

# UN WOMEN

## AGENDA ITEM :

Women's Political Participation and  
Leadership in Governance Structures

## UNDER SECRETARY GENERAL

Defne Öcal



## 1. Table of Content

1. Letters from the Secretary-General and Secretariat
  - a. Letter from Secretary General
  - b. Letter from Under Secretary General
  - c. Letter from President Chair
  - d. Letter from Vice Chair
2. Introduction
  - a. Introduction of the Committee
  - b. Introduction of the Agenda Item: Women's Political Participation and Leadership in Governance Structures
3. Key Words/Concepts
4. Historical Background
5. Major Parties Involved
6. Accountability of Gender Equality Policies
  - a. Gender Bias in Candidate Selection Committees
  - b. The Barriers Created by Political Parties Preventing Women from Entering Political Life
7. Economic Inequality as a Barrier to Political Participation
  - a. Funding Disparities Between Male and Female Candidates
  - b. Gender Variations in Paid Work and Unpaid Care Work by Country in the Various Regions of the World
8. Male Allyship in Governance Structures
  - a. Patriarchal family expectations vs. political ambition
  - b. Societal attitudes toward assertive female leaders
9. Leadership Styles and Policy Outcomes
  - a. Global Failure to Adopt Effective Crisis-Management Models Demonstrated by Women Leaders
10. Questions to be Addressed
11. Bibliography/References



## **1.Letters from the Secretary-General and Secretariat**

### **Letter from the Secretary-General**

**Esteemed participants of MUNKFL'25,**

**As the Secretary General of MUNKFL'25, I warmly welcome you all to the fourth edition of Model United Nations Kayseri Fen Lisesi. First of all, I am pleased to say that we are continuing our work successfully, knowing that we are the pioneers in the MUN culture in Kayseri. We are truly honored to be able to present this precious conference that we have worked on for months. My organizing team has worked tirelessly for this conference, and of course, they did well. Also, special thanks go to my academic team, who also worked tirelessly to make your committees exceptional and engaging. It is with this spirit of dedication and pioneering achievement that we turn our focus to the crucial global challenges facing us today.**

**The 21st Century has brought about tensions between nations, unprecedented dangers, changes, and challenges that continue to plague the world. However, the United Nations offers a promising path forward. As members of the Model United Nations community, we recognize the imperative of active global engagement and the pivotal role we play in shaping a better future. Therefore, MUNKFL will simulate United Nations committees, providing a platform for delegates to engage in collaborative, competitive, conciliatory, and compromising decision-making processes. Through these simulations, we aim to foster dialogue, diplomacy, and a prioritization of societal needs in addressing pressing global issues.**

**May this experience leave you more prepared to lead, more committed to dialogue, and more confident in the role you can play in shaping the world around you.**

**Sincerely,**  
**Taylan Emir Tav**



## Letter from Under Secretary General

Dear delegates of the committee,

Dear delegates,

As your USG, it is my upmost pleasure to welcome you to MUNKFL'25. My name is Defne ÖCAL, and I will serve as Under Secretary General throughout this conference. I will assist you in your discussions on Women's Political Participation and Leadership in Governance Structures and ensure that our committee provides an environment where you can both enjoy yourselves and learn. Since our topic is about women, I will ask for your special attention. I hope that this beautiful attention will not remain just an idea for the lives of our women, but will become an important step for women's lives and rights after our committee. Throughout your discussions, I want you to keep women's rights and current issues in mind and, most importantly, not to forget the words of the great leader Mustafa Kemal Atatürk: "We must believe that everything we see in the world is the work of women."

Based on my past experiences, I can clearly say that you can trust me to strive to make this conference the best it can be for you. I hope that being part of this conference makes you as proud as it makes me! I wish you all the best for a wonderful conference. See you there! Since then take care of yourself!

Sincerely,

Defne ÖCAL

Under Secretary General of UNWOMEN



## Letter from President Chair

Dear Delegates ;

These three days will be filled with discussions and the solutions that you will generate from these discussions. As the chair, I expect you to view this not just as a cold discussion room, but as a team project where everyone works together with equal say. Rest assured that throughout the conference, we will listen to each of you individually and be ready to assist you on any matter. Enjoy this time as much as you can and have fun. I look forward to meeting you all and hearing your ideas.

