Status of Women in the United Nations System

2016

UN WOMEN

United Nations Entity for Gender Equality and the Empowerment of Women

FOREWORD

This publication profiles the current status of women in the staffing of the UN and the challenges to the achievement of a 50:50 culture.

The ambitious and transformative 2030 Agenda for Sustainable Development has provided a revitalized global gender equality compact. When world leaders gathered to adopt the Sustainable Development Goals (SDGs) last year, they did so knowing that the commitment to gender equality and the empowerment of women and girls everywhere will make a crucial contribution to progress across all of the goals and targets, and that "the achievement of full human potential and of sustainable development is not possible if one half of humanity continues to be denied its full human rights and opportunities."

By adopting the SDGs' internationally agreed upon and time-bound targets, we have now placed the rights of women and girls squarely at the heart of the global agenda, with a clear view of their role to shape sustainable progress, and a definitive expiry date for gender inequality.

The United Nations convened the processes that brought governments together in these far-sighted goals. As a standard setting organization, it has a responsibility to lead by example and ensure the equal and active participation of women at all levels.

This publication profiles the current status of women in the staffing of the UN and the challenges to the achievement of a 50:50 culture. There is some encouraging progress towards gender parity throughout the UN System, although it is not uniform, and insufficiently rapid. The change we need will not happen without a committed, multi-pronged approach.

The implementation within the UN of accelerators that are successful in national contexts offer cause for optimism. The application for example of strong temporary special measures, combined with renewed leadership commitments, improved monitoring mechanisms and enhanced facilitative policies, can move the UN to its goal of gender equality.

Leadership from the top is essential in deep cultural change. Equality is not a statistic, it is a mindset. UN Secretary-General Ban Ki-moon has championed gender equality throughout his tenure, helping make the shift of the achievement of gender equality from a 'women's issue' to its rightful place as a human rights issue. However, this change is also everyone's responsibility. Human rights are integrally the business of the UN; and every part of the system has a responsibility to act, to focus on where progress against inequality is not being made, and adjust accordingly.

I invite you to take inspiration from the results this publication portrays – both the points of progress for replication, and the points of stagnation, for swift attention. It is imperative that we learn from our successes, act on our failures, modify our mindsets and ensure that achieving gender equality and women's empowerment within the UN system informs all of our actions as we strive for parity by 2030.

Dr. Phumzile Mlambo-Ngcuka
Under-Secretary-General
Executive Director, UN Women

INTRODUCTION

Legislative and Institutional Framework

The UN's commitment to achieving system-wide gender parity is underpinned by a strong legislative and institutional framework which has been consistently developed and strengthened since the founding of the United Nations in 1945. This framework includes the Charter of the United Nations, the Commission on the Status of Women (CSW), the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), Resolutions of the General Assembly, the Beijing Declaration and Platform for Action of the Fourth World Conference on Women, and most recently the 2030 Agenda for Sustainable Development. In addition, internal accountability mechanisms such as the System Wide Action Plan for Gender Equality and the Empowerment of Women (UN-SWAP) systematically measure and propel progress towards the equal representation of women at all levels by means of harmonized and uniform standards commonly agreed to by the entities of the UN system. Also, regular and public reporting is undertaken every two years to the General Assembly through the Report of the Secretary-General on the Improvement of the Status of Women in the UN system,

The Charter of the United Nations (1945) stipulates that there shall be no restrictions on the eligibility of men and women to participate in every capacity and under conditions of equality in the system's principal and subsidiary organs. The Universal Declaration of Human Rights (1948) reinforces this principle, stating that there can be no distinction or discrimination on the basis of gender. A year after the founding of the United Nations in 1945, the Economic and Social Council (ECOSOC) established CSW, a statutory body dedicated exclusively to the promotion of gender equality and the empowerment of women. Since its inception, CSW has made pivotal contributions to gender equality, including the drafting of CEDAW. Considered the international bill of rights for women, CEDAW was adopted by the United Nations in 1979 and has since been ratified by 189 member states. Its Article 4 stipulates that the adoption of temporary special measures to accelerate de facto equality between men and women shall not be considered discriminatory.

In 1995, the seminal Beijing Declaration and Platform for Action of the Fourth World Conference on Women set forth governments' commitments to enhance women's rights. Paragraph 193 of this Platform specifically mandates actions to be taken by the United Nations, including establishing a goal of 50:50 gender balance for UN staff at the professional levels and above by 2000.

In addition, the UN General Assembly has repeatedly set progressively increasing targets for the representation of women within the UN system. Today, the goal of 50:50 gender parity applies to all categories of UN staff posts, regardless of the type or duration of appointment, the source of funding, or staff rules under which the appointment is made. The UN regularly reinforces its commitment to gender equality by adopting resolutions to this effect, including General Assembly Resolution 70/133, adopted in December 2015.

Furthermore, the visionary blueprint for development, the 2030 Agenda for Sustainable Development, articulates as one of its 17 sustainable development goals (SDGs) a strong stand-alone goal, SDG 5, specifically dedicated to the achievement of gender equality and the empowerment of all women and girls. Target 5 of SDG 5 aims to "Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life."

Together, this foundational framework consisting of the Charter of the United Nations, an international human rights treaty, parliamentary legislative documentation and institutional policies, practices and accountability tools constitute the comprehensive gender equality compact that drives change to empower women and attain and sustain the goal of their equal representation at all levels.

A multi-pronged approach

Progress to achieve the equal representation of women across levels and everywhere in the UN system requires a multi-pronged approach based on evidence and analysis. The equal representation of women at all levels is first attained through the selection, appointment and advancement of women. It is then facilitated by an organizational culture that is conducive to and supportive of their success. And finally, it is sustained by ensuring systematic and meaningful accountability.

"To be truly transformative, the post 2015 development agenda must prioritize gender equality and women's empowerment. The world will never realize 100 per cent of its goals if 50 per cent of its people cannot realize their full potential."

UN Secretary-General Ban Ki-moon, International Women's Day, 8 March 2015

To this end, the present publication provides a snapshot of trends and statistical data on various aspects of the representation of women in the UN system including system-wide accountability as well as findings related to organizational culture and examples of entity practices. 35 entities provided data to UN Women which was used in this publication in the sections on the Representation of Women, the Selection, Appointments, Career Advancement, Separation and Accountability. Of these, 27 entities also completed a survey which informs the section on Organizational Culture.

UN Women

As the United Nations' Entity for Gender Equality and the Empowerment of Women (UN Women) among its other responsibilities, is mandated to lead, promote and coordinate accountability for the work of the United Nations (UN) system on gender equality and the empowerment of women. It does so inter alia by monitoring and reporting on the status of women in the UN system, and advocating for their equal representation at all levels and in all occupations.

"Management reform must ensure we reach gender parity, sooner rather than later. The initial target for the equal representation of women and men among UN staff was the year 2000. Sixteen years later, we are far from that goal. I pledge to respect gender parity from the start in all my appointments to the Senior Management Group and the Chief Executive Board, and by the end of my mandate we should reach full gender parity at the Under-Secretary-General and Assistant Secretary-General levels, including Special Representatives and Special Envoys. We need a clear roadmap with benchmarks and timeframes to achieve parity across the system, well before the target of 2030."

Secretary-General-Designate António Guterres, remarks to the General Assembly after taking the Oath of Office, 12 December 2016

ENTITIES COVERED IN THIS REPORT

FAO	Food and Agriculture Organization of the United Nations
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
ICJ	International Court of Justice
ICSC	International Civil Service Commission
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IMO	International Maritime Organization
ITC	International Trade Centre
ITC-ILO	International Training Center of the International Labor Organization
ITU	International Telecommunication Union
PAHO	Pan American Health Organization
UN Secretariat	United Nations Secretariat
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICC	United Nations International Computing Centre
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research
UNJSPF	United Nations Joint Staff Pension Fund
UNOPS	United Nations Office for Project Services
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNSSC	United Nations System Staff College
UNU	United Nations University
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNWTO	World Tourism Organization
UPU	Universal Postal Union
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization

Data Sources:

a. Data on personnel, vacancies and separations covering the period 1 January 2015 to 31 December 2015 was submitted by the above 35 entities.

b. Survey on entity policies and practices impacting the status of women, administered by UN Women in the first quarter of 2015, was submitted by 27 out of the 35 entities.

c. Additional entity practices and data in the Improving Accountability section were drawn from UN-SWAP reporting.
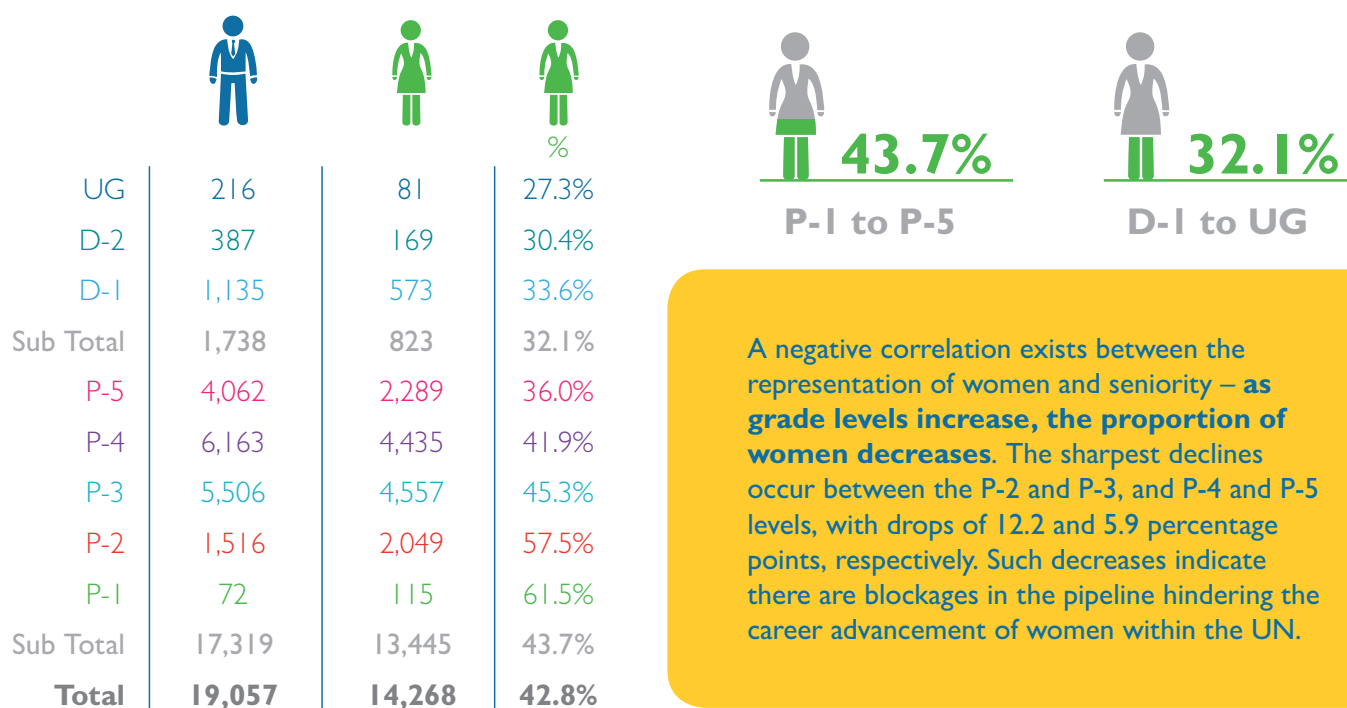
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Representation of Women

REPRESENTATION OF WOMEN

Representation of Women in the UN system, by Level

	👨	👩	%
UG	216	81	27.3%
D-2	387	169	30.4%
D-1	1,135	573	33.6%
Sub Total	1,738	823	32.1%
P-5	4,062	2,289	36.0%
P-4	6,163	4,435	41.9%
P-3	5,506	4,557	45.3%
P-2	1,516	2,049	57.5%
P-1	72	115	61.5%
Sub Total	17,319	13,445	43.7%
Total	**19,057**	**14,268**	**42.8%**

43.7%
P-1 to P-5

32.1%
D-1 to UG

A negative correlation exists between the representation of women and seniority – **as grade levels increase, the proportion of women decreases**. The sharpest declines occur between the P-2 and P-3, and P-4 and P-5 levels, with drops of 12.2 and 5.9 percentage points, respectively. Such decreases indicate there are blockages in the pipeline hindering the career advancement of women within the UN.

Representation of Women, by Entity

5 entities
UN Women (78.9%)
ICJ (57.1%)
UNAIDS (50.8%)
UNESCO (50.6%)
UNWTO (50%)
≥50%

17 entities
UNFPA (49.7%)
PAHO (49.7%)
UNICEF (49.1%)
IFAD (47%)
ILO (45.7%)
UNJSPF (45.4%)
WIPO (44.9%)
IMO (44.6%)
UNDP (44.4%)
UNHCR (44%)
ITC-ILO (43.5%)
WHO (43.4%)
ICSC (42.9%)
UNRWA (42.1%)
WFP (41.6%)
UN SECRETARIAT (41.1%)
UNSSC (40%)
40-49%

13 entities
ITC (39.9%)
UNFCCC (39.2%)
ITU (38.3%)
WMO (37.8%)
FAO (37.4%)
UNITAR (35.5%)
UNOPS (34.0%)
UNIDO (32.9%)
UPU (31.5%)
ICAO (30.5%)
IAEA (28.3%)
UNU (26.4%)
UNICC (18.8%)
<40%

Gender Parity is Within Reach
While only 5 entities have achieved or exceeded overall gender parity at the Professional levels or higher (P-1 to UG), the majority are within 10 percentage points. Notwithstanding this, much progress remains at the individual levels. Each grade level, therefore, must be targeted and monitored independently.

