the Action Plans with the aim of identifying the opportunities for improving women's representation in individual departments; on the basis of this review, the Secretary-General will request heads of departments and offices to set specific targets for meeting the goal of gender balance in their respective offices;
- The Secretary-General has also decided to institute quarterly reviews by the Senior Management Group on progress being made in meeting gender-mainstreaming and gender-equality goals in the Secretariat and in the UN funds and programmes.

A/54/139 of 17 December 1999 Resolution on the improvement of the status of women. Here are some highlights:

- The resolution reaffirms the urgent goal of 50/50 overall gender distribution in all categories of posts, especially at the D-1 level and above;
- The General Assembly noted the continuing lack of representation or under-representation of women from developing countries, including least developed countries, and small island developing States and countries with economies in transition;
- The Secretary-General is encouraged to appoint more women as special representatives and envoys;
- The resolution welcomes the objective of improving gender balance through the Action Plans on Human Resource Management for individual departments and offices;
- The General Assembly requests the Secretary-General to monitor closely the progress being made by departments and offices, including the full implementation of the special measures for women;
- The resolution takes note of the revised terms of reference of the Steering Committee, in particular its role in monitoring the implementation of the special measures;
- The General Assembly requests the Secretary-General to continue his work to create within existing resources a gender-sensitive work environment supportive of the needs of his staff, including through the development of policies for flexible working hours, flexible workplace arrangements, child-care and elder-care needs, as well as the provision of more comprehensive information to prospective candidates and new recruits on spouse employment opportunities and the expansion of gender-sensitivity training;
- The Secretary-General is requested to develop further the policy against harassment, including sexual harassment, and to issue clear, detailed guidelines for its application at Headquarters and

in the field.

- The resolution encourages Member States to identify women candidates in peacekeeping missions, and to improve the representation of women in military and civilian police contingents;
- The General Assembly is concerned that some existing arrangements with Member States may impede the employment of spouses of UN staff members.

ST/SGB/1999/15 of 13 October 1999 "Organization Competencies for the Future".

The Secretary-General's bulletin states that to create a new culture and to build a human resources capacity for the future it is necessary to define organizational core competencies--the combination of skills, attributes and behaviours which are essential for all staff--as well as additional managerial competencies required by all those who manage others. Through a participatory process and taking into account the diversity of functions in the Organization, as well as the multicultural population of our staff and the range of geographical locations, a competency model was developed with three core values, eight core competencies and six managerial competencies, as follows:

- Core values: integrity, professionalism, respect for diversity;
- Core competencies: communication, teamwork, planning and organizing, accountability, creativity, client orientation, commitment to continuous learning and technological awareness;
- Managerial competencies: leadership, vision, empowering others, building trust, managing performance, judgement/decision-making.

The bulletin further states that staff development programmes will be aligned with the competencies.

Quote

"All domestic issues have been drawn into the global economy bringing women into direct collision with global patriarchal institutions." Vandana Shiva, Director of the Research Foundation for Science, Technology and Ecology, New Delhi (November 1999, WEDO News & Views)

Around the UN . . .

Mr. Theo-Ben Gurirab, Foreign Minister of Namibia, upon accepting his presidency of the 54th session of the General Assembly on 14 September 1999, mentioned gender equality as one of the future challenges. "Gender equality pertains to the entire society. It affects power relationships, decision-making and governance as well as inter-State relations. Moreover, these concerns include the family, war, peace, development, disarmament, science and technology, human rights and other public policy priorities that form intrinsic parts of the 1995 Beijing Platform for Action. Governments should adopt and implement national gender policies without delay and report to the General Assembly."

The International Court of Justice elected five judges on 3 November 1999. Among the four re-elected is Ms. Rosalyn Higgins of the United Kingdom who remains the only woman sitting in the Court out of its 15 members.

Women justice ministers from more than 15 countries convened at UN Headquarters on 16 November 1999. The meeting, which, for the first time, brought together women justice ministers, discussed the ministers' roles and responsibilities, public confidence in the justice system and the impact of international events on domestic policy.

The DESA publication 1999 World Survey on the Role of Women in Development: Globalization, Gender and Work found that while globalization has given rise to new empowering opportunities for women it has also created economic conditions that are inimical to gender equality, including increased economic volatility, job insecurity and loss of livelihood. With the sole exception of Africa, women's employment has grown substantially faster than men's since 1980. On the downside, the report finds that much of the work is informal, casual and often temporary and without worker benefits, and globalization has limited government's ability to deliver certain social services to women.