Sincerely,

Reyyan Nur AKŞİT

Chair of UNWOMEN



## Letter from Vice Chair

Dear delegates of UNWOMEN,

I'm Beren Tuncer, a 10th grade student at Kayseri Science High School. I'll be serving as the Co-Chair of UNWOMEN. I'm so excited for the conference. I believe there are many among us who will be experiencing MUN for the first time, but do not worry, we will do our utmost to provide you with a wonderful and unforgettable experience.

MUN conferences draw attention to issues in society, raising awareness and generating solutions even within our own communities. I believe that the topic of our committee is one of the most important issues in the world: the inability of our women to participate equally in politics and to make their voices heard. I am delighted that we will be addressing this issue together with you. We look forward to your active participation, solutions and ideas at the conference.

Looking forward to seeing you soon, hoping we can spend three lovely days together.

If you have any questions or concerns, please do not hesitate to ask.

[fberentuncer@gmail.com](mailto:fberentuncer@gmail.com)

Beren Tuncer

Co-Chair

## 2. Introduction

### 2.1 Introduction of the Committee

Gender equality is not only a basic human right, but its achievement has enormous socio-economic ramifications. Empowering women fuels thriving economies, spurring productivity and growth. Yet gender inequalities remain deeply entrenched in every society. Women lack access to decent work and face occupational segregation and gender wage gaps. They are too often denied access to basic education and health care. Women in all parts of the world suffer violence and discrimination. They are under-represented in political and economic decision-making processes.

UN Women is the UN organization delivering programmes, policies and standards that uphold women's human rights and ensure that every woman and girl lives up to her full potential. UN Women exists to advance women's rights, gender equality, and the empowerment of all women and girls. As the lead UN entity on gender equality and secretariat of the UN Commission on the Status of Women, UNWOMEN shifts laws, institutions, social behaviours, and services to close the gender gap and build an equal world for all women and girls. UNWOMEN's partnerships with governments, women's movements, and the private sector, coupled with UNWOMEN's coordination of the broader United Nations, translate progress into lasting changes. UNWOMEN makes strides forward for women and girls in four areas: leadership, economic empowerment, freedom from violence, and women, peace and security as well as humanitarian action.

UN Women keeps the rights of women and girls at the centre of global progress—always, everywhere. Because gender equality is not just what UNWOMEN do. It is who they are.



## 2.2 Introduction to the Agenda Item: Women's Political Participation and Leadership in Governance Structures

Even though women make up a large portion of the world's population, from the local to the global level, women's leadership and political participation are restricted. Women are underrepresented as voters, as well as in leading positions, whether in elected office, the civil service, the private sector or academia. This occurs despite their proven abilities as leaders and agents of change, and their right to participate equally in democratic governance.

Women face several obstacles to participating in political life. Structural barriers through discriminatory laws and institutions still limit women's options to run for office. Capacity gaps mean women are less likely than men to have the education, contacts and resources needed to become effective leaders.

As the 2011 UN General Assembly resolution on women's political participation notes, "Women in every part of the world continue to be largely marginalized from the political sphere, often as a result of discriminatory laws, practices, attitudes and gender stereotypes, low levels of education, lack of access to health care and the disproportionate effect of poverty on women."

Individual women have overcome these obstacles with great acclaim, and often to the benefit of society at large. But for women as a whole, the playing field needs to be level, opening opportunities for all.

### 3. Key Words/Concepts

**Gender Bias and Discrimination:** Gender bias and discrimination remain pervasive, impacting women entrepreneurs at multiple levels. These biases can manifest in regulatory environments, where laws may not directly discriminate but practically disadvantage women,



from obtaining licenses to securing patents or registering a business, creating additional hurdles for women entrepreneurs.

**Lack of Social and Institutional Support:** Most women business owners don't get the social support they require to kick start their business from families, peers, and immediate ecosystems. Lack of mentorship from the business community is also one of the main challenges faced by women entrepreneurs in the country.

The case is no different when it comes to institutional support. Though there are schemes for promoting female entrepreneurship, many women don't receive timely guidance or help from authorities. The absence of a proper support network adversely impacts their confidence and ability to take risks.

**Limited Funding:** Not all business people are fortunate enough to have an investor or financier for their business. Some have to bootstrap their entrepreneurial ventures, rely on credit cards or raise capital on their own. Women's businesses are among the leading ventures that lack financial support. It is also common for women to be denied loans because of gender and cultural biases—many institutions tend to fund male-owned businesses.