*Data is as of 31 December 2015, for staff P-1 to UG, on contracts of one year or more, at all locations. Source: UN entities

Comparison of UN Secretariat to UN System

● UN System   ● UN Secretariat

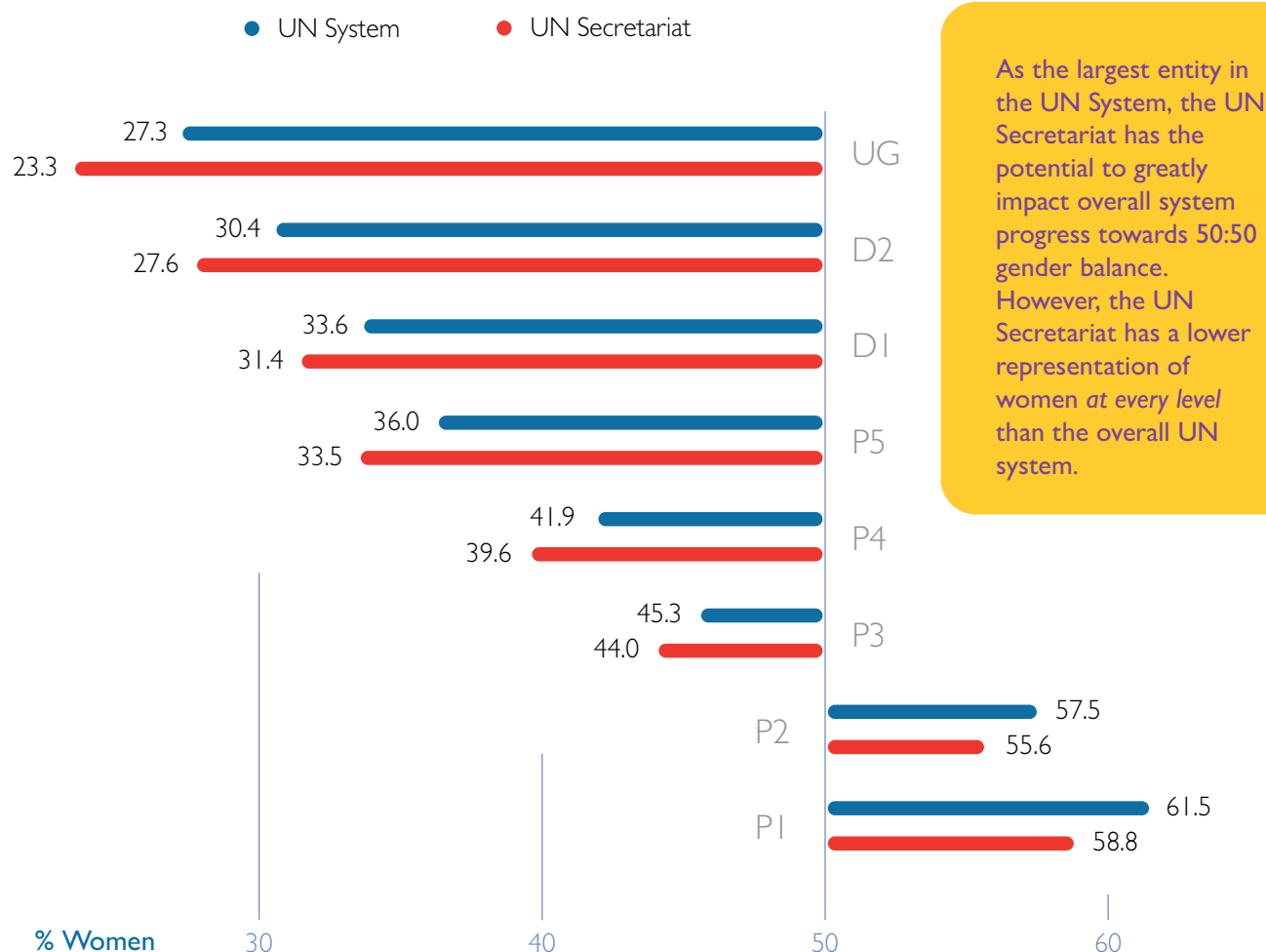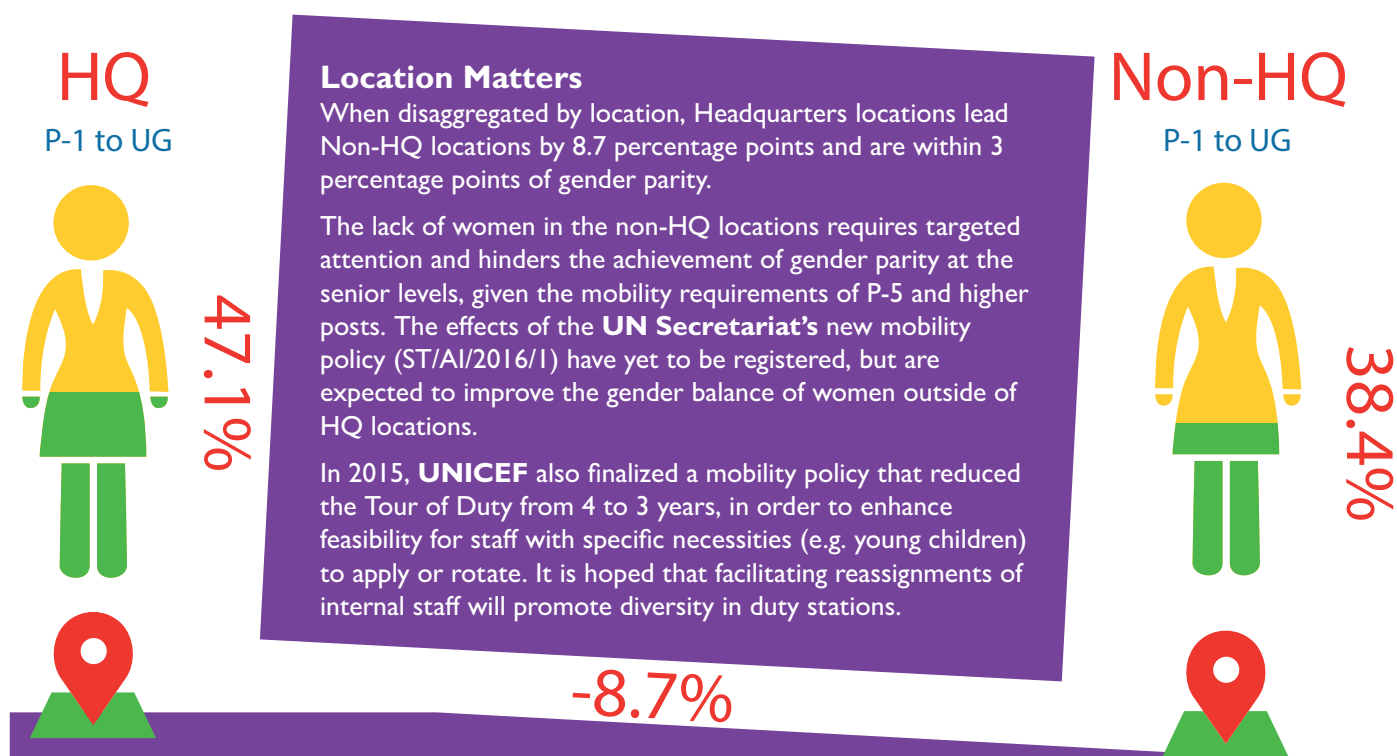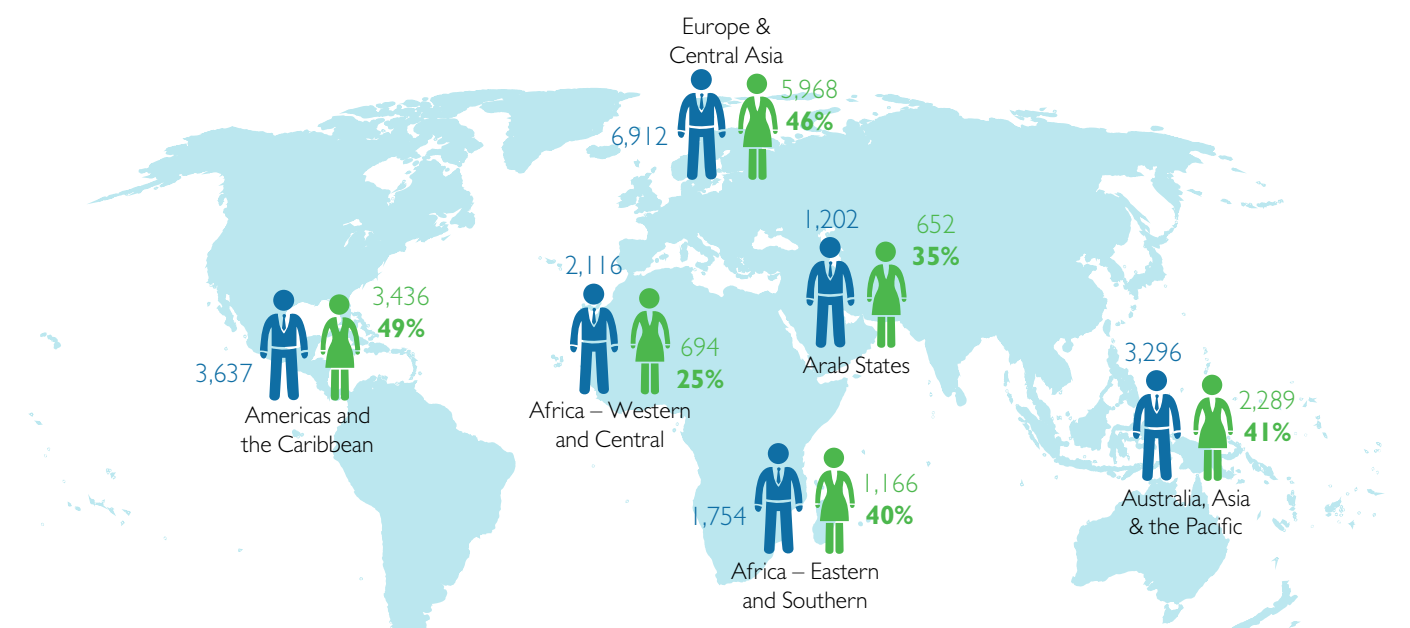| Level	UN System	UN Secretariat
UG	27.3	23.3
D2	30.4	27.6
D1	33.6	31.4
P5	36.0	33.5
P4	41.9	39.6
P3	45.3	44.0
P2	57.5	55.6
P1	61.5	58.8

% Women   30   40   50   60

As the largest entity in the UN System, the UN Secretariat has the potential to greatly impact overall system progress towards 50:50 gender balance. However, the UN Secretariat has a lower representation of women *at every level* than the overall UN system.

Representation of Women, by Location

HQ
P-1 to UG

47.1%

Non-HQ
P-1 to UG

38.4%

Location Matters

When disaggregated by location, Headquarters locations lead Non-HQ locations by 8.7 percentage points and are within 3 percentage points of gender parity.

The lack of women in the non-HQ locations requires targeted attention and hinders the achievement of gender parity at the senior levels, given the mobility requirements of P-5 and higher posts. The effects of the **UN Secretariat's** new mobility policy (ST/AI/2016/1) have yet to be registered, but are expected to improve the gender balance of women outside of HQ locations.

In 2015, **UNICEF** also finalized a mobility policy that reduced the Tour of Duty from 4 to 3 years, in order to enhance feasibility for staff with specific necessities (e.g. young children) to apply or rotate. It is hoped that facilitating reassignments of internal staff will promote diversity in duty stations.

-8.7%

Representation of Women, by Nationality

Representation of Female Staff, by Region

Europe &
Central Asia
6,912
5,968
46%

3,436
49%
3,637
Americas and
the Caribbean

2,116
694
25%
Africa – Western
and Central

1,202
652
35%
Arab States

3,296
2,289
41%
Australia, Asia
& the Pacific

1,754
1,166
**40%**
Africa – Eastern
and Southern

Grouping nationalities by regions, women comprise less than 50% of the Professional and higher staff from every region. The lowest representations of women were registered by the Western and Central Africa Region (25%) and the Arab States (35%). Targeted interventions to women of these regions are needed in order to increase candidate pools and strengthen a talent pipeline (see below).

*Distribution of countries followed UNDG Regions whenever possible.

Addressing gender and geographical representation need not be mutually exclusive

In recognition of the low representation of the Arab States amongst RCs (4%) and particularly of Arab women, the **UNDG for Arab States/Middle East and North Africa** has convened a **Thematic Group on Women RC/UNCT Leadership**. The group focuses on increasing female leadership in the region, with particular attention to staff from the Arab region. The objectives of the group are to:

- Promote and support leadership of women among UN agencies in the region, through access to training, capacity development, learning opportunities, coaching and mentoring.
- Ensure networking and connecting possible leaders to relevant agencies when applicable.
- Provide a strategic analysis of female leadership within the UN system in the Arab region, including an overview of women in leadership positions in all agencies in the Arab States.
- Provide mentoring to women who are identified for the pipeline and for succession planning, 2-4 years.
- Provide coaching to women who are deemed ready to do the RC Assessment Centre (RCAC) 1 year in advance.
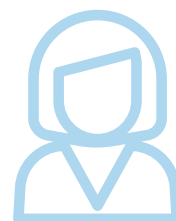
The first cohort of Arabic speaking women leaders was launched in May 2016. Six Arab-speaking women leaders from various agencies were supported through coaching to enhance their competencies that would support them in passing the RC assessment. This coaching took place from August 22- 24, 2016 in collaboration with the staff college in Turin, Italy. The training on Women, Leadership and the UN has also been made available to the selected women.
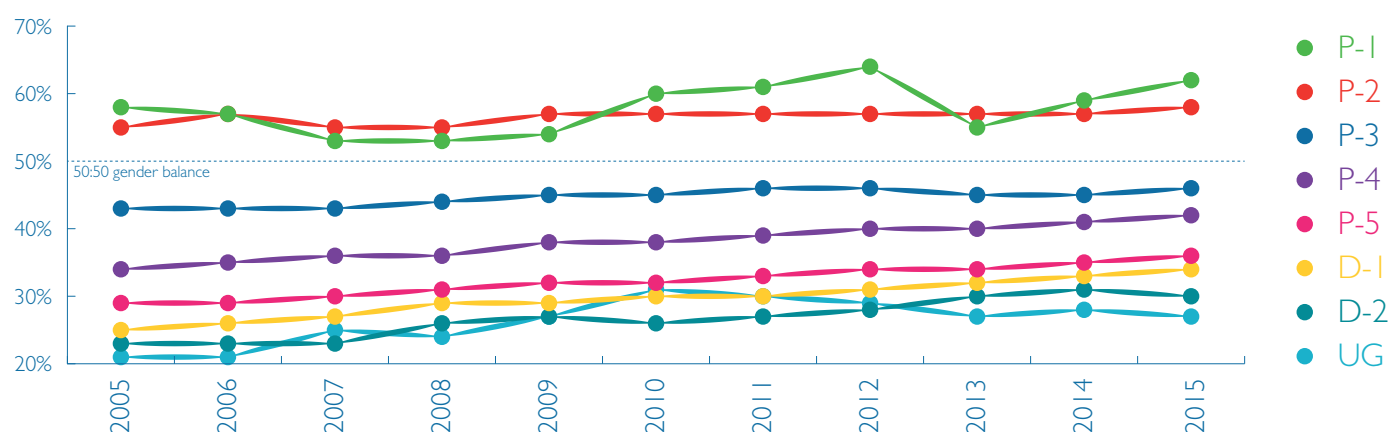
The coaching programme evaluation received the highest possible rating (i.e. 6 out of 6) and all participants appreciated its small size and targeted focus. Particular attention was drawn to the following areas:

i) planning their strategy for succeeding in the RCAC,

ii) demonstrating the competencies required to be an RC,

iii) identifying managerial strengths and challenges unique to each one of them and

iv) gaining familiarity with immediate practical tools in management roles.