Informal meeting of the ACC Inter-agency Committee on Women and Gender Equality (IACWGE), 18 November 1999, United Nations Secretariat, NY, in preparation for the Committee's fifth session, 23 to 25 February 2000.

Below are some of the highlights:

UNICEF is the Committee's task manager for preparing a database of gender training materials available in the UN system. The project also includes a review of these materials. Together with other resources currently under preparation by the Committee's task managers, such as the good practices database (task manager: UNDP and UNIFEM), the gender focal point study (task manager: UNFPA) and the work on

gender mainstreaming in budgets (task manager: OSAGI/DAW), the database will be available on www.un.org/womenwatch;

The Special Adviser on Gender Issues is compiling a list of high-level women who could serve as Special Representatives of the Secretary-General or Envoys. Members were invited to provide names and resumes.

Article

The revised special measures for the achievement of gender equality (ST/AI/1999/9 of 21 September 1999)

The revised measures, which entered into force 1 October 1999, consolidate and clarify the previous instruction ST/AI/412 of 5 January 1996. Some of the major changes are highlighted below:

- In order to achieve 50/50 gender distribution at all Professional-level posts, especially at the D-1 level and above, the special measures will apply to the filling of all vacant posts in all departments and offices until the goal of gender balance is met globally within the UN Secretariat.
- Women working in the Organization on short-term appointments, or as 200 or 300 series personnel at the P-3/L-3 or P-4/L-4 levels, are eligible to apply for internal P-4 vacancies, provided that they hold a current appointment at the time of application and have been in the service of the Organization for a cumulative period of at least one year, accrued over the two years immediately preceding their application. The same conditions apply to women working in other organizations and agencies of the Common System. Consultants are no longer eligible to apply for internal vacancies.
- Special measures covering the recruitment, placement and promotion of women candidates, in particular covering the cumulative seniority of women candidates, and the special measure which sets out the criterion of "substantially equal or superior" qualifications, have been extended to apply to the filling of posts in all categories of posts where women are under-represented. Presently, these are the Security and Trades and Crafts categories in New York and the Field Service category.
- The special measure governing the selection of women candidates is extended to apply to the selection of staff members for temporary assignments.
- The criterion of "substantially equal qualifications" has been tightened in the revised instruction. Now, the programme

manager has to demonstrate how the male candidate's qualifications, when compared to the core requirements of the post, are clearly superior to those of the competing women candidates.

- The new instruction assigns primary responsibility for the implementation of special measures and the achievement of gender balance to heads of departments and offices. Departmental gender action plans will be used to evaluate and to monitor the performance of heads of departments.
- Departmental focal points will serve as ex officio members of the departmental panels advising on appointments, promotions and the granting of special post allowances (SPAs). At Headquarters, a representative of the Office of the Special Adviser on Gender Issues sits on the Appointment and Promotion Board and Committee as an ex officio member. At offices away from Headquarters, one of the departmental focal points will be invited to sit on the local APC as an ex officio member.

We ask that you please familiarize yourself with ST/AI/1999/9, discuss it with your colleagues and disseminate it as widely as possible. Should you have any questions, do not hesitate to e-mail us. Please find the full text of the ST/AI/1999/9 in the DAW Web site <http://www.un.org/womenwatch/news/>.

A special welcome to the UN family to these distinguished women:

Ms. Mariam Al-Awahdi (D-2) of Kuwait, who took office as Deputy Executive Secretary of ESCWA on 1 October 1999.

Ms. Carolyn McAskie (D-2) of Canada, who took office as Deputy Emergency Relief Coordinator in OCHA on 25 October 1999 and is Officer-in-Charge of the Department.

Ms. Mazlan Othman (D-2) of Malaysia, who took office as Director of the Office for Outer Space Affairs in UNOV on 21 October 1999.

Ms. Eleni Stamiris (D-2) of Greece, who took office as Director a.i. of INSTRAW on 5 September 1999.

Ms. Yvette Stevens (D-2) of Sierra Leone, who took office as the Special Coordinator for Africa and the Least Developed Countries, OSCAL (DESA) on 1 November 1999.

Our congratulations and good wishes also go to:

H.E. Ms. June Yvonne Clarke, who was accredited to the United Nations as Permanent Representative of Barbados on 7 September 1999. As of 18 November 1999, Australia, Barbados, the Dominican Republic, Finland, Guinea, Jamaica, Liberia, Liechtenstein and

Turkmenistan have women Permanent Representatives serving in New York.

Article

Why Gender Orientation?