**Fewer Sectors Which Is Women Friendly:** Despite the policies and measures to promote gender equality, men still dominate India's entrepreneurial ecosystem. According to a recent report, most women-owned businesses in the country operate in low-revenue sectors, while men control the more profitable sectors like manufacturing, construction, and the like.

The male-centric nature of many industries also forces women entrepreneurs to operate in sectors that are historically called "women-friendly", such as education, apparel, and beauty care, among others. It limits their experience, opportunities, and capabilities to a significant extent.

**Work-Life Balance Regulations:** While work-life balance is a challenge for all entrepreneurs, women often bear a disproportionate burden due to traditional family roles. Regulations that do not accommodate flexible working conditions or parental leave can



disproportionately impact women, affecting their ability to successfully manage and grow their businesses.

### **-Social and Cultural Norms**

While not strictly legal challenges, social and cultural norms heavily influence the regulatory environment for women entrepreneurs. In some regions, these norms can result in restrictive policies or implementation practices that deter women from engaging in entrepreneurial activities or accessing support systems designed to aid business development.

### **-Quato**

A fixed share of something that a person or group is entitled to receive or is bound to contribute.

## **4. Historical Background**

Although women participate in political life both formally and informally today, there have been regular changes in the values of women's participation in political life throughout history.

### **Ten years at a Glance**

In 1995: · 11.3 per cent of all legislators across both houses of parliament were women · The parliament of Sweden had the highest proportion of women (40.4%) · The proportion of parliaments whose female membership was less than 10 per cent was 63 per cent · Women were not at all present in a total of 12 parliaments

In 2005: · 16.3 per cent of all legislators across both houses of parliament were women · The national assembly of Rwanda had the highest proportion of women (48.8%) · The proportion of parliaments whose female membership was less than 10 per cent was 32 per cent (60 of 187 parliaments). Women were not at all present in a total of nine parliaments (Bahrain has no women members of its Lower House but six women Senators)

The trend in terms of women's representation over the past decade has been one of gradual but steady progress. In 1975, at the time of the First World Conference on Women in Mexico City, women accounted for 10.9 per cent of MPs worldwide. Ten years later, in 1985, women's representation had increased by only 1 percentage point, to an average 12 per cent. In 1995, the number of women had actually decreased to 11.6 per cent. With the collapse of



communism in 1989, the proportion of women represented in the parliaments of the former communist countries fell drastically. Not surprisingly, the world average followed suit: the percentage of women in lower or unicameral houses fell from 14.8% in 1988 to 10.3% in 1993. Whereas many communist governments and one-party States had effectively ensured the selection of large percentages of unopposed women (and men) candidates, the move towards multiparty democracies in the 1990s made the electoral process far more competitive for women.

A new impetus for women's participation in decision-making found expression at the Fourth World Conference on Women, held in Beijing in 1995, and the adoption of the Beijing Platform for Action (BPFA). By 2000, the number of women in parliaments had increased to 13.4 per cent of parliamentarians in lower houses.

In December 2005, a new global high was reached, as 16.5 per cent of the members of lower or single houses of parliament were women, and 15 per cent in upper houses, bringing an overall total average of 16.3 per cent in all houses of parliaments.

It is also worth noting that in 2005, one out of every five member of parliament elected to Lower Houses of Parliament were women. In 2000, only 11 per cent of those elected were women. The figure rose to 18 per cent for elections in 2003, and fell to 16 per cent in 2004.

While steady, the progress has been slow. If current incremental rates continue, an average of 30 per cent women will not be reached until 2025 and parity will not be achieved until 2040.

## 5. Major Parties Involved

Since 1995, the Nordic countries have maintained their exemplary position with averages consistently over 38 per cent. In 2005, the regional average rose to an all time record of 40 per cent. Although not often noted, today's percentages reflect enormous progress over a fifty-year time frame. In the post-war era, women counted for between 1.3 and 14.5 per cent of lower chambers in the parliaments of the Scandinavian countries. Dramatic change occurred during the 1970s, attributed to profound social changes in tandem with marked economic growth. That the regional average has continued to increase over the past ten years may indicate that these parliaments have yet more progress to make. Sweden has always been



the top performer; it now has 45.3 per cent of parliamentarians who are women, followed by Norway, Finland, Denmark and Iceland.