Ten-Year Trends (2005-2015):

Representation of Women in the UN SYSTEM, on contracts of a year or more, at all locations

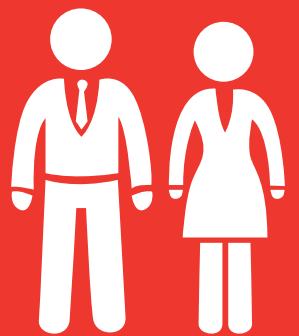Source: CEB HR Reports (2005-2014), UN entities (2015)

YEAR	P1 Σ	P1 F	P1 %F	P2 Σ	P2 F	P2 %F	P3 Σ	P3 F	P3 %F	P4 Σ	P4 F	P4 %F	P5 Σ	P5 F	P5 %F	D1 Σ	D1 F	D1 %F	D2 Σ	D2 F	D2 %F	UG Σ	UG F	UG %F	TOTAL Σ	TOTAL F	TOTAL	TOTAL %F
2005	103	141	58%	1,349	1,676	55%	3,331	2,532	43%	4,596	2,404	34%	3,686	1,484	29%	1,266	430	25%	405	123	23%	172	47	21%	14,908	8,837	23,745	37%
2006	66	89	57%	1,342	1,770	57%	3,699	2,775	43%	4,783	2,554	35%	3,704	1,521	29%	1,249	430	26%	390	119	23%	172	45	21%	15,405	9,303	24,708	38%
2007	71	81	53%	1,407	1,742	55%	3,874	2,881	43%	4,962	2,774	36%	3,708	1,575	30%	1,260	473	27%	404	122	23%	172	56	25%	15,858	9,704	25,562	38%
2008	59	67	53%	1,363	1,690	55%	3,869	3,058	44%	5,155	2,949	36%	3,792	1,727	31%	1,262	509	29%	423	147	26%	186	60	24%	16,109	10,207	26,316	39%
2009	68	80	54%	1,473	1,975	57%	4,347	3,531	45%	5,528	3,331	38%	3,979	1,843	32%	1,319	534	29%	427	155	27%	180	65	27%	17,321	11,514	23,596	40%
2010	51	77	60%	1,467	1,968	57%	4,630	3,805	45%	5,731	3,569	38%	4,040	1,879	32%	1,296	561	30%	417	144	26%	177	79	31%	17,809	12,082	29,891	40%
2011	48	75	61%	1,477	1,965	57%	4,816	4,027	46%	5,947	3,805	39%	4,125	2,004	33%	1,295	565	30%	430	158	27%	182	78	30%	18,320	12,677	30,997	41%
2012	43	75	64%	1,418	1,902	57%	4,986	4,185	46%	6,021	3,975	40%	4,123	2,095	34%	1,304	594	31%	423	167	28%	194	78	29%	18,512	13,071	31,583	41%
2013	58	71	55%	1,417	1,917	57%	5,208	4,270	45%	6,029	4,092	40%	4,114	2,116	34%	1,268	606	32%	405	174	30%	194	72	27%	18,693	13,318	32,011	42%
2014	63	92	59%	1,449	1,943	57%	5,243	4,275	45%	6,090	4,164	41%	4,087	2,215	35%	1,244	611	33%	394	174	31%	198	76	28%	18,768	13,550	32,318	42%
2015	72	115	62%	1,516	2,049	57%	5,506	4,557	45%	6,163	4,435	42%	4,062	2,289	36%	1,135	573	34%	387	169	30%	216	81	27%	19,057	14,268	33,325	43%

Progress towards 50:50 has been historically slow

→ Progress towards equal representation at the Professional and higher levels has waxed and waned. Due to frequent plateauing and regressions, the average annual increment for the Professional levels and higher over the last decade was a mere 0.5 percentage points.

→ Only the two lowest levels (P-1 and P-2) have achieved gender parity. The highest level (UG) was lower in 2015 (27%) than it was five years prior in 2010 (31%)
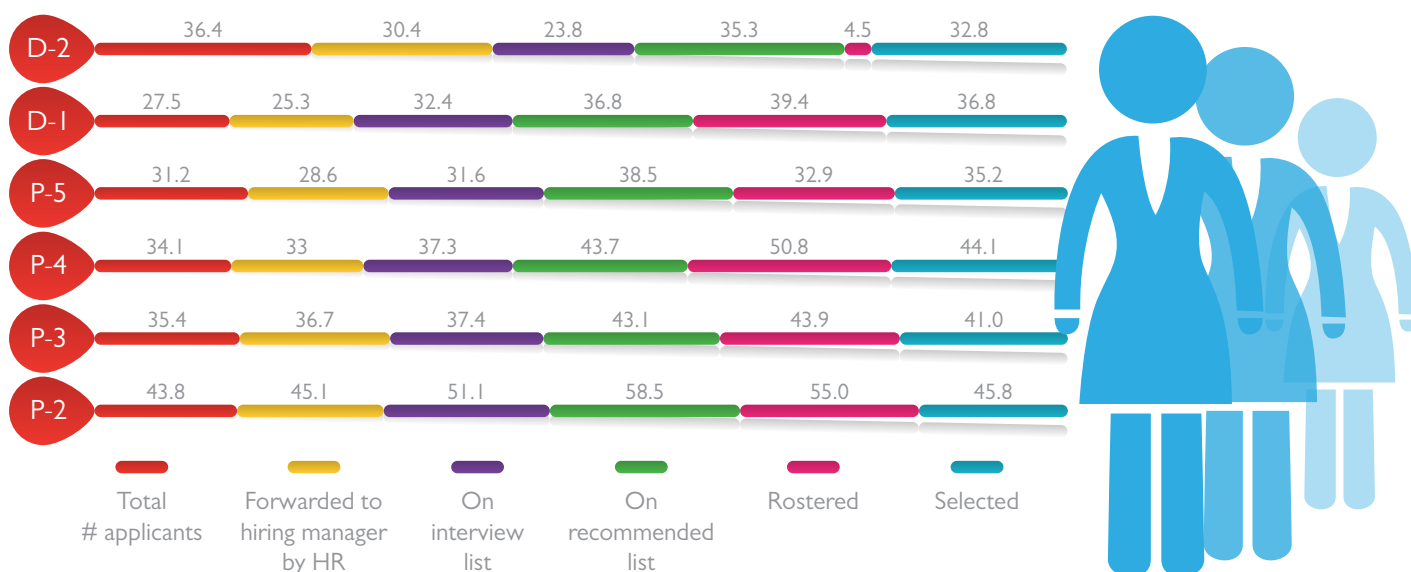
- highlighting the need to sustain gains if substantive progress is to be made.

→ Even relatively easy wins have not been attained. The lower Professional level of P-3, which was within 7 percentage points of attaining gender parity in 2005, made minimal progress over the course of the decade and remained within the 43%-46% range, losing momentum just as the elusive goal of gender parity neared.

Selection, Appointments, Career Advancement and Separations

STAFF SELECTION

Representation of women at each stage of the staff selection process*

	Total # applicants	Forwarded to hiring manager by HR	On interview list	On recommended list	Rostered	Selected
D-2	36.4	30.4	23.8	35.3	4.5	32.8
D-1	27.5	25.3	32.4	36.8	39.4	36.8
P-5	31.2	28.6	31.6	38.5	32.9	35.2
P-4	34.1	33	37.3	43.7	50.8	44.1
P-3	35.4	36.7	37.4	43.1	43.9	41.0
P-2	43.8	45.1	51.1	58.5	55.0	45.8

Female Representation ≠ Gender Sensitivity

While most GFPs have ToRs that indicate they should play a vital role in the staff selection process, most entities reported their staff selection systems only stipulated (if at all) that women (not necessarily GFPs) be represented on interview panels and review bodies. While diversity on panels is important, it does not ensure gender sensitive considerations are incorporated. An understanding of gender equality and its manifestations is an expertise, and sensitivity to it should not be discretionary.

There are fewer female applicants than male at every grade level, indicating the UN system as a whole struggles to attract female applicants. However, once in the staff selection process, women tend to fare well. All levels, except for D-2, registered a higher proportion of women interviewed, recommended, rostered and selected than applied.

Female and/or Gender Focal Point Representation in Selection Process
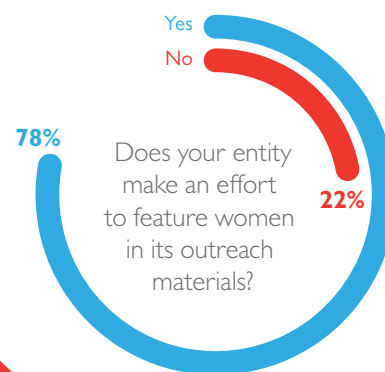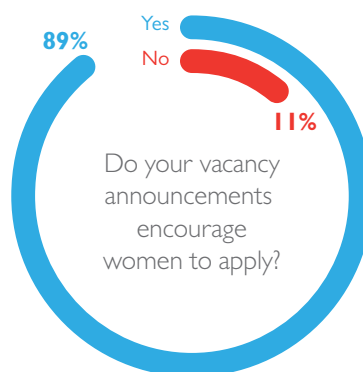
Interview panels

Neither
Gender Focal Point Representation — 4%
Female Representation

57%
39%

% of entities

Review bodies

Gender Focal Point Representation
Female Representation

88%
12%
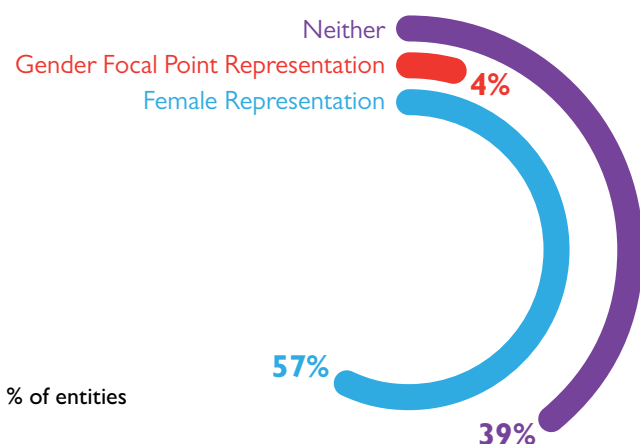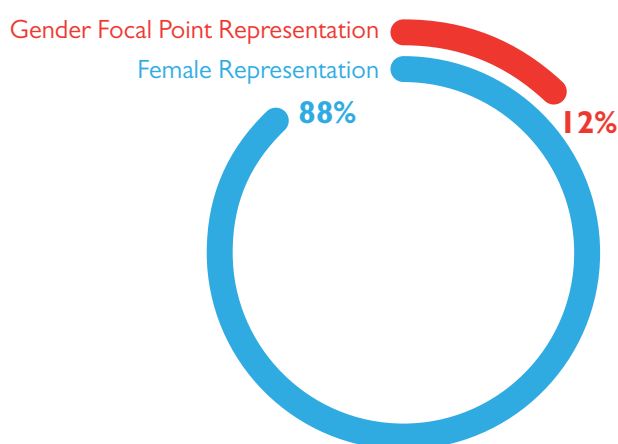
* % women of total. Data covers period 1 January 2015 to 31 December 2015, all locations. Source: UN entities. Data missing for ITC-ILO, UNDP, UNFCCC, UNICC and WMO.
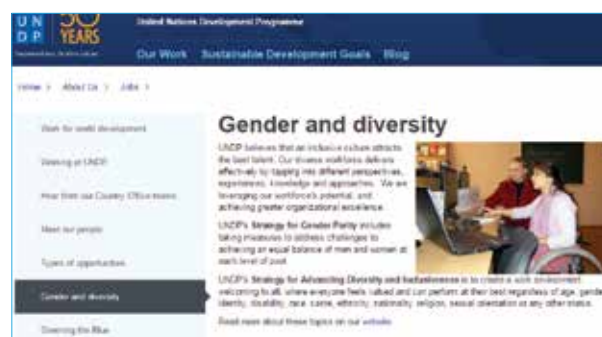
Targeting Outreach to Women

89%

Yes
No

11%

Do your vacancy announcements encourage women to apply?

78%

Yes
No

22%

Does your entity make an effort to feature women in its outreach materials?

Vacancy announcements in almost all entities (89%) include specific encouragement for women to apply. Many (78%) make an effort to feature women and/or gender balance in the images on their websites and in their outreach materials. Further, many entities create material specifically targeted at women and increase their visibility externally. Such approaches are aimed at improving the numbers of female applicants and enhancing the UN's image as an attractive workplace for women.

*http://www.undp.org/content/undp/en/home/operations/jobs/ gender-and-diversity.html*

https://www.iaea.org/about/employment/women

http://public.wmo.int/en/resources/gender-equality

Entity Examples of Targeted Outreach to Women

IAEA has created outreach resources dedicated to attracting women to work at the IAEA, including a resource page on their website for women, highlighting itself as a family friendly employer, and creating promotional materials such as "Women at the IAEA" which shares the stories of women working at all levels of the IAEA.

WMO has a dedicated webpage on "Gender Equality" that features its legislative commitments to gender parity and mainstreaming, its gender policies, profiles of prominent women in the WMO community and an effective infographic cartoon on WMO's progress towards gender equality.

UNDP highlights its gender and diversity priorities on its employment webpage and links it to its internal policies and programmatic work.

UNAIDS regularly releases an internal publication titled "Spotlight on UNAIDS Women" highlighting female staff and their roles.

Staff Planning Tools

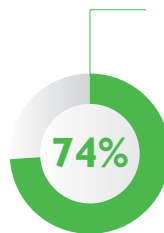Succession plans for staffing changes, including likely retirements and vacancies
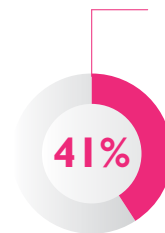
67%
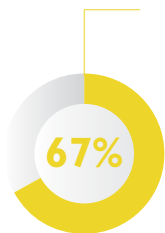
% of entities

Hiring targets to progress towards gender parity

22%

Up-to-date sex-disaggregated data on staff, by grade

74%

Other (reports to Sr. Mgmt, Dashboards, rosters, etc.)

41%

Many entities are using succession planning and up to date sex-disaggregated data to inform their staffing decisions. However, less than a quarter reported setting hiring targets.