Ute Kollies-Cummings, Associate Liaison Officer
and Gender Focal Point (OCHA Geneva)

Participants to the first "Gender Orientation Session" organized by OCHA in Geneva, held on 1 October 1999, might have asked themselves exactly that question, hoping for an answer within the session. The audience consisted of about 50 participants from 20 different agencies, international organizations and NGOs.

OCHA's Director a.i., Mr. Gerhard Putman-Cramer, opened the session by reminding the participants that a number of important steps had already been taken at the Inter-Agency Standing Committee--Working Group (IASC-WG) level as well as in OCHA, as follows:

- The development of a background paper on "Mainstreaming Gender in the Humanitarian Response to Emergencies" (April 1999);
- The IASC endorsed the Policy Paper on Gender (May 1999);
- A "Gender Orientation Session" for OCHA staff in New York (July 1999);
- An "Inter-Agency Workshop on the Integration of Gender into Needs Assessment and Planning of Humanitarian Assistance" (July 1999).

He committed OCHA's senior management to continuous support for initiatives in gender mainstreaming and expressed his personal interest in the follow-up. IASC members as well as OCHA needed to go beyond awareness-raising and sensitization and start a process of capacity-building so that existing tools and instruments could be applied, developments with respect to gender mainstreaming monitored and its impact assessed.

The orientation session aimed at raising awareness on gender-mainstreaming issues, disseminating relevant information, initiating a capacity-building process leading to better mainstreaming interventions and--last but not least--supplying practical tools for gender analysis.

The following topics were covered in the session:

- Basic Concept of Gender and Gender Mainstreaming;
- Frameworks for Gender Analysis;

- Gendered Impact of Violence and Armed Conflict;
- Gender and Humanitarian Assistance;
- UN Policy on Gender.

Some of the suggestions and needs that came out of the session included country studies on gender and humanitarian assistance, documented best practices, higher participation of men and sessions for field staff.

A questionnaire was sent to all participants of the Gender Orientation Session. The overall positive feedback from participants has encouraged OCHA to continue organizing sessions on particular areas of interest. The electronic versions of the presentations can be received from kollies-cummings@un.org.

OCHA statistics

Recent statistics from the Office for the Coordination of Humanitarian Affairs (OCHA) show 42.6 per cent women at the Professional level. In Geneva, women account for 39.0 per cent and in New York 46.9 per cent. Although there has been some overall improvement, women remain under-represented at the senior level in OCHA. There are no women at the D-1 level and only 5 women at the P-5 level as of 12 August 1999. OCHA has, however, recently appointed the first D-2 woman, Ms. Carolyn McAskie, as Deputy Emergency Relief Coordinator.

Flash flash flash . . .

UNDP tackles a sexual harassment case

The United Nations Development Programme (UNDP) dismissed a senior official from its office in Pakistan on 12 August 1999 after investigating 11 complaints of sexual harassment against him by foreign and Pakistani women. The UNDP statement concluded that the official's conduct "had created an intimidating, hostile and offensive work environment and that it was unbecoming of an international civil servant and incompatible with continued membership of the staff". After investigating the complaints, UNDP sent a team to Islamabad in March, and in June it conducted a disciplinary hearing in New York. The statement said that "UNDP will not tolerate a work environment in which harassment and abuse of authority undermine staff morale and hamper efficient programme delivery".

Participating Agencies Mobility System (PAMS)

Network had reported to you previously about PAMS, which is now in operation. This system has been created to provide an easy and effective means of submitting CVs for consideration by UN organizations and, in the future, by subscribing to international organizations and multinational corporations. This is a particularly useful tool for spouses of UN staff members seeking employment. PAMS can be found in the Intranet at <http://pams.unsystem.org>.

Terms of reference for the departmental focal points

OSAGI is pleased to report that the terms of reference for the departmental focal points for women in the Secretariat was issued on 20 December 1999, in the form of a Secretary-General's bulletin (SGB/1999/19). We ask you to familiarize yourself with this bulletin and to discuss its contents with your colleagues. Below please find the main highlights.