Over the last ten years, women have continued to be least represented in the parliaments of the Arab States. While regional averages have oscillated in this period, the Arab States have seen an encouraging increase in the percentage of women in parliament, reaching a high of 8.2 per cent in both houses of parliament in November 2005. While this is half the global average, it is in fact double the rate of eight years ago, when the average was less than 4 per cent. Much of this progress is attributable to an expression of political will in favour of women's participation in politics, a growing public debate on women's role in society and the implementation of different types of quotas in some countries in the region, including in Djibouti, Jordan, Iraq, Morocco and Tunisia.

Outside these two regions, averages have tended to stabilise between 10 and 20 per cent. The most significant progress is evident across the Americas (+7 percentage points); in sub-Saharan Africa (+6.7 percentage points) and in Europe (excluding the Nordic countries) with a 6.1 percentage point increase.

The impressive 7 percentage point increase in women's parliamentary representation in the Americas over the past 10 years is in large part attributable to the enthusiasm with which many countries in Latin and Central America have implemented affirmative action measures. Different types of quotas now exist in 17 countries of the Americas. More specifically, great progress was made after the 2005 election in Honduras (with an 18 percentage point increase to 23.4% women), the 2003 elections in Paraguay (+7.5 point increase to 10% women) and Mexico (+6.6 points to 22.6% women), the 2002 elections in Costa Rica, where women increased their representation by 15.8 percentage points to 31.6 per cent, and the 2001 elections in Nicaragua (+11 points) and Peru (+10 points). Elections in 2005 however, saw slight declines in the number of women in Dominica (to 12.9%) and Bolivia (to 16.9%).

Progress evident in Sub-Saharan Africa is also attributable to an open commitment to improve women's participation in politics and in some cases, the implementation of special temporary measures. The most successful cases, however, have seen various affirmative action measures enshrined in constitutions or electoral laws following processes of post-conflict reconstruction. Nations emerging from internal conflict have succeeded in increasing the percentage of women in their new or restored parliaments. The revised national constitutions of Rwanda and Burundi, for example, now include provisions to reserve seats for women; in South Africa and Mozambique, the dominant political parties have introduced quota mechanisms.

At a sub-regional level, the Southern African Development Community (SADC) countries have also set a target for women's representation in parliament of 30 per cent by 2005. In South Africa, Mozambique and Namibia, women's representation in parliament now ranges from 22 to 33 per cent. In the United Republic of Tanzania, the proportion of women elected to the legislature in 2005 reached an impressive 30.4 per cent. Seats have been reserved for women in the United Republic of Tanzania for several years, and a constitutional amendment passed in 2000 increased the number of reserved seats from 20 per cent to at least 30 per cent, in line with the targets set by the Beijing Platform for Action (BPFA) and the SADC Declaration on Gender and Development.

Countries with 30% Women Representatives (in lower or single houses of parliament) :

Level	Country	% Women	Quota
1	Rwanda	48.8	30% Reserved seats (indirectly elected) Voluntary party quotas**
2	Sweden	45.3	Voluntary party quotas
3	Norway	37.9	Voluntary party quotas
4	Finland	37.5	N/A
5	Denmark	36.9	N/A
6	Netherlands	36.7	Voluntary party quotas
7	Argentina	36.2	Legislated quota of 33% women candidates on party lists
8*	Cuba	36.0	N/A
8*	Spain	36.0	Voluntary party quotas
9	Costa Rica	35.1	Legislated quota of 40% women candidates on party lists
10	Mozambique	34.8	Voluntary party quotas
11	Belgium	34.7	Legislated quota of 33% women candidates on party lists
12	Austria	33.9	Voluntary party quotas
13	Iceland	33.3	Voluntary party quotas
14	South Africa	32.8	Voluntary party quotas
15	New Zealand	32.2	Voluntary party quotas
16	Germany	31.8	Voluntary party quotas
17	Guyana	30.8	N/A
18	Burundi	30.5	Legislated quota of 30% women candidates on party lists
19	United Republic of Tanzania	30.4	30% Reserved seats (indirectly elected)

## 6.Accountability of Gender Equality Policies

The “Women in politics: 2023” map, created by the Inter-Parliamentary Union (IPU) and UN Women, presents new data for women in executive positions and national parliaments as of 1

January 2023. Data show that women are underrepresented at all levels of decision-making worldwide and that achieving gender parity in political life is far off.