WHO requires supervisors with recruitment responsibilities to set targets for gender equality in staffing and to report on this at the end of the Performance Evaluation Cycle. In addition, the WHO Accountability Compact for Assistant Director Generals in Headquarters includes an indicator on gender equality in staffing.

Business intelligence tools such as Dashboards were reported to be used by over 20% of the entities surveyed and provide a dynamic and user-friendly means of analyzing data, that can link with existing database system to provide real-time data.
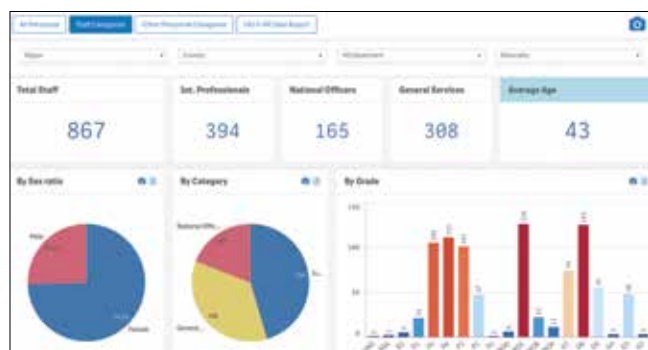
Example of HR Dashboard
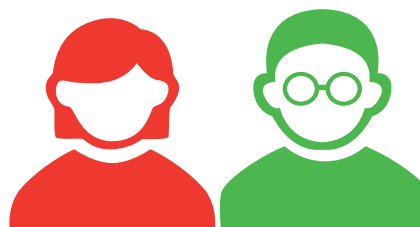
Rosters are not being effectively used to fill vacancies with pre-qualified women. While rosters have the potential to increase the pool of eligible female candidates, current practices indicate that Hiring Managers tend to want to vet candidates themselves and underutilize rosters. Even in the few organizations which have set up rosters, entities reported that rosters are rarely or never used in a sex-disaggregated manner to target women (see below).

Rosters

No entity reported using sex-disaggregated rosters for hiring.

Even when rosters are set up, most entities indicated they are infrequently or never used for the placement of female candidates.

7%	45%	48%
Frequently	Infrequently	Never

No entity reported keeping women on rosters longer than men.

Temporary Special Measures

Does your entity use Temporary Special Measures for the attainment of gender parity?

Yes
No

52%
48%
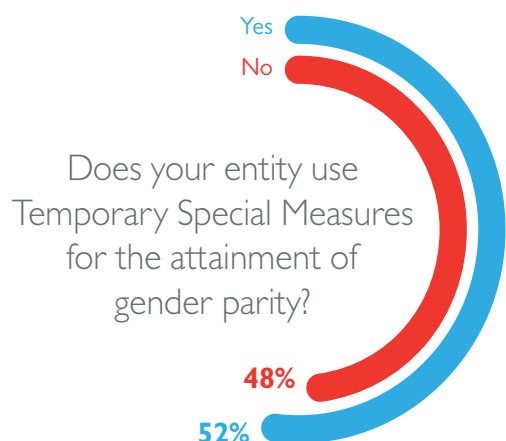
Almost half (48%) of all entities reported they require at least one woman on the list of recommended candidates.

The most widely used temporary special measures by UN entities include:

- The requirement that without a minimum of 20% qualified women candidates, the vacancy will be reissued.
- The requirement that at least one woman be shortlisted for posts at levels which have not attained gender parity.
- Inclusion of at least one woman on selection panels, or having gender balanced selection panels.
- Removal of ranking of recommended candidates to allow for greater latitude in the final selection process, and compare candidates' qualifications against the job vacancy requirements, as opposed to against one another.
- The requirement that justifications be provided if no women are shortlisted and/or selected for posts at levels in the department/ office that have not attained gender parity.
- Stipulating that preference be given to the under-represented gender (for posts at levels with sex imbalances), provided the candidate is substantially equal or better qualified.

Entity Practices for Temporary Special Measures

UNDP has one of the most progressive plans for attaining gender parity that includes the following temporary special measures:

- Flexibility in the time in post for P-4 and P-5 positions.
- Women-only candidate pools for Bureaus that have fallen below 45% representation.
- Short and long lists must include at least one woman. If no woman is included, a waiver must be requested from the Director of Human Resources.
- Targeting men for General Service positions in the interest of increased gender balance at the GS level.
- Spousal support to facilitate mobility.
- Bureau Directors require managers to develop specific plans to create and maintain inclusive environments.
- Strengthened accountability of managers to reach gender balance targets.

ITC has integrated innovative special measures into their hiring procedures including:

- Requiring the Hiring Manager to declare that s/he is aware of the gender balance implications of each hiring decision.
- The Gender Focal Point meets with the Hiring Managers individually to provide a gender perspective on their hiring decision, including its impact on corporate targets.
- All applicants are evaluated on their demonstrated gender sensitivity.
- A mandatory field providing selection statistics on gender representation at each stage of the selection process is included in all recommendations to the Central Review Body and ED.

UNHCR has reduced the minimum seniority-in-grade criteria for female staff members serving at the P-3 to P-5 levels to one year until gender parity at the P-4 to D-1 levels has been achieved.

APPOINTMENTS

Appointments, by Level

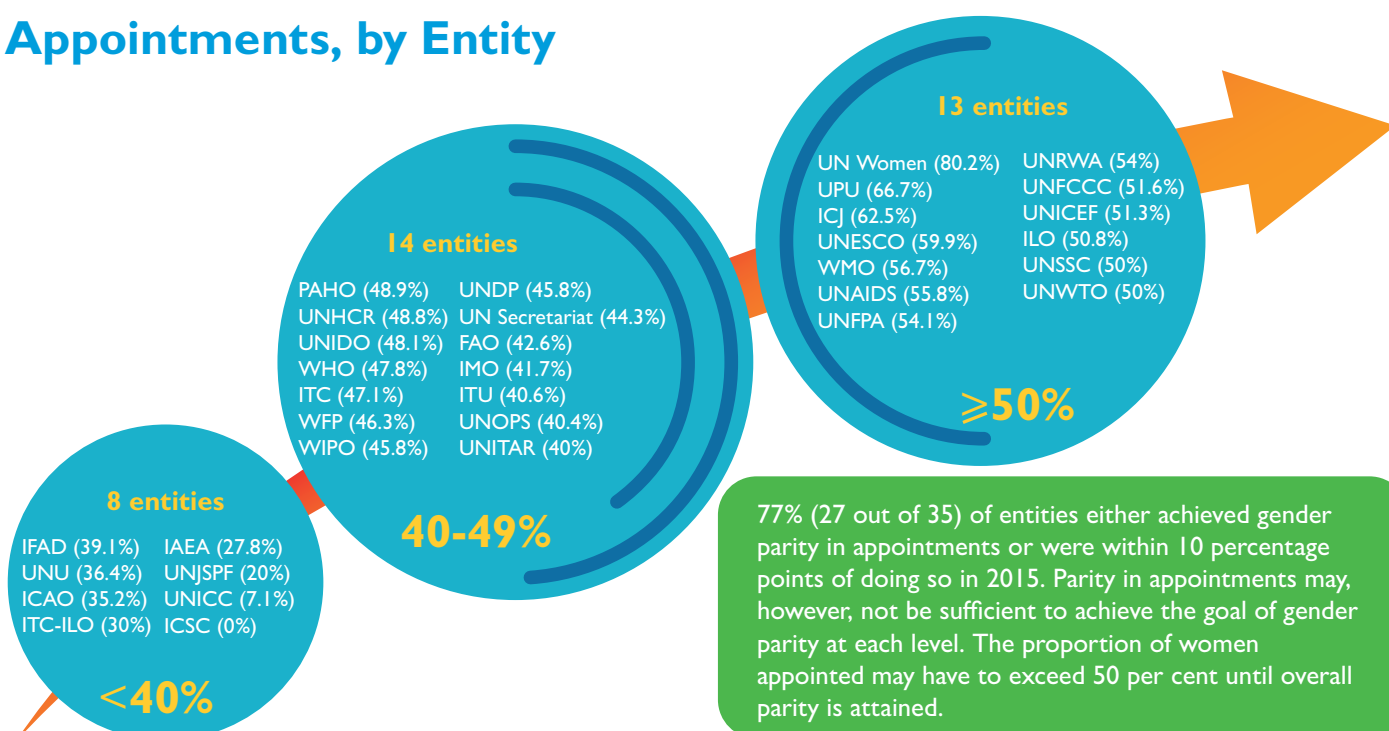|			%
UG	53	20	27.4%
D-2	69	37	34.9%
D-1	165	89	35.0%
P-5	463	278	37.5%
P-4	790	648	45.1%
P-3	915	848	48.1%
P-2	333	498	59.9%
P-1	23	39	62.9%
Total	**2,811**	**2,457**	**46.6%**

P-1 to P-5
47.8%

D-1 to UG
33.7%
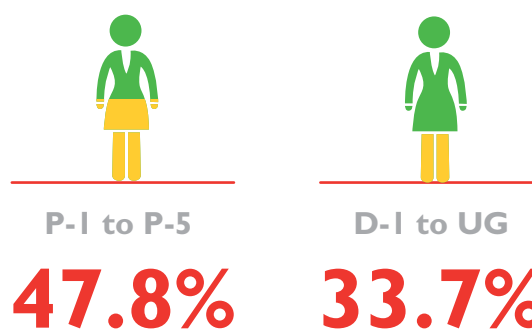
While appointments at the aggregate P-1 to P-5 levels are near parity (47.8%), women made up only 33.7% of appointments at the D-1 and higher levels. In 2015, there was a sharp decrease in female appointments between the P-4 level and the senior decision-making levels of P-5 and higher, with women only comprising 27.4% of the highest level (UG) of appointments.

Appointments, by Entity

13 entities

UN Women (80.2%)   UNRWA (54%)
UPU (66.7%)   UNFCCC (51.6%)
ICJ (62.5%)   UNICEF (51.3%)
UNESCO (59.9%)   ILO (50.8%)
WMO (56.7%)   UNSSC (50%)
UNAIDS (55.8%)   UNWTO (50%)
UNFPA (54.1%)

≥50%

14 entities

PAHO (48.9%)   UNDP (45.8%)
UNHCR (48.8%)   UN Secretariat (44.3%)
UNIDO (48.1%)   FAO (42.6%)
WHO (47.8%)   IMO (41.7%)
ITC (47.1%)   ITU (40.6%)
WFP (46.3%)   UNOPS (40.4%)
WIPO (45.8%)   UNITAR (40%)

40-49%

8 entities

IFAD (39.1%)   IAEA (27.8%)
UNU (36.4%)   UNJSPF (20%)
ICAO (35.2%)   UNICC (7.1%)
ITC-ILO (30%)   ICSC (0%)

<40%

77% (27 out of 35) of entities either achieved gender parity in appointments or were within 10 percentage points of doing so in 2015. Parity in appointments may, however, not be sufficient to achieve the goal of gender parity at each level. The proportion of women appointed may have to exceed 50 per cent until overall parity is attained.

Appointments, by Location

50.1%
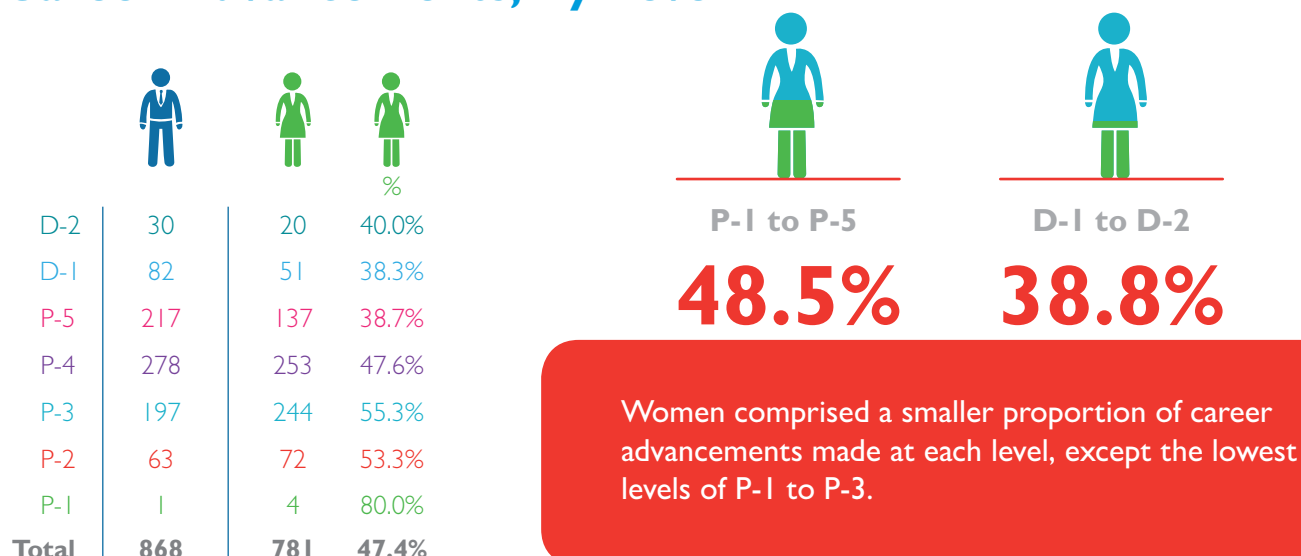Headquarters

44.0%
Non-HQ

In 2015, there was gender parity in HQ appointments at the Professional level and higher. Comparatively, women comprised 44% of Non-HQ appointments.
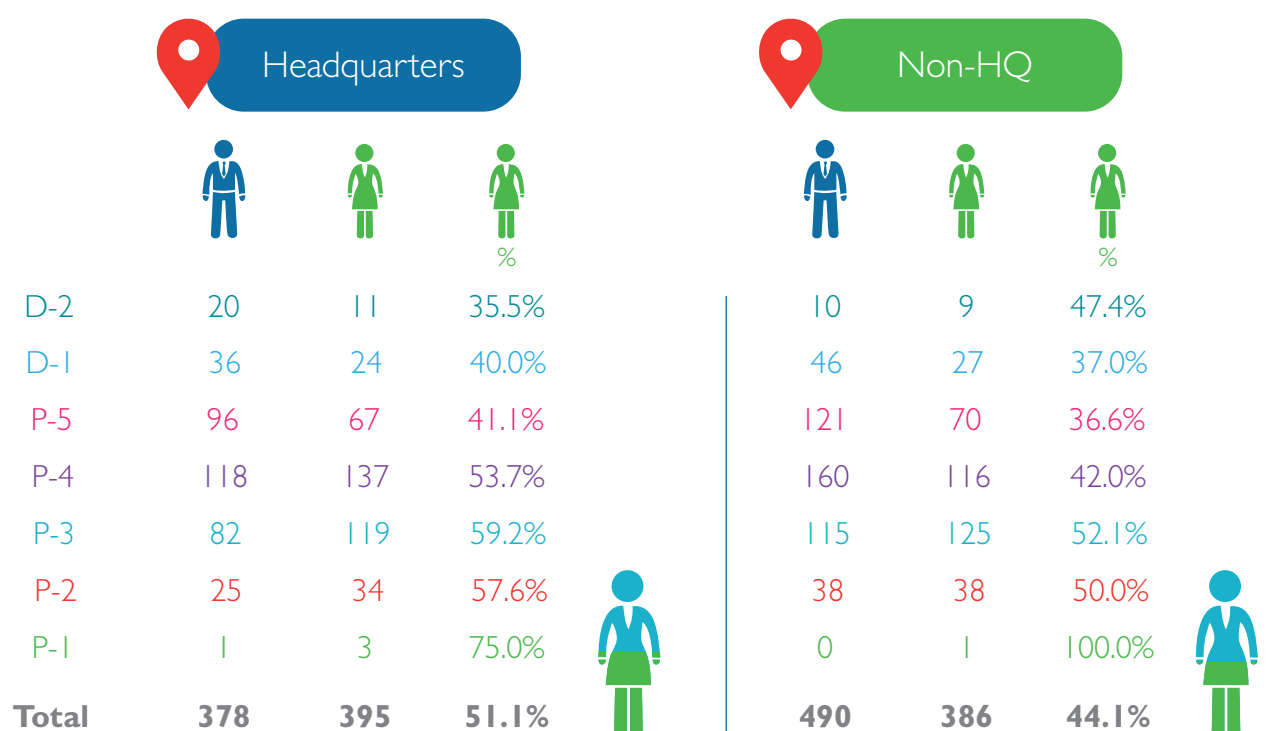
*Data reflects new appointments in the UN system for the period 1 January 2015 to 31 December 2015, contracts of one year or more, all locations. Source: UN entities