Functions

There shall be departmental focal points in each department/office/regional commission to discharge the following functions:

- To support the head of the department/office/regional commission in achieving the goals of gender equality, to contribute to the development of the gender action plan and to promote awareness of gender issues;
- To serve as ex officio members of all departmental panels in the selection of staff for vacant posts in the Professional category and above, in order to ensure that the special measures (ST/AI/1999/19) are applied in the evaluation and selection of candidates. The views of the departmental focal points shall be reflected in the panels' report;
- To serve as ex officio members of the departmental panels advising on special post allowances in both the Professional and General Service categories;
- To assist OSAGI in monitoring efforts to achieve the goal of gender equality (50/50 gender distribution at the Professional level and above, both overall and at each level) within the respective departments/offices/regional commissions; and to assist with the development of policies and programmes to achieve gender equality by contributing ideas, comments and experiences on issues affecting the status of women;
- To counsel and advise women staff within their departments/offices/regional commissions on issues affecting

- career development or conditions of service;
- To meet with managers and staff to discuss the substance and implementation of the special measures (ST/AI/1999/19), as well as how best to foster a supportive working environment;
- At offices away from Headquarters, where representatives of OSAGI cannot participate on the local Appointment and Promotion Committees, the departmental focal points shall serve as ex officio members on the local APC.

Selection of departmental focal points for women

The departmental focal points must be willing to undertake the functions outlined above and cannot be involved in any matters in which there is a conflict of interest. Therefore, staff representatives, staff of the Executive Office and those in the immediate office of the head of the department or office shall not be eligible for selection;

Each department/office shall select at least one departmental focal point and one alternate. Staff from both the Professional and General Service categories can be selected. The appointments will be for renewable terms of two-year periods;

The head of the department/office shall select staff following staff-management consultations at the departmental/office level, unless either the head of the department or the staff representatives request a secret-ballot election.

Authority

The departmental focal points shall have access to all information necessary for the discharge of their functions, as required.

The present bulletin entered into force on 1 January 2000.

Did you know that . . .

Discrimination in Staff Rules and Regulations--a piece of history

We have come a long way! Although progress in reaching gender equality continues at a slow, albeit constant pace, many improvements have been achieved. In 1954, it was noted that the Staff Rules and Regulations were biased against women staff members, because it was stated that a married man automatically was entitled to a dependency allowance for his wife and for his children while married women staff members were not entitled to the children's allowance unless they were widowed, divorced or separated and had custody of the children. A married woman was entitled to the same benefits as a married man only if her husband was unemployed or dependent on her

support for other reasons. It was not until 1975, that the revised Staff Rules and Regulations came into effect changing these rules which were contrary to the principle of equal conditions of employment enunciated in Article 8 of the Charter of the United Nations.

Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women

The General Assembly adopted on 6 October 1999 without a vote a resolution containing the Optional Protocol, which would enable victims of sex discrimination to submit complaints to the UN committee on the Elimination of Discrimination against Women against States parties to the Protocol. On 10 December 1999, the Optional Protocol was opened for signature. Twenty-three Member States signed. They are: Austria, Belgium, Bolivia, Chile, Colombia, Costa Rica, the Czech Republic, Denmark, Ecuador, Finland, France, Germany, Greece, Iceland, Italy, Liechtenstein, Luxembourg, Mexico, the Netherlands, Norway, Senegal, Slovenia and Sweden. In the afternoon, a panel opened by the Secretary-General discussed how the CEDAW Convention had worked through national legislation to advance the status of women worldwide.

The Medical Service in the UN Secretariat, through the good efforts of its Head Nurse, Ms. Erna Croney, has founded the UN Breast Cancer Support Group. The Group is a self-support-run group and holds monthly informal meetings to discuss topics such as common experiences, advice on nutrition, how to deal with forms and medical insurance, and, last but not least, how the illness has affected each member and their families. The Group is assisted by Ms. Sona Enster, C.S.W., Director, Department of Social Work, who runs a similar group at the Memorial Sloan Kettering Cancer Center, New York City. Should you wish to get in contact with the Group, please e-mail Ms. Croney at croney@un.org, or you can call her at (212) 963-4070.

Small notes

The American Secretary of State, Ms. Madeleine Albright, hosted a dinner for 10 female foreign ministers attending the UN General Assembly, on 23 September 1999. This event was part of her efforts to create a lobby for moving women's issues closer to the centre of foreign affairs. The ministers discussed a letter that would be addressed to the Secretary-General, asking him to put on the agenda the trafficking of human beings, predominantly women and children.

Ms. Carol Bellamy, the Executive Director of the United Nations Children's Fund (UNICEF), was appointed for a second five-year term

as head of the agency. In her statement concerning the goals for her second term, Ms. Bellamy said that she will devote her new term to promoting a new "global agenda for children". She said that the agenda would include recruiting leaders in government, civil society, academia, the media and the private sector to commit themselves to making sure that all children survive; that they grow up healthy in a protected environment; that they obtain a quality basic education; and that fewer women die during childbirth or from preventable causes.