Women serve as Heads of State and/or Government in only 31 countries. Women make up 26.5 per cent of Members of Parliament. Globally, less than one in four Cabinet Ministers is a woman (22.8 per cent). New data show that women lead important human rights, gender equality, and social protection policy portfolios, while men dominate policy areas like defence and economy.



### a. Gender Bias in Candidate Selection Committees

#### Ministerial portfolios continue to endure gender-based bias

The allocation of ministerial portfolios highlights a continuing gender bias. Women are still primarily assigned to head policy areas concerning gender equality, human rights and social affairs. Most influential policy areas, such as foreign affairs, financial and fiscal affairs, home affairs and defence remain largely controlled by men.

Ministerial portfolio	% women
Women and gender equality	86.7
Family and children affairs	71.4
Social inclusion and development	55.6
Social protection and social security	42.1
Foreign affairs	17.8
Financial and fiscal affairs	16.4
Home affairs	13.2
Defence	13.0

Costs women face when campaigning Women overall have fewer economic resources than men. Globally, men earn more than women and women occupy a disproportionate number of poorly paid and unprotected jobs, including in the informal sector and migrant labour pools.

### **b.The Barriers Created by Political Parties Preventing Women from Entering Political Life**

Political parties are key to women's political involvement. They are the gatekeepers to women standing as candidates and where they are on the party lists, they decide who gets support with campaigning and who takes responsibilities and roles in the various structures once elected. If women are not able to use their knowledge, skills, and experience to influence policies they are much less likely to seek re-election.



Political parties are increasingly named as one of the key factors causing women's low political representation. It is argued that the political set up of the parties' favour men, with their inner political circles and allegiances. Lack of internal democracy in political parties and disregard of meritocratic principles lead to non-transparent procedures of member recruitment and promotion, candidate selection as well as to a decision making by only one person and that person's inner circle.

The OSCE/ODIHR reports on the Parliamentary elections in 2020 found: "The media coverage of women politicians reflected their limited role within parties and governmental structures.... There were no programmes specifically devoted to gender equality issues and women candidates were at times stereotypically presented as successful mothers,"

The report of the local elections in 2021 "The underrepresentation of women in the campaign demonstrates a need for greater commitment to ensure adequate representation in politics"

If women do not see other women like themselves as role models, they are much less likely to consider standing as a candidate themselves. They are also more likely to vote, to become involved as members of political parties, and to consider standing for election if they see their interests and concerns raised and discussed as part of political discourse.

This requires the political parties themselves to challenge their own stereotypical views of women candidates as potential vote losers but as assets to the party.

Public attitudes to women in politics are changing gradually. The UNDP Survey of public perception and attitudes to gender relations in Georgia in 2020 found that 60% of those surveyed believed that the involvement of more women in politics would benefit the country, 72% of women believed this. Political parties need to be responsive to these changes particularly in the views of younger people.

## **7. Economic Inequality as a Barrier to Political Participation**

Costs women face when campaigning Women overall have fewer economic resources than men. Globally, men earn more than women and women occupy a disproportionate number of poorly paid and unprotected jobs, including in the informal sector and migrant labour pools.

### **a. Funding Disparities Between Male and Female Candidates**

For some women, campaign expenses will be the same as those for male candidates, however, a study in Canada found that women candidates outspend men by about 10 percent. This difference in the rates of spending by male and female candidates reflects differences in gender roles, such as costs incurred to pay for women's greater household and childcare responsibilities, and the need for women to outspend men in an effort to counteract male incumbency or overcome negative perceptions about women's potential to act as effective politicians.



Electoral costs fluctuate during the course of an election cycle. Much of the research on women and electoral financing suggests that one of the greatest hurdles women face is financing the process of gaining a nomination. Nomination costs require women to come up with funds to build name recognition, travel, attend party meetings, organize a campaign team and cultivate a constituency. After nomination, public financing may kick in, party support may increase, and greater visibility may attract additional sources of funding. An American organization, Emily's List, or Early Money Is Like Yeast (it helps raise the 'dough'), has had a high rate of success in supporting women candidates in the pre-nomination stage.