CAREER ADVANCEMENT
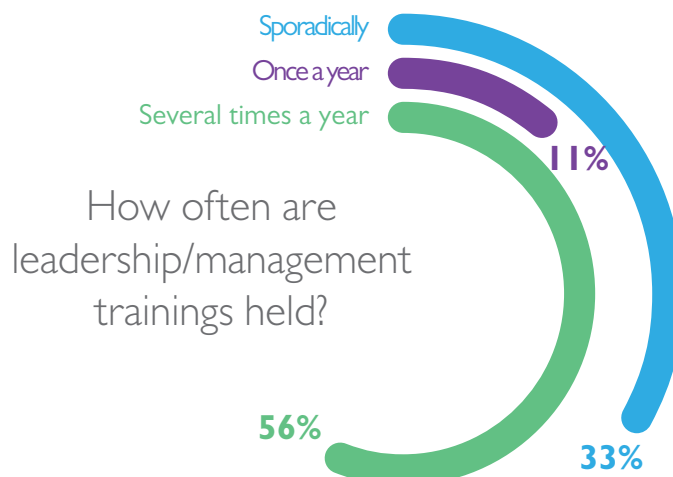
Career Advancements, By Level

			%
D-2	30	20	40.0%
D-1	82	51	38.3%
P-5	217	137	38.7%
P-4	278	253	47.6%
P-3	197	244	55.3%
P-2	63	72	53.3%
P-1	1	4	80.0%
Total	**868**	**781**	**47.4%**

P-1 to P-5
48.5%

D-1 to D-2
38.8%

Women comprised a smaller proportion of career advancements made at each level, except the lowest levels of P-1 to P-3.

Career Advancements, By Location

	Headquarters				Non-HQ		
			%				%
D-2	20	11	35.5%		10	9	47.4%
D-1	36	24	40.0%		46	27	37.0%
P-5	96	67	41.1%		121	70	36.6%
P-4	118	137	53.7%		160	116	42.0%
P-3	82	119	59.2%		115	125	52.1%
P-2	25	34	57.6%		38	38	50.0%
P-1	1	3	75.0%		0	1	100.0%
Total	**378**	**395**	**51.1%**		**490**	**386**	**44.1%**

Women comprised slightly more than half (51.1%) of all HQ career advancements, compared to only 44.1% at Non-HQ locations. Encouragingly, Non-HQ career advancements at the D-2 level were at near gender parity (47.4%).

* Data reflects the UN system for the period 1 January to 31 December 2015, staff P-1 to UG, on contracts of one year or more, at all locations. Career advancement measures staff who increased their grade level within the UN system (but not necessarily within the same agency) between 31 December 2014 and 31 December 2015.

Leadership & Managerial Programmes

89%
of entities have
leadership/managerial trainings

41%
of entities have
leadership/ managerial
trainings targeted
specifically at
women

Sporadically
Once a year
Several times a year

11%

How often are
leadership/management
trainings held?

56%

33%

Should leadership programmes be targeted at women?

Views are diverse on this topic. On the one hand, it is argued that women face unique challenges in their pursuit of career advancement that warrant a gender-sensitive approach. This could include how to overcome discrimination in the workplace and the social conditioning that leads many women to undervalue/underestimate their skills set.

On the other hand, it is argued that having women-only leadership trainings reinforce an idea that female and male leadership are distinct – rather than there being inherent qualities that make a good leader irrespective of gender. Such trainings can also be seen as perpetuating the status quo rather than capitalizing on a valuable opportunity to have male and female leaders engage and learn from one another.

Leadership Programmes Across the UN system

The **UNAIDS** Secretariat Gender Action Plan focusses on staff development through its two flagship programmes - the **UNAIDS Mentoring Programme** for **Women and the UNAIDS Leadership Programme for Women**. Both launched in 2014 and a second cohort of both programmes was implemented during 2015. More than 100 female staff members, or 23% of UNAIDS women professionals, have benefitted from participation in a dedicated programme in support of reaching the ambitious targets of the UNAIDS GAP through these two programmes.
UNAIDS reported that 50% of participants in the UNSSC UN Leaders and in the UNCT Leadership Skills programmes were women staff at the P-5 to D-2 levels. Additionally, 50% of **UNAIDS** candidates participating in the Resident Coordinator Assessment Centre are women.

UNDP's Leadership Development Pathways programme has developed two courses that launched in March 2016. The first is to increase the capacity of all managers to create and efficiently manage a gender-inclusive workplace. The second focuses on women and

leadership, which addresses challenges faced by women in their leadership journeys and the collective action required from men and women to overcome them.

UNSSC "Leadership, Women and the UN": Open to P-4 and P-5 women across the system to further refine their leadership potential while networking and learning from each other's experiences. The course covers leadership approaches, gender and cultural dimensions of leadership and UN experiences. http://www.unssc.org/courses/leadership-women-and-un/

WFP's INSPIRE Women's Leadership Development programme is targeted to women P-4 to D-1 and national officers in the field. It is a three-day training session with one year of group coaching and peer mentoring. Since its inception in December 2013, 164 women have completed the programme in Rome, Cairo, Dakar and Johannesburg.

WMO held a **Women's Leadership Workshop** for female delegates at the 17th World Meteorological Congress in 2015.

Mentoring

Mentoring is less widely used, but can provide a low-cost informal complement or alternative to organized trainings that can benefit all staff, but particularly female staff. **56%** of entities have mentoring programmes. However, only **19%** of entities have mentoring programmes targeted specifically at women.

Building Networks

Men tend to build broader networks that give them a wider range of resources for gaining knowledge and professional opportunities, while women's networks tend to be narrower but deeper.

Studies have shown that women who promote their own interests vigorously are seen as aggressive, uncooperative, and selfish. The failure of women to promote their own interests results in a lack of female leaders. Until conditions change, mentors are key to helping women gain access to opportunities they merit and need to develop.

"*Centered Leadership: How talented women thrive*",
McKinsey Quarterly, 2008.

Expanding leadership and mentoring programmes to P-3 level women to increase their representation in the talent pipeline.

Examples:
- **UNFCCC** has included female managers at the P-3 level in its UN Management Development Programme, previously exclusively targeted at P-4 and P-5 managers.
- **WIPO** has opened its mentoring programme to P-3 women and men in the GS category.

Gender parity should be required in participation rates of non-gender specific leadership and mentoring programmes.

Examples:
- **UNAIDS** reported that 50% of participants in the UNSSC UN Leaders and in the UNCT Leadership Skills programmes were women staff at the P-5 to D-2 levels. Additionally, 50% of UNAIDS candidates participating in the Resident Coordinator Assessment Centre are women.

Mentoring Programmes Across the UN system

The **ILO mentoring programme** aims to foster dialogue and knowledge sharing to assist managers in addressing their learning objectives and achieving their goals. The programme currently involves the ILO mentor and the mentee working together for a defined period on issues that they define as being important. This may include developing an understanding of the ILO's values and organizational culture, interpreting events and discussing key issues identified as being of interest, discussing current and upcoming challenges and exchanging ideas for addressing them, and/or exploring areas for personal growth and development.

After reviewing exit interview analysis and feedback, the **ITC** Executive Director approved the launch of a pilot **Women's Mentoring Programme (WMP)** in 2016 as part of its commitment to reach gender parity by 2020 and to promote a gender-inclusive workplace. The WMP is a voluntary, structured one-year talent development programme offering support and guidance to mentors and mentees. The goal of this programme is to improve career development, job satisfaction, and retention of women at ITC. Implementation plan is in progress.

As part of its Gender Action Plan, **UNAIDS** has launched an innovative mentoring programme for women that aims to support the professional development of women at all levels of the organization. The year-long programme, delivered entirely at distance, helps mentees to strengthen competencies, address workplace challenges and build confidence. It also gives an opportunity to mentors to share their experience and knowledge while developing their skills in guiding and supporting colleagues. Since its launch in 2014, the number of mentoring pairs was increased from 15 to 25 in 2015. The programme is open to female (as mentees and mentors) and male (as mentors) staff in all categories. Mentees and mentors are supported throughout the programme through distance training and institutional backstopping.

UNDP's mentoring is a component of its Leadership Development Pathways programme. Additionally, mentoring was a key component of the Regional Bureau for Asia and Pacific Training programme for women and is currently in-built in the highly successful Junior Professional Programme.

UNFPA is conducting mentoring and coaching for leadership pool candidates, as well as other categories of staff members.

UNOPS has a mentoring programme open to female personnel who participates in the Emerging Leaders Programme. The programme, launched in 2015, includes 45% of women.

In the framework of the **WIPO** Policy on Gender Equality, the HR Department started a pilot project to support professional and career development of women in April 2015. In the pilot, five P-4 women supervisors with outstanding performance received individually tailored career coaching and support from Human Resources for a year. With the preliminary success of the pilot, WIPO plans to expand the project to up to 10 women between P-3 and P-5 levels, as well as to men in the GS category in grade levels where there is significant underrepresentation of one gender.

SEPARATIONS

Sex Distribution of Separations*

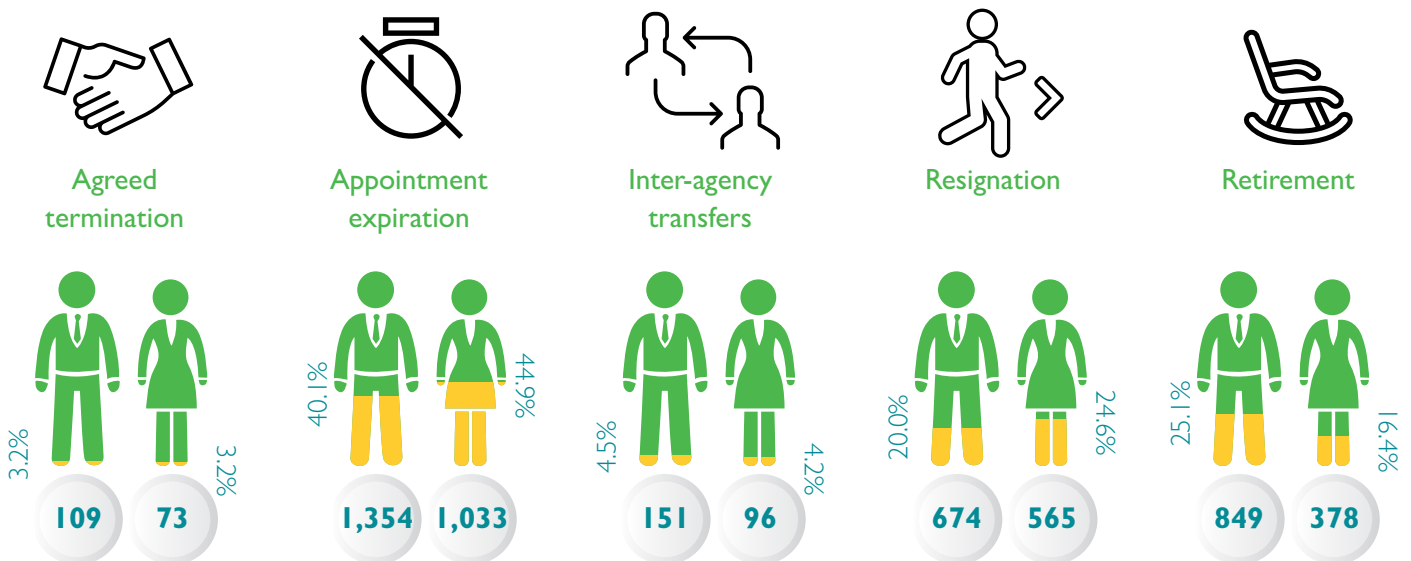Attrition Rate of Men

0.18

There is only a **slight difference** between the **attrition** rates of men and women, indicating that attaining gender parity is **not** primarily a function of **retention**.