Workshop on . . .

Mentoring your way to the top

Ms. Angela E. V. King, the Special Adviser on Gender Issues and Advancement of Women, invited UN Professional women at the P-4 level and above for a mentoring seminar on 24 September 1999, at Headquarters. The main speaker, Ms. Jennifer Allyn, from the Catalyst organization, talked about what mentoring entails and about best practices in other organizations. Some 90 women from the Organization attended the workshop.

Ms. Allyn said that the goal of mentoring is to create an organization where people are rewarded for nurturing and asking for help. However, sometimes there can be barriers to mentoring, such as perceived sexual tension, exclusion from informal Networks and certain stereotypes about women. Mentoring can take informal or formal forms, for instance: options which include one-to-one mentoring, quads (2 mentors and 2 mentees) or groups/circles. Mentors should be from a different department than the mentee and that one should have a diverse group of mentors. Mentoring relationships can take time to develop and, for them to be fully successful, the mentor needs to be rewarded for the work.

Some ideas . . .

"Behaviours for fostering diversity"--for managers in particular

- Treat staff with equal respect, regardless of their race, gender, marital status, sexual orientation, age, national origin, religion, culture or disability. Hear people out; don't patronize; and think ahead to avoid unintended complications of actions;
- Encourage teamwork and openness. Consult others as you lead. Be aware how you treat team members--all should be involved and challenged. Don't have informal conversations with selected staff on matters that affect all staff;
- Give opportunity to all for career development through

challenging assignments and training;

- Pay attention to your own assumptions to avoid bias or stereotyping in management. Don't prejudge staff on first impressions; rather, give people opportunities to show their strengths and potential, and take care to create an environment in which all staff are shown professional respect. Don't assume that it would be more appropriate to send a man, or a person of a particular ethnic origin, on mission because of a popular perception that he/she might interact better in that country.

Prepared by the Information Solutions Group/Diversity Advisory Group of the World Bank

NB: The dictionary defines diversity as multiformity, variety or multiplicity. For private-sector companies, diversity means that no person shall be denied employment opportunities for reasons unrelated to ability.

Gender talk . . .

UNDP men's group speaks out on gender equality

As Network reported previously, a gender mainstreaming workshop organized by UNDP in February 1999 gave rise to an informal discussion group on gender issues. The UNDP Men's Group on Gender Equality issued a statement--"Gender mainstreaming: a men's perspective"--expressing concern about gender disparities in the UN system and in the world. They held an open meeting on 15 September 1999 to deliver the men's perspective on gender issues.

The spokesman for the Group emphasized that their work is not a reaction to gender mainstreaming. In fact, gender is about men and women and that promoting gender equality requires the active participation of men, and that men need to be vocal about gender issues. Rather, the Group's mission centers upon the work of UNDP and bringing gender mainstreaming into sustainable development in all of their programmes, using a holistic approach. It was felt that UNDP's work in the areas of poverty, good governance and post-conflict reconstruction offers many entry points for men's participation in gender mainstreaming.

The Group agreed that men approach gender equality in UN appointment practices as "losing out on opportunities". And they say that to achieve institutional changes in reaching gender equality it is necessary to create a comfortable atmosphere for discussions that will

help men overcome their fears. Another hindering factor for gender equality is the misunderstanding of concepts, i.e., that gender is not understood as inclusive of men.

The initial response to the Group's statement has been very encouraging. Other UN agencies have approached the Group with inquiries and invitations. The Group keeps a list-serve of currently 85 people as a discussion group, and they have launched a seminar series in New York. A Web site will soon be available also. The Group is by no means homogeneous in opinion and it is open to both men and women. To join the list-serve, e-mail a request to gidp@undp.org. For more information, e-mail james.lang@undp.org or mumtaz.keklik@undp.org.

Recognition to . . .

The Executive Director of the Office for Drug Control and Crime Prevention (ODCCP), Mr. Pino Arlacchi, who reported, on 24 September 1999, to the Secretary-General and the Special Adviser on Gender and Advancement of Women 1999, that ODCCP has recently recruited ten women candidates, five of whom come from non-Western countries.

Letters and e-mails from readers

Network wishes to thank all of you for your words of encouragement. For those who have requested additional copies of Network and/or have provided an e-mail address for us to forward the newsletter to you, we hope Network is reaching you on time. If not, please inform us.

Dear Readers . . . If there is any manager--female or male--that you would like to recognize as someone who shares our commitment to improving the status of women in the Secretariat, let us know. We will highlight her/his work in our next issue.

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