Examples from the Eastern Caribbean illustrate that early support is not necessarily a universal need. In this region, the early stages of elections are considered less expensive because primaries take place at the district level, where the constituency branch membership is on average only 500 people (Barrow-Giles 2005). An assessment of campaign timing issues should be part of preparing a genderfocused electoral programme. A related issue is whether programmes should stress short-term support in the months or weeks leading up to a single election, or take a longer, more systemic approach.

### **b. Gender Variations in Paid Work and Unpaid Care Work by Country in the Various Regions of the World**

Across the globe and with no exception, women dedicate more time than men to unpaid care work.

Chart 2 hereafter shows the importance of time (in number of minutes per day) dedicated by women to the three forms of unpaid care work (domestic services, care services, and community services or volunteering 8) across the world. It can be noted that in countries where caregiving services are not distinguished, they are included in domestic services.

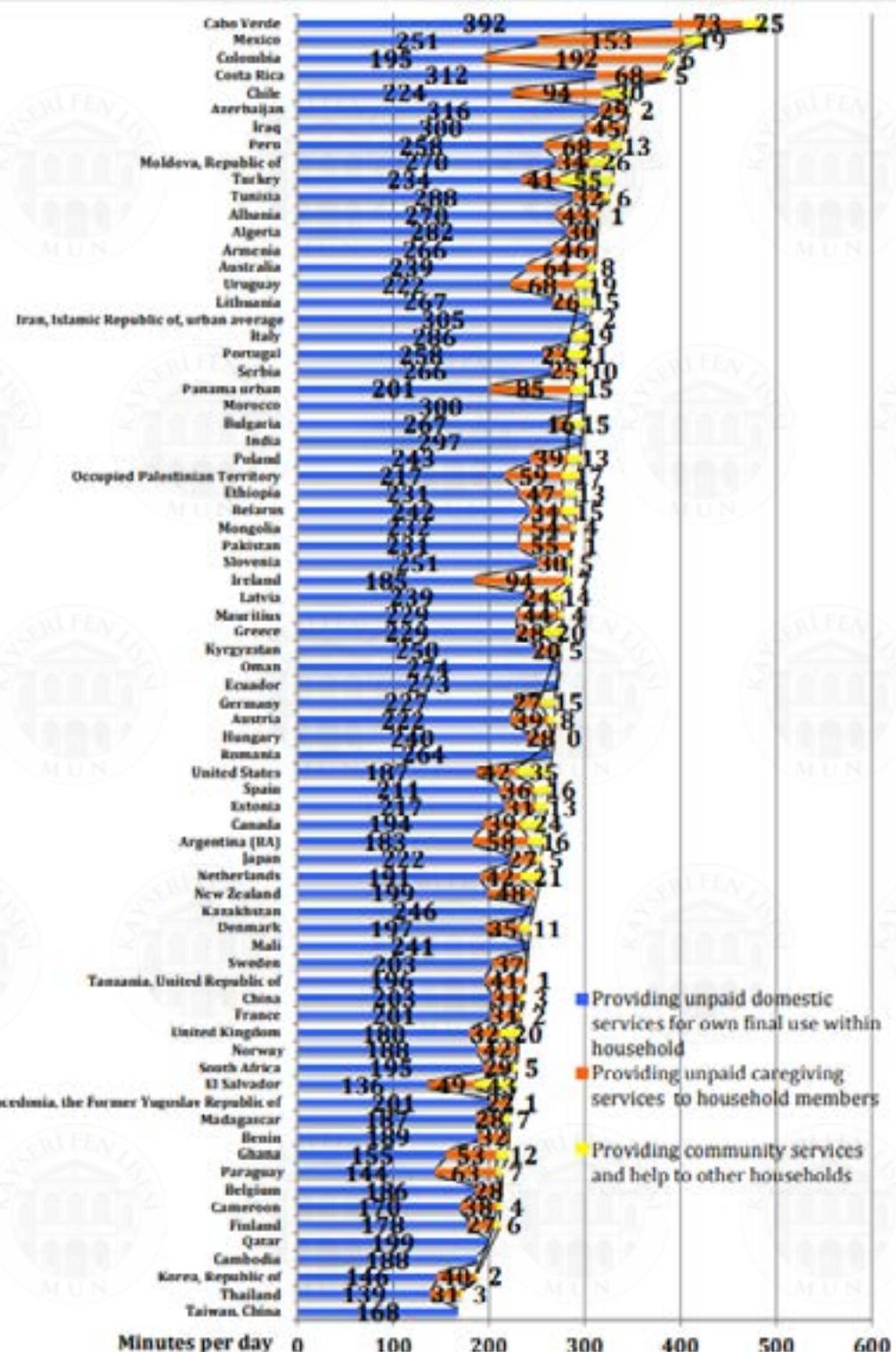
Globally, women's unpaid care work ranges from a maximum of 490 minutes (8 hours and 10 minutes or 34 per cent of a 24-hour day) in Cabo Verde (2012) to a minimum of 168 minutes (2 hours and 48 minutes or 11.7 per cent of a 24-hour day) in Taiwan, China (2004) and 178 minutes (2 hours and 58 minutes or 12.4 per cent of a day) in Thailand (2014)9. However we must keep in mind that the five countries at the top (4 Latin American countries and Cabo Verde, the only African country to have followed the same methodology) have not applied the diary data collection method, which explains the overestimation of time spent in these unpaid activities. This is because it includes simultaneous activities and because the total time cannot be checked against the total number of hours per day. If we don't take these 5