Attrition Rate of Women

0.16

Reasons for Separation

While men and women in the UN are separating at comparable rates, there are slight gender disparities in their reasons for separation. 93% of all reasons for separation fell into 5 categories:

Agreed termination	Appointment expiration	Inter-agency transfers	Resignation	Retirement
3.2%	40.1%	4.5%	20.0%	25.1%
3.2%	44.9%	4.2%	24.6%	16.4%
109 / 73	1,354 / 1,033	151 / 96	674 / 565	849 / 378

Percentages reflect the proportion of total reasons for separation by each gender.
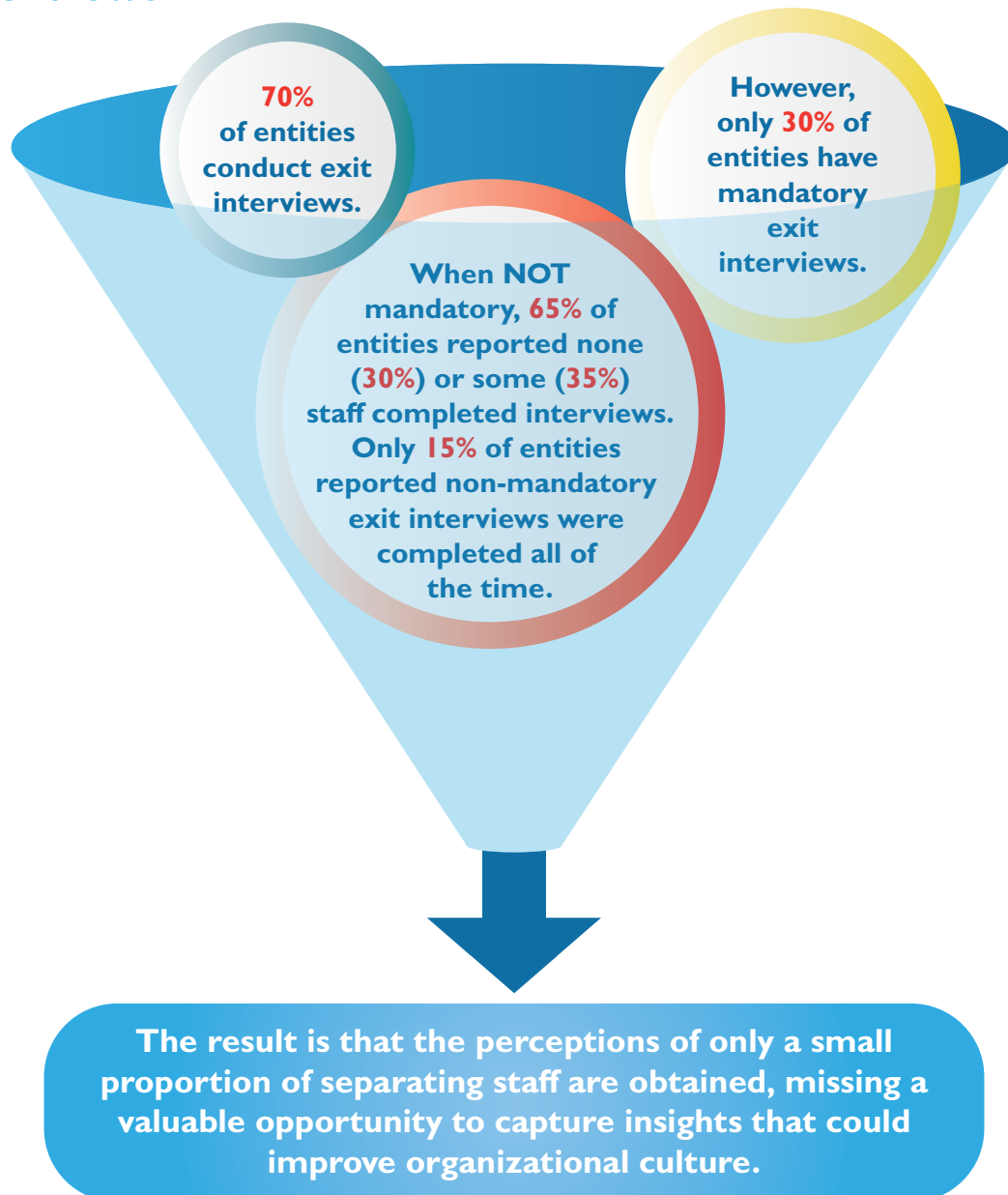
Appointment expirations accounted for a greater proportion of female separations (44.9%) compared to male separations (40.1%), potentially indicating women are more likely to hold insecure contracts within the UN system.

Further, **resignations** accounted for a greater proportion of female separations (24.6%) than male separations (20%), alluding to higher levels of job dissatisfaction amongst female staff.

The greatest gender disparity was registered by **retirements**, which accounted for 25.1% of male separations, but only 16.4% of female separations. This indicates men are more likely than women to finish their careers in the UN.

*Data is for UN system as of 1 January 2015 to 31 December 2015, contracts of one year or more, all locations. Source: UN entities

Exit Interviews

70% of entities conduct exit interviews.

However, only **30%** of entities have mandatory exit interviews.

When **NOT** mandatory, **65%** of entities reported none (**30%**) or some (**35%**) staff completed interviews. Only **15%** of entities reported non-mandatory exit interviews were completed all of the time.

The result is that the perceptions of only a small proportion of separating staff are obtained, missing a valuable opportunity to capture insights that could improve organizational culture.

Exit Interview Findings

Entities anonymously shared the following findings from their exit interviews:

→ "Resignations were listed as the most frequent reasons of separation from the organization. More women than men left for most reasons that were provided – i.e. family reasons, lack of spousal employment; poor working conditions, hostile work environment; lack of career opportunities and to pursue further studies. Another large percentage was staff members in country office locations whose contracts were completed and had no possibility of renewal. The numbers of those who left or those who completed the questionnaires included more women than men."

→ "One recurring subject was that mobility is often an issue for women, who may choose to resign (e.g. family life balance)."

→ "There is a higher percentage of women amongst staff who feel there are lower levels of equality of opportunity and of treatment between men and women."

→ "82.4% of the workforce that completed the Exit Survey indicated that gender did not have an impact on their career."

*Data is for UN system as of 1 January 2015 to 31 December 2015, contracts of one year or more, all locations.
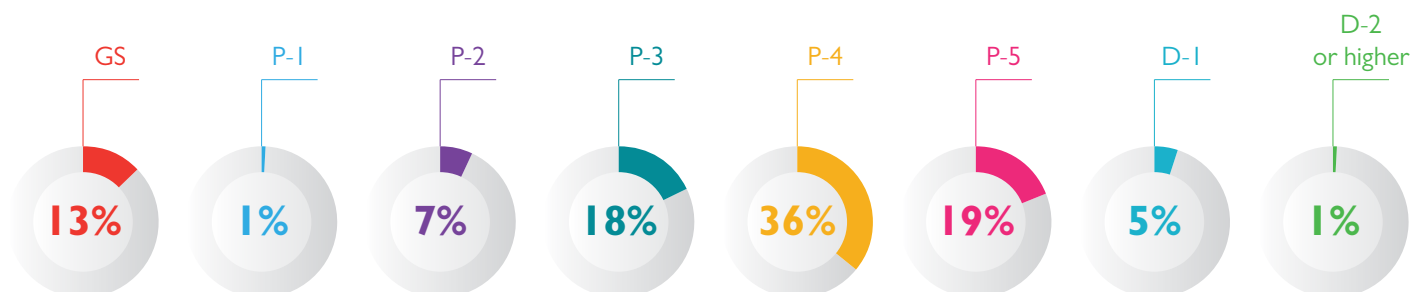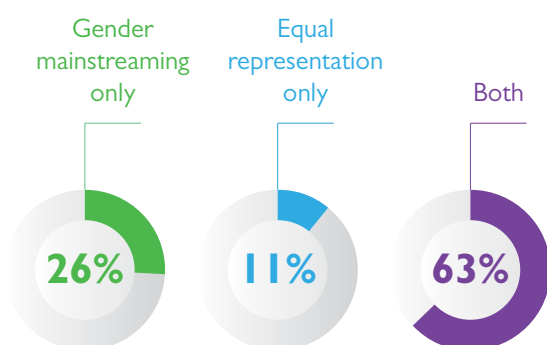
Organizational Culture

GENDER FOCAL POINTS

The formal designation of Gender Focal Points (GFPs) at mid and decision-making levels is fundamental to ensuring the successful implementation and monitoring of gender policies and practices, including a facilitative and appropriate organizational culture.

Grade Level

| GS	P-1	P-2	P-3	P-4	P-5	D-1	D-2 or higher
13%	1%	7%	18%	36%	19%	5%	1%

Focus Areas

Gender mainstreaming only	Equal representation only	Both
26%	11%	63%

61% of GFPs were reported to be at the P-4 level and higher. However, a significant number of GFPs continue to be from the lower levels.

As the recognition of gender equality's importance grows, the workload of GFPs has increased, without commensurate changes to their resources and with increasingly competing demands.

GFPs are expected to address both gender mainstreaming and equal representation issues within their organizations. **63%** of entities report that their GFPs handle both.

Engaging Men as GFPs

70% of entities have male GFPs

30%
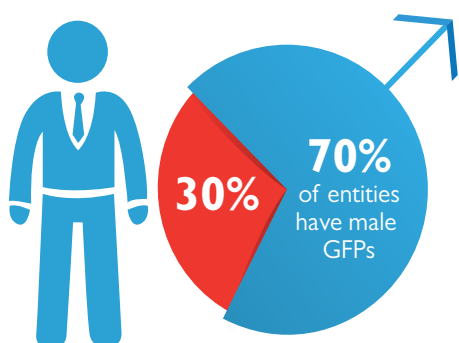
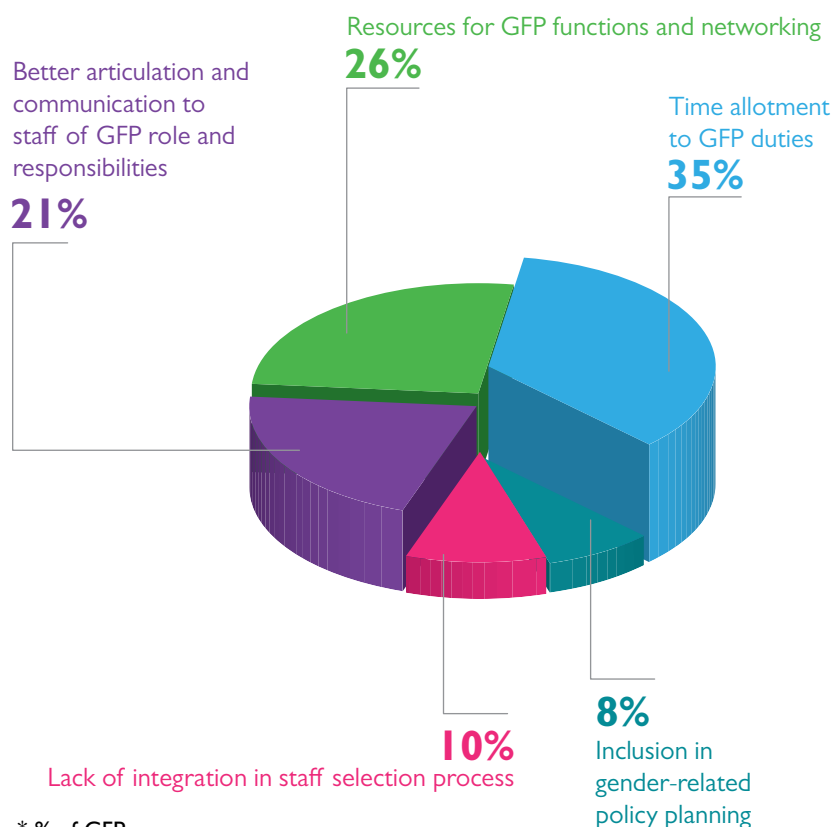Several entities reported having "no challenges" in recruiting men as GFPs.

Pros to having more men as GFPs:

- Broadens realization of gender as a corporate priority not a women's issue.
- Facilitates global acceptance of mainstreaming efforts.
- Introduces diverse perspectives.

Entity Practices for Engaging Men as GFPs:

- Encouragement from **Senior Management** to join Gender Teams and become Gender Focal Points.

- **Communications and advocacy**: Campaigns such as "WFP men for GEWE" elevate the profile and visibility of male engagement in mainstreaming gender.

- ITC instituted a **policy requiring equal representation amongst GFPs**. In cases where a male staff member is selected as Gender Focal Point, a female alternate is sought or vice versa.

Challenges Facing Gender Focal Points

Better articulation and communication to staff of GFP role and responsibilities
21%

Resources for GFP functions and networking
26%

Time allotment to GFP duties
35%

Lack of integration in staff selection process
10%

8%
Inclusion in gender-related policy planning

* % of GFP responses

In order to exceed the requirements for Performance Indicator 10 of the UN-SWAP, entities need to have addressed the top three challenges indicated above (time allocation, definition of duties, resources).

- Tendency to assign gender equality and women's empowerment work only to GFPs instead of seeing the work as an organization-wide responsibility to mainstream gender.

- Job descriptions of GFPs do not always include gender equality related duties and consequently GFPs' performance assessments lack this aspect.

- Overcoming the dismissive attitudes inside and outside the organization towards the role of GFPs.

- For many organizations, the integration of gender equality into their work is in its infancy and the foundational architecture is weak. The development of ToRs for GFPs, resources allotted, policies developed etc. would facilitate the work of GFPs.

- Several entities reported that because the GFP system is not systematized across operations, responsibilities often fall upon other staff such as focal points designated for sexual and gender-based violence work.

Entity Practices for GFPs

- Gender equality is articulated by Senior Management as being a priority and **integrated into key planning documents**, leading to better integration of gender into programmes and respect for the work of GFPs.

- **Capacity Development:** WIPO has reported that several capacity building workshops significantly enhanced the momentum and efforts of their Gender Focal Points.

- **Addressing Organizational Culture:** Unconscious bias and/or gender sensitivity trainings increased organization-wide receptiveness to GFP's work and the importance of gender mainstreaming efforts.

  - The introduction of the **People First Project** at ITC laid the foundation for implementing gender parity as an ITC policy, transforming an initially unpopular idea into a well-received component. In the last two years under the Executive Director's strong leadership, ITC has drastically transformed ITC's organizational culture into a gender-responsive and work-friendly environment.

- **Information Sharing:**

  - FAO uses an **online platform** to compile different resources and guidance materials, for gender mainstreaming in technical and institutional mechanisms in the various fields where FAO operates.

  - WFP has recently relaunched its GFP programme as the **Gender Results Network (GRN),** with robust ToRs and GRN teams in each CO and RB. Consistent newsletters, webinars and other forms of engagement are leading to increased engagement and organization.

FLEXIBLE WORK ARRANGEMENTS

The UN has called for strengthened implementation of flexible work arrangements as an important measure to accelerate progress towards gender parity in successive resolutions.

Flexibility in the workplace is positively correlated with the enhanced engagement and retention of male and female staff, both because it allows for a better work-life balance and integration of childcare and/or elder-care responsibilities. Without flexibility, staff are more likely to limit their career aspirations, or seek more favorable working conditions elsewhere.

Research has found that workplace flexibility in many instances yields cost savings by increasing productivity, decreasing operating costs, reducing absenteeism and lowering staff turnover.

Anna Beninger and Nancy M. Carter, "The great debate: flexibility vs. face time. Busting the myths behind flexible work arrangements", Catalyst (July 2013).

