



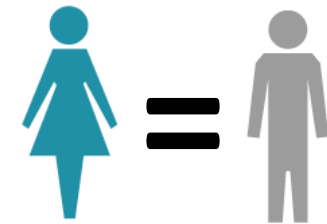
# Women in Humanitarian Leadership

Kate Sutton and Ayla Black  
Humanitarian Advisory Group



# Women in Humanitarian Leadership

Globally, women are **118 years away** from closing the gender gap



# Women in Humanitarian Leadership



Research on women in leadership across sectors is widely available, while research on women in humanitarian leadership remains noticeably absent

**Research Gap 1: The humanitarian sector is not adequately represented in the research and analysis that is taking place more broadly on women in the workplace. There are very limited facts and figures on the percentage representations of men and women at different levels of management and leadership in the global humanitarian sector.**



# Women in Humanitarian Leadership

## Representation of Women in the UN, by Level

%				%
72.7%	216	UG	81	27.3%
69.6%	387	D-2	169	30.4%
66.4%	1,135	D-1	573	33.6%
64.0%	4,062	P-5	2,289	36.0%
58.1%	6,163	P-4	4,435	41.9%
54.7%	5,506	P-3	4,557	45.3%
42.5%	1,516	P-2	2,049	57.5%
38.5%	72	P-1	115	61.5%
57.2%	19,057	TOTAL	14,268	42.8%



# Women in Humanitarian Leadership

## **RESEARCH GAP 2:**

Research on effective humanitarian leadership is lacking, thus so is an understanding of what makes an effective leader in the humanitarian sector going forward.



# Women in Humanitarian Leadership

## What are the implications of the gender gap?

- Performance of leadership teams is compromised by having fewer women
- In the humanitarian context this gap is thought to impact humanitarian outcomes

### RESEARCH GAP 3:

There is inadequate evidence on the impact of women's humanitarian leadership on program outcomes.



# Women in Humanitarian Leadership

## Why does this gender gap persist?

- Unconscious (or conscious) bias that disadvantages women
- Lack of Pipeline

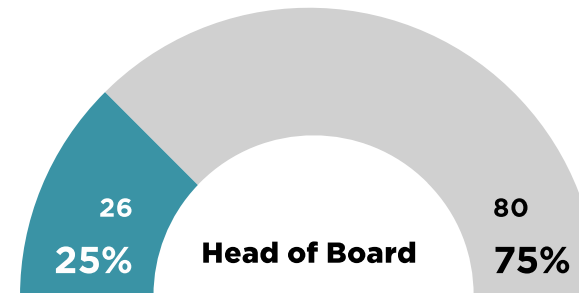
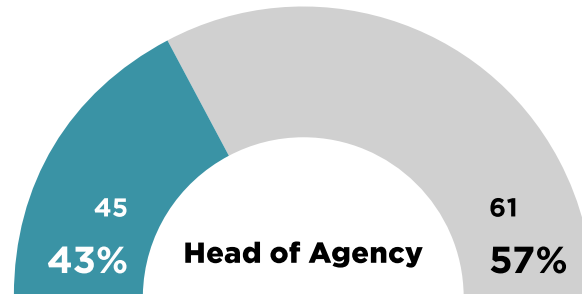
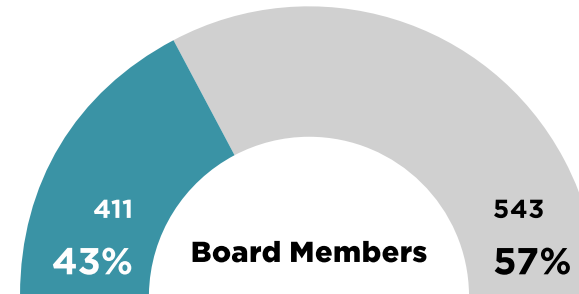
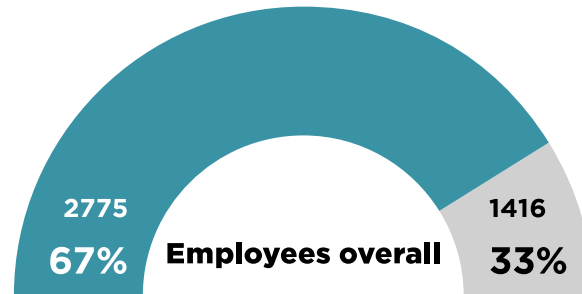
### RESEARCH GAP 4:

There are few innovative research initiatives to investigate the role of unconscious bias and stereotypes in embedding the gender gap in the humanitarian sector.



# Women in Humanitarian Leadership

## Overview of the Gender Balance of ACFID Member NGOs, 2014 - 2015



■ Women      ■ Men



# Women in Humanitarian Leadership

## Why does this gender gap persist? (Cont.)

- Self-Confidence Gap
- Balancing Work and Family Responsibilities
- Lack of Effective Networks and Mentors

**RESEARCH GAP 5:** There is little evidence in relation to the role of mentoring and sponsorship on the emergence of women leaders in the humanitarian sector.



# Women in Humanitarian Leadership

## Closing the Research Gaps

- Establish a baseline of quantitative and qualitative data for the humanitarian sector
- Determine the leadership needs in the humanitarian sector
- Assess the impact of women-led/gender equitable humanitarian leadership teams
- Use innovative techniques to investigate the impact of unconscious bias on the sector
- Conduct case-control studies to follow the progress and analyse impact of mentor and sponsorship programs