countries in consideration, then time spent in unpaid care work ranges from the maximum of 345 minutes (5 hours and 45 minutes or 24 per cent of a 24-hour day) for Iraq (2007) to the minimum of 11.7 per cent in Taiwan, China. That means that depending on countries, time devoted to unpaid care work can vary from single to double. This is why a regional analysis is so important.

The average time devoted to unpaid care work for women at the global level (including 75 countries) is 277 minutes (4 hours and 37 minutes or 19.7 per cent of a 24-hour day). The median value for 75 countries is represented by Ecuador (2012) with 273 minutes (4 hours and 33 minutes or 19.0 per cent of a 24-hour day).

Looking now at men's unpaid work (Chart 3), it ranges from a maximum of 246 minutes (4 hours and 6 minutes or 17.1 per cent of a 24-hour day) in Cabo Verde again to a minimum of 18 minutes in Cambodia (1.2 per cent). Here again the country (Cabo Verde) at the top is characterised by a difference in methodology. Without it, the maximum is at 200 minutes (3 hours and 20 minutes or 13.9 per cent of a 24-hour day) for the Republic of Moldova (2011-12), with a gap between the maximum and the minimum reaching a factor of 11. The world average is 111 minutes (1 hour and 51 minutes: 7.7 per cent of a 24-hour day) and the median value is represented by Kazakhstan (2012) with exactly the same value as the average.



Time spent by women in the various categories of unpaid care work. Country averages. 75 countries

## 8. Male Allyship in Governance Structures



Without tackling biased gender social norms, we will not achieve gender equality, as reflected in the Sustainable Development Goals (SDGs). Biased gender social norms—the undervaluation of women's capabilities and rights in society—constrain women's choices and opportunities by regulating behaviour and setting the boundaries of what women are expected to do and be. Biased gender social norms are a major impediment to achieving gender equality and empowering all women and girls (SDG 5).

### **a.Patriarchal family expectations vs. political ambition**

Biased gender social norms may be impeding women's economic empowerment. Recent evidence shows a broken link between women's access to education and achievements in economic empowerment. Today, average income gaps between women and men are correlated more strongly with measures of gender social norms than with gaps in education. In countries with higher bias in gender social norms, women spend more time than men—as much as six.

### **b.Societal attitudes toward assertive female leaders**

Gender bias is a pervasive problem worldwide. The Gender Social Norms Index (GSNI) quantifies biases against women, capturing people's attitudes on women's roles along four key dimensions: political, educational, economic and physical integrity. The index, covering 85 percent of the global population, reveals that close to 9 out of 10 men and women hold biases against women. Nearly half the world's people believe that men make better political leaders than women do, and two of five people believe that men make better business executives than women do. Gender biases are pronounced in both lower and higher Human Development Index (HDI) countries. These biases hold across regions, income levels and cultures—making them a global issue.

Gender social norms also persist over time, as shown by GSNI values, which have stagnated over the past decade. This second GSNI report, capturing data up to 2022, shows little overall progress, despite powerful global and local campaigns for women's rights in recent years, such as Me Too, Ni Una Menos, Time's Up and Un Violador en Tu Camino.

Biased gender social norms hold women back from becoming leaders. Even though many formal barriers to women holding political office have been removed in most countries, gender gaps in political representation remain high. On average, the share of heads of state or government who are women has remained around 10 percent worldwide since 1995, and women hold just over a quarter of parliament seats globally.