Types of flexible work arrangements (FWAs) available, as defined in ST/SGB/2003/4:

78% Staggered working hours
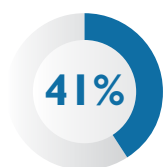
41% Compressed work schedule

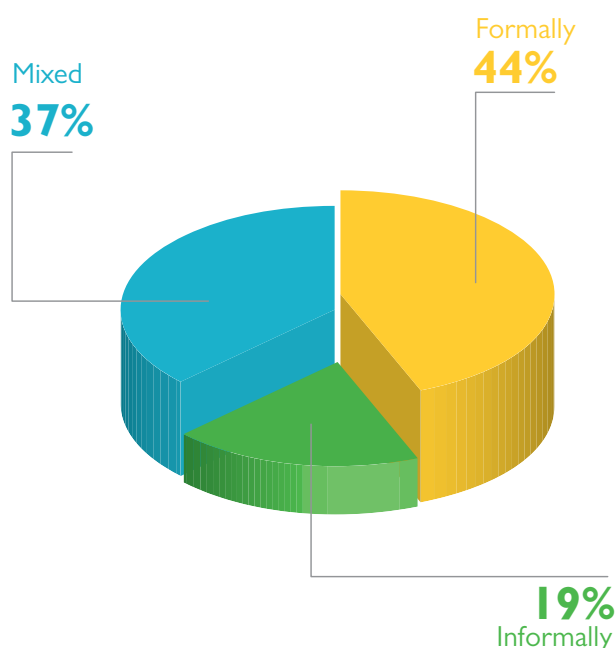**56%** Scheduled break for extended learning activities

67% Telecommuting
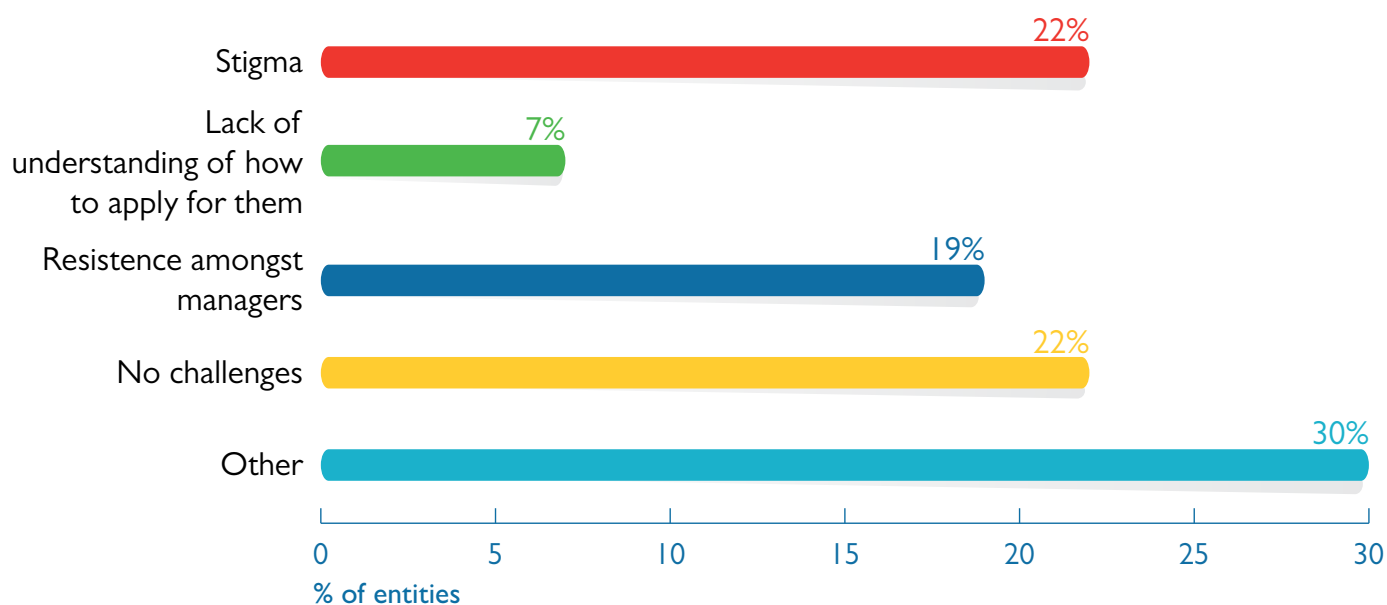
% of entities offering each FWA

In addition to the 4 standard FWAs, 100% of organizations offer special leave without pay and 96% offer the option to work part-time, some in the form of job-sharing.

FWAs Monitoring

Mixed **37%**

Formally **44%**

19% Informally

There exists little uniformity in the way in which FWAs are monitored, with organizations using written approvals, online card systems, request forms, time sheets, informal monitoring and electronic monitoring systems.

Greatest Impediments to FWAs Usage and Acceptance

Stigma	22%
Lack of understanding of how to apply for them	7%
Resistence amongst managers	19%
No challenges	22%
Other	30%

0   5   10   15   20   25   30

% of entities

> Information about FWAs is broadly shared, mostly by way of circulars, the intranet, manuals and memos. However, only two organizations reported offering trainings for managers on FWAs, even though staff perceive management resistance to be one of the greatest impediments to increasing FWAs usage and acceptance.

> There remains a strong perception amongst staff and managers that presence or attendance is key for performance. Managers' concern over unavailability for urgent tasks, additional workloads, and the small size of some organizations and their corresponding staff numbers were listed as some other impediments to increasing FWA usage and acceptance. Despite studies repeatedly speaking to increases in productivity as a result of FWAs, only 22% of entities reported that there are no challenges to FWAs usage and acceptance in their organization.

Flexible Work Arrangements Practices Across the UN system

- Senior Management support for FWAs reduces fear amongst staff of being stigmatized. **UNIDO's** Executive Board, in its Gender Equality and the Empowerment of Women Strategy, adopted a resolution to achieve a gender sensitive culture by increasing senior level accountability mechanisms for gender mainstreaming, facilitating leadership and public championing of GEEW, and creating a policy on flexible working arrangements.

- **IFAD** offers job-sharing arrangements, in which two staff members at the same grade level who hold the same type of contract may perform the same functions of a position on a 50:50 basis.

- **ITC** introduced an innovative Work-Life Balance (WLB) policy in 2015, which includes the extension of ITC business hours; the elimination of 'core hours'; the option to work distantly away from the office; and the removal of restrictions on combining multiple FWAs.

- The **UNAIDS** People Development Policy recommends that 5% of working time is dedicated to learning and development. When pursuing developmental activities that are related to longer-term career goals, staff member may apply for Special Leave Without Pay.

- Improved FWA tracking and reporting helps increase its visibility and usage. In its 2015 report on FWA utilization, the **UN Secretariat** reported a 30.8% increase in FWA usage between 2014 and 2015, with staggered hours and telecommuting being the most frequently used options. Both of these options have been increasing steadily since 2012, while the other two options have decreased since 2013. 57% of women were reported to use FWAs compared to 43% of men.

- **WIPO** offers flexible working hours, a range of part-time working options (90%, 80% and 50%) and credit leave. WIPO's Flexitime is widely used in the organization. A total of 14% of staff use part-time work arrangements (2015). The majority (94%) of those who use part-time work arrangements are women.

FACILITATIVE POLICIES

Parental Leave

Maternity Leave (16 weeks)

0%   96%   4% 0%

Paternity Leave (4 weeks)

0%   96%   4% 0%

Adoption Leave (8 weeks)

7%   85%   4% 4%

Less than   Equal to   Greater than   Not offered
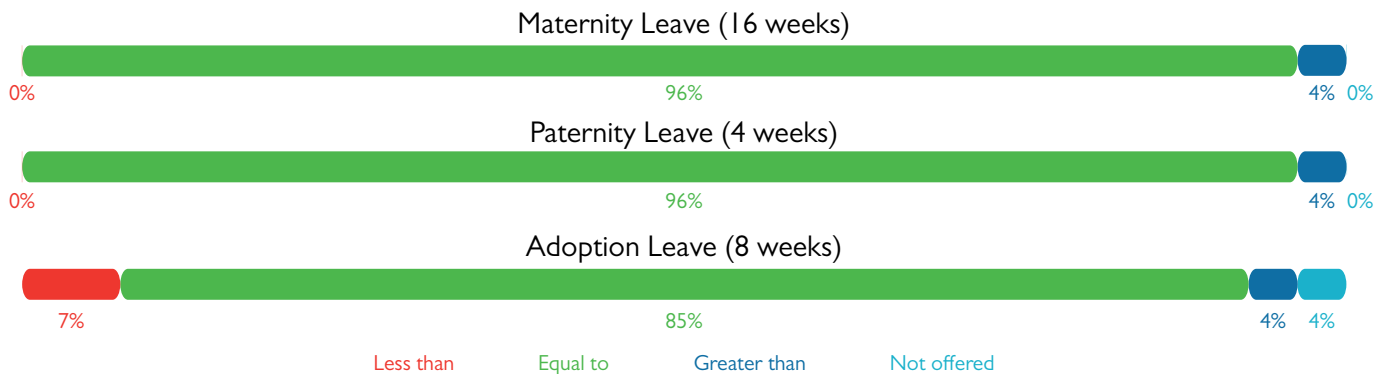
Every organization offers at least 16 weeks of maternity leave and 4 weeks of paternity leave (up to 8 weeks in non-family duty stations), and 85% of organizations offer at least 8 weeks of adoption leave.

UNICEF has extended its maternity, paternity and adoption leaves by allowing staff to take up to 2 months of special leave with pay. Other entities reported that special leave without pay has been approved frequently in combination with maternity leave to extend it to 6 months.

How is adoption leave considered?

Special leave with pay — **7%**

Parental leave — **56%**

Special leave without pay — **37%**

Adoption Leave

Relative to maternity and paternity leave policies, adoption leave policies throughout the UN system are more variable and ambiguously defined. 44% of entities reported that adoption leave falls under "special leave", distinguishing it from parental leave. 37% of entities reported adoption is accommodated with special leave without pay. There are increasing demands to eliminate any differences between maternity and adoption leave, and to bring both to 16 weeks.

Surrogacy

No organization had a stand-alone policy in place for surrogacy. The majority of entities reported the application of Adoption Leave policies in surrogacy cases.
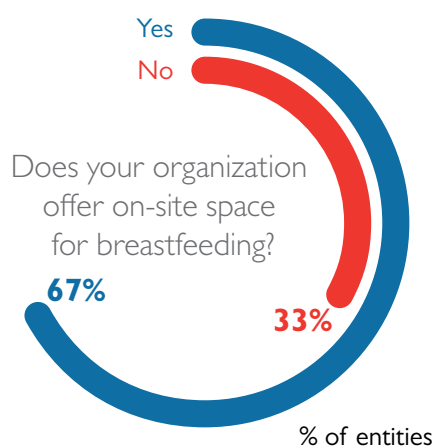
Breastfeeding and Childcare

Time off allowed for breastfeeding

89%

- Yes
- No

11%
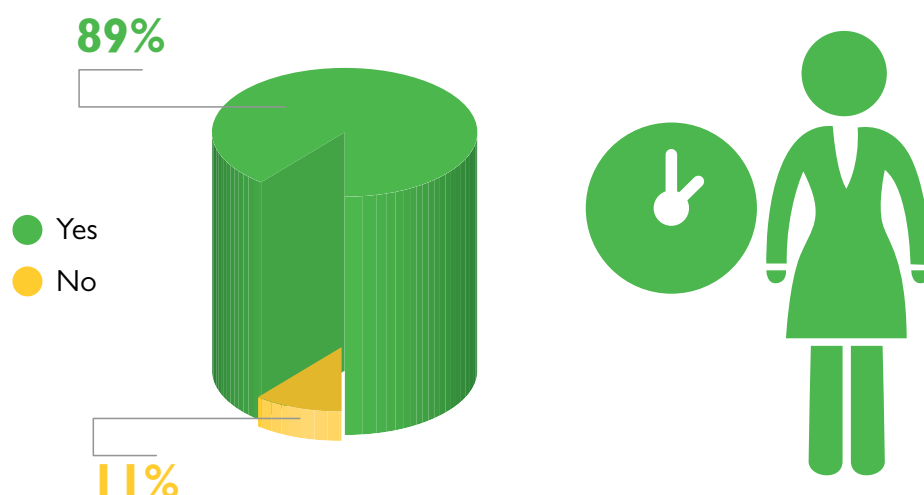
- The time off currently allowed for breastfeeding among entities is two hours per day.
- 89% of entities have policies allowing time off for breastfeeding.
- However, 4 entities allowed less than 2 hours per day and 3 entities offered no time at all.
- Some entities have reduced the length of the normal working day by one hour for nursing mothers.
- Only five entities allowed additional time off for multiple infants.

Designated on-site spaces for breastfeeding

Yes
No

Does your organization offer on-site space for breastfeeding?

67%

33%

% of entities

Despite the legal right of women in most countries to have a private place to express milk or breastfeed in the workplace, a third of entities reported a lack of such a space.

Does your agency offer on-site childcare services?

No
70%

Yes
30%
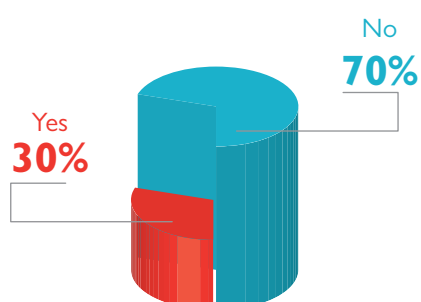
Offering on-site childcare sends a powerful message of a family friendly workplace, which has been shown to improve retention of valuable staff and the recruitment of candidates who increasingly value better integration of work and life needs.

Eight UN entities have recognized this demand and created on-site childcare facilities. Amongst these, **FAO**, **IFAD**, and **UNESCO** have some of the best developed programs, ranging in capacities (from 30 to 60 children) and coverage of care (from 3 months old to 8 years old).

HARASSMENT & DISCRIMINATION POLICIES

A positive, supportive and non-discriminatory organizational culture for all staff is key to achieving gender equality and the empowerment of women. Entities are required to implement policies on the prevention and prohibition of discrimination and harassment, including sexual harassment.

Types of policies currently in place:

89%
Sexual Harassment / Assault/ Exploitation

70%
Discrimination

74%
Abuse of Authority

67%
Anti-retaliation

While **96%** of organizations reported that incidents of abuse, discrimination, harassment or assault are recorded, only **59%** of entities share statistics of such incidents with staff. For entities that reported making such statistics available, they did so through Annual Reports from the Office of the Ombudsman/Office of Audit and Oversight/Ethics Office, reports to Governing Bodies, and/or staff circulars.
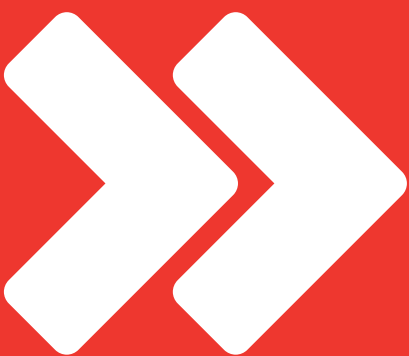
Trainings

⚑ Most entities have mandatory online Harassment, Discrimination Abuse of Authority and Ethics trainings for incoming staff. Additionally, several entities reported offering *in-person trainings* in these areas.

• When **UNESCO** recently relaunched its training sessions, it saw the number of requests submitted to the Ethics Office increase, since employees were sensitized to the issues and felt confident that they would receive independent, professional advice. Increasing the visibility of these issues greatly contributed to ensuring employees were aware of their rights and obligations in relation to ethics at UNESCO. Efforts were not only made at the Headquarters level, but also within the network of Field Offices.

The 2008 "Secretary-General's Bulletin on Discrimination, Harassment, including Sexual Harassment and Abuse of Authority" (ST/SGB/2008/5) governs the staff of the United Nations. In addition, the "Directive on Sexual Harassment in United Nations Peacekeeping and other Field Missions" governs military members of national contingents, military observers and civilian police officers (DPKO/MD/03/00995; DPKO/CPD/DSHCPO/2003/002). Together, these cover the largest proportion of staff associated with the work of the United Nations as a whole. Many entities have reported recent reforms and updates to their own policies (e.g. UNAIDS, FAO, IFAD).

It is recommended that future Discrimination, Harassment, and Abuse of Authority policies:

⚑ Take a zero tolerance stand on prosecuting offenses;
⚑ Integrate a gender perspective;
⚑ Require transparent system-wide statistics on misconduct;
⚑ Promulgate clear policies, procedures and resources to respond to violence against women in all areas of the UN's work;
⚑ Ensure complaints are reviewed within a set amount of time, and that review panels have the necessary expertise to do so with appropriate sensitivity/ training;
⚑ Incorporate anti-retaliation/whistleblower protection;
⚑ Include questions on discrimination, harassment and abuse in exit surveys.

Accountability
& The Way Forward

## The United Nations System Wide Action Plan (UN-SWAP)

Established in 2012, the UN System Wide Action Plan (UN-SWAP) constitutes a unified accountability framework on gender equality and the empowerment of women. 64 United Nations entities currently report on an annual basis against its 15 performance indicators, which together cover mainstreaming gender into the six key functions of an institution – accountability, results based management, oversight, evaluation and monitoring, human and financial resources, capacity assessment and development, and coherence and knowledge management. UN entities report against a rating system consisting of five levels for each performance indicator: exceeds requirements, meets requirements, approaches requirements, missing and not applicable. Entities have committed to meet UN-SWAP requirements by 2017.

Since its inception, the UN-SWAP has catalyzed progress in a measurable and consistent manner across all its indicators. Yet, progress remains uneven among them.

System wide performance for the indicator requiring development and implementation of a gender policy in each entity has yielded strategic results. 47 entities report having a gender policy in 2015, up from 21 in 2012. Driving change, entities with up-to-date gender policies met double the number of UN-SWAP performance indicators than those without. Similarly, in 2015, 44 UN entities (69 per cent) "met" or "exceeded" the requirements for the organizational culture indicator, up from 25 entities (49 per cent) in 2012. Entities increasingly recognize that sustained improvements in organizational culture remain foundational to accelerate progress overall and in other performance indicators.

In contrast, system wide performance in the area of gender parity and gender architechture remain particularly weak across the UN system. Only 14 entities (22 per cent) "met" or "exceeded" requirements for the indicator in 2015. Rough projections using average annual growth rates per level for the decade 2004 -2014, suggest that parity would likely be expected for the UN system overall between the years of 2028 and 2051, depending on the level. Currently, the UN system has achieved parity at only its lowest two professional levels, P-1 and P-2.
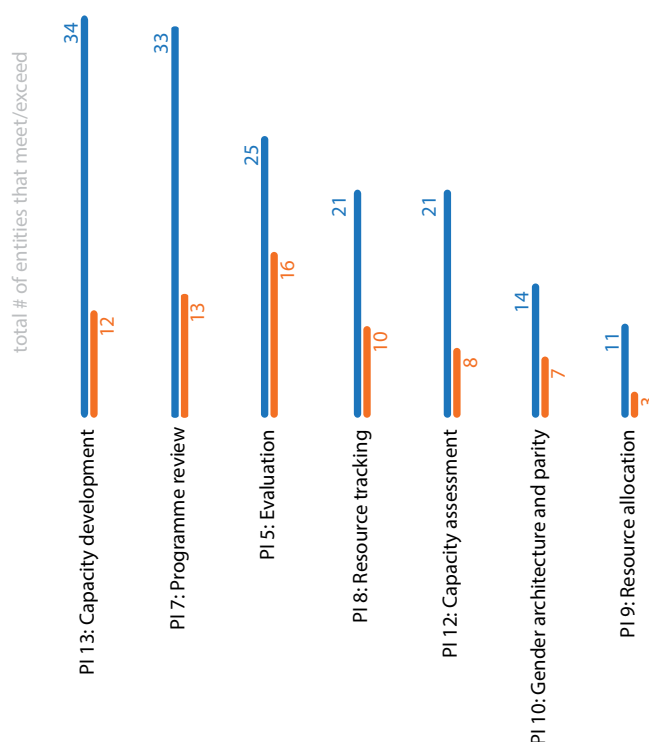

Strongest Performing Indicators / Weakest Performing Indicators
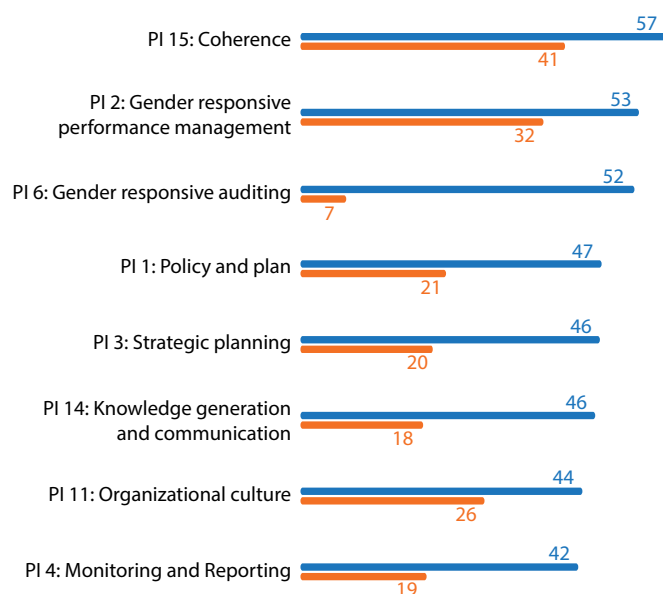
● 2015 ● 2012

Monitoring Progress: The Report of the Secretary-General on the Improvement in the Status of Women in the United Nations system

Every two years, UN Women prepares the Report of the Secretary-General on the Improvement in the status of women in the United Nations system. This provides up-to-date information on the representation of women, their appointments, career advancements and separations for every UN entity and the system as a whole. The data are used to identify trends by staff level, location (headquarters and non-headquarters) and contract type (permanent, fixed term and temporary). The report also examines policies and practices among entities that impact the status of women in the UN system, and analyses key impediments to the attainment of equal representation at all levels and in all occupational groups.

The report and its recommendations are presented to the General Assembly and the Commission on the Status of Women. They inform debates and resolutions that shape the ways the United Nations works to advance the status of women.

The Report of the Secretary-General on the Improvement in the status of women in the United Nations system is a comprehensive and analytical report publicly available at this link:

http://www.unwomen.org/en/how-we-work/un-system-coordination/women-in-the-united-nations/reports-and-monitoring

THE WAY FORWARD

Increasing the representation of women in the UN system starts with strong advocacy from the top, with consistent emphasis on the equal representation of women at each level and job category, the regular review of the organisational culture of all entities, real-time data collection and monitoring, and the use of internal accountability measures to systematically measure, analyse and advance progress.

This publication provides an opportunity to assess the current status of the representation of women in the United Nations system, identify prevailing challenges and suggest institutional actions for the way forward.

To this effect, to accelerate progress to attain and sustain the equal representation of women at all levels and occupational groups, evidence suggests that an entity must:

- **Ensure the highest level of leadership, commitment and active participation by senior management** for gender quality and the empowerment of women. Success is predicated significantly on the dedication and support of senior management and heads of agency, departments, offices and missions, and remains one of the strongest drivers for change.

- **Enact senior manager accountability compacts with the head of the entity** on progress and action for gender equality and the empowerment of women, including their equal representation.

- **Implement a strong institutional and foundational framework including a promulgated gender policy.** It serves as a one-stop master document which (a) emphasizes the centrality of gender mainstreaming, stipulating that all entity policies, programmes and practices include gender perspectives and promote gender equality and the empowerment of women and (b) delineates the direct measures and facilitative policies that require implementation to positively impact the attainment of gender parity at all levels. Strengthened and unambiguous gender analysis in strategic planning documents serves as the foundation and cornerstone of long-term sustainable policy implementation.

- **Build networks of formally designated gender equality advocates, with resources and independent access to the highest levels of management** across and within institutions – a middle level architecture consisting of formal Gender Focal Points located in all entities, departments and offices of the United Nations system with access and reporting to the head of the department or office.

- **Establish a Coordinator for the network of Gender Focal Points** to collect and channel relevant information, catalyse progress and address challenges. The Coordinator must report to the highest levels to maintain independence and remain free of conflicts of interest with implementing authorities (such as the human resource and executive offices), withstand pressures and enhance their effectiveness.

- **Set and monitor ambitious annual targets** and/or rates of advancement towards gender parity at each professional level, in every department and office of an entity, in order to identify gaps and successes. Entities with specific, time-bound targets and progress measured in real time, broken down by department and office, are more effective in accelerating progress.

- **Institute public, real-time, entity-level monitoring and reporting of data,** trends and analysis on gender mainstreaming and the improvement on the status of women at all levels, job functions and locations.

- **Implement temporary special measures related to appointments, career advancements and retention** to attain and sustain equality of women in every sphere, particularly at each stage of the staff selection process. These measures include:

  - The **obligatory inclusion of women candidates in shortlists**, particularly for decision-making positions at the highest level;

  - The **selection of women,** when women remain underrepresented at the level and **when their qualifications and experience meet the competencies of the job requirements;**

  - The **placement of women who were not selected on a roster**, from which they may in the future be directly selected for similar functions;

- The requirement to produce **written justification from senior managers for the selection of candidates of the overrepresented sex** for posts at levels where parity has not yet been attained, combined with the centralized authority to deny approvals of selection;

- The implementation of specific programmes (leadership and mentoring) or exceptions (such as reduced time in post requirements) for the **retention of experienced women staff,** especially in mid-level positions, which represent a critical threshold for career advancement and progress toward gender parity.

- **Make use of gender-balanced interview panels** and ensure that Gender Focal Points participate in the selection process as ex-officio members to ensure sensitivity to the mandate of gender equality and the empowerment of women.

- **Identify and address organizational culture issues** by conducting annual mandatory staff surveys, unconscious bias training and regular exit surveys, which gauge aspects of organizational culture that hinder gender responsiveness. Routine surveys and exit interviews, if accompanied by action, generate helpful orientation for strategic policies and practices, and improve staff contentment and thereby retention.

- **Implement gender-responsive facilitative policies,** such as maternity, paternity, adoption and surrogacy leaves, appropriate space and time off for breastfeeding , on-site child care services, and sick and family leave.

- **Promote flexible work arrangements** as a key factor in attracting and retaining qualified female candidates and staff members. Support training of both managers and staff on the benefits of flexible work arrangements in order to encourage trust and discourage stigma. Gather and analyse data on the request, approval, denial, use and satisfaction rates of work-life policies and practices in order to identify and target areas of resistance and difficulty.

- **Require gender equality training** for all staff to mitigate unconscious bias and foster inclusion and gender responsiveness. All training programmes including those for leadership must be evaluated and revised to ensure gender perspectives are appropriately mainstreamed.

Now more than ever, the quest for gender equality and the empowerment of women must remain a priority and be visible in substantive system-wide actions. No institution or programme can achieve its full potential without the empowerment of both men and women and in equal numbers. By examining the representation of women from various angles (recruitment, appointments, representation, career advancement, retention and organizational culture) and layers (by level, entity and location), and sharing those results in publications such as this, UN Women hopes to improve the understanding of the complex factors affecting progress towards the attainment of gender equality and the empowerment of women, including their equal representation, and suggests actions to accelerate it.

Clearly, much work remains to ultimately close the gender gap in all its manifestations. System-wide commitments to gender equality and the empowerment of women, gender-responsive UN policies, programmes and practices, and strengthened monitoring and accountability mechanisms, all constitute a promising roadmap to achieve a 50:50 United Nations system sooner rather than later. It should be recalled that the Beijing Declaration and Platform for action had set a target date of the year 2000. It is now 2016.
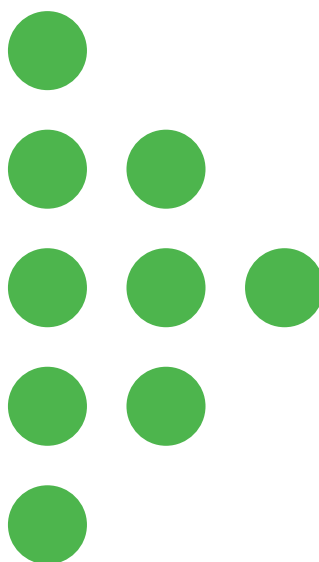
*"Staff policies need to address substantial gaps in **gender equality** and **regional diversity**. Given that previous commitments to gender parity were not fulfilled, the SG should present and implement a **road map for gender parity** at all levels, with clear benchmarks and timeframes within the next mandate, giving priority to senior staff selection. In particular, parity should henceforth be respected in the appointments by the SG of members of the Chief Executive Board and the Senior Management Group. And a clear shift in this direction is required in the selection of Special Representatives and Envoys. A similar commitment is necessary to move consistently into **regional equilibrium in senior appointments**."*

Vision Statement by

António Guterres
Secretary-General-Designate

For more information, including all "Secretary-General's Reports on the Improvement in the Status of Women in the United Nations System", please visit the UN System Coordination Division's UN Women website: http://www.unwomen.org/en/how-we-work/un-system-coordination/women-in-the-united-nations