## 9. Leadership Styles and Policy Outcomes

### a. Global Failure to Adopt Effective Crisis-Management Models Demonstrated by Women Leaders

Early media coverage hailed women leaders as the heroes of the pandemic, proclaiming that women-led countries had better COVID-19 public health outcomes than men led countries. The comparisons in the first months of the pandemic relied on compelling contrasts: for instance, New Zealand's Jacinda Ardern and Germany's Angela Merkel implemented swift containment measures while Brazil's Jair Bolsonaro and the U.S.'s Donald Trump were slow to take the virus seriously. By June 1, 2020, Germany reported 10 deaths per 100,000 people, and New Zealand reported 22 deaths overall—while mortality in the United States and Brazil continued to soar.

As journalists highlighted these contrasts, researchers and practitioners from international development organizations, social sciences, and health sciences applied scrutiny to the question of whether women-led countries had better COVID-19 outcomes than men-led countries. The findings were mixed. On the one hand, some found that women-led countries had lower coronavirus mortality and case numbers than men-led countries through May 2020. When compared to men leaders, women leaders largely issued lock down orders when mortality rates were much lower, perhaps explaining why women-led countries flattened the curve much faster.

### 10. Questions to be Answered

1. How do limited fundings cause women to lag behind in social life, and how can this issue of limited fundings be resolved?
2. If the influence of cultural norms on people's views regarding women's participation in political life were to disappear, in what direction would women's participation in political life change?
3. How can the quality of education provided to women and financial support for political life be ensured, and what would be the impact of ensuring this?
4. How can increasing the number of platforms such as the Beijing Platform for Action bring about change, and how can the number of these platforms be increased?
5. What problems arise when the degree of women's participation in social life remains stable?
6. How does the presence of political leaders who advocate that women should not participate in political life affect the public's views on women's participation in political life, and how can this effect be eliminated?



7. Does the low number of male participants in the Ministry's portfolio's women's rights department prevent men from being aware of women's rights, thereby affecting women's participation in social life?
8. Does providing women with additional financial resources from specific organizations prevent other companies from recognizing women, thereby monopolizing policies and triggering racist actions against women?
9. How do media reports about women influence political parties' decisions regarding women's participation in politics?
10. How can we prevent women from withdrawing from political life as a result of male candidates excluding female candidates?
11. How has unpaid labor by women affected their participation in political life, and how can these effects be prevented?

## 11. Bibliography/References

- <https://www.unwomen.org/en/about-us/about-un-women>
- <https://www.theofficenewspaper.com/toppingstopp/problems-faced-by-women-entrepreneurs-in-india.html>
- <https://www.womentech.net/how-to/what-are-key-regulatory-challenges-facing-women-entrepreneurs-in-2023>
- <https://www.forbes.com/sites/margueritacheng/2018/10/31/8-major-challenges-women-face-in-business/>
- <https://www.unwomen.org/en/what-we-do/leadership-and-political-participation>
- <https://www.unwomen.org/en/digital-library/publications/2023/03/women-in-politics-map-2023>
- <https://www.unwomen.org/en/news-stories/press-release/2025/03/political-leadership-roles-in-2025-men-continue-to-dominate>
- [https://www.undp.org/sites/g/files/zskgke326/files/publications/GenderGovPr\\_Elections.pdf](https://www.undp.org/sites/g/files/zskgke326/files/publications/GenderGovPr_Elections.pdf)
- <https://hdr.undp.org/system/files/documents/hdp-document/gsni202303.pdf>
- <https://wrd.unwomen.org/sites/default/files/2022-01/Effective-decisive-and-inclusive-Womens-leadership-in-COVID-19-response-and-recovery-en.pdf>
- <https://www.unwomen.org/en/articles/facts-and-figures/facts-and-figures-womens-leadership-and-political-participation>
- <https://www.un.org/womenwatch/daw/egm/eql-men/docs/BP.2%20Background%20Paper%20IPU.pdf>
- [https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@dgreports/@gender/documents/publication/wcms\\_732791.pdf](https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@dgreports/@gender/documents/publication/wcms_732791.pdf)
- <https://rm.coe.int/eng-study-barriers-to-women-s-women-candidates-political-participation/1680a95e53>