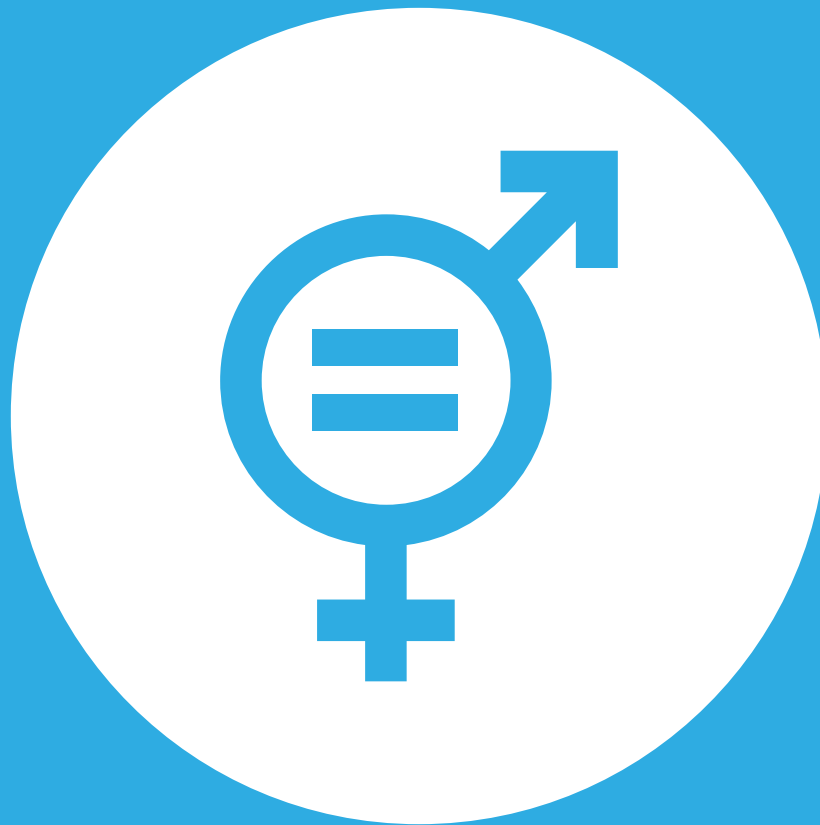





**PERFORMANCE INDICATOR
12**

EQUAL REPRESENTATION OF WOMEN



12. Performance Indicator: Equal Representation of Women

 Approaches requirements	 Meets requirements	 Exceeds requirements
<p>12ai. Plan in place to achieve the equal representation of women for General Service staff and all professional levels in the next five years</p>	<p>12bi. The entity has reached the equal representation of women for General Service staff and all professional levels</p>	<p>12ci. The entity has reached the equal representation of women for General Service staff and all professional levels including the senior most levels of representation in Field Offices, Committees, Advisory Bodies and Funds linked to the entity irrespective of budgetary source</p>



What is the Equal Representation of Women indicator?

In 2017 the Secretary-General issued the System-Wide Strategy on Gender Parity³⁹ to operationalize system-wide efforts to advance this priority. The Strategy notes (p.5):

The goal of gender parity at all levels in the UN is a commitment that is now two decades old, and is reflective of core values that are as old as the Organization itself. In the intervening years there has been no shortage of policies, reports and recommendations to further this goal; yet implementation has been hampered in the main by a lack of sustained political will and accountability, absence of accompanying measures and enabling conditions for real reform, and resistance at different moments from key stakeholders.

According to the latest report of the Secretary-General on the Improvement in the Status of Women (2019)⁴⁰, in 18 entities the overall representation of women was between 40-49 per cent, while in 11 entities the figure was below 40 per cent. In 7 entities, the share of women was 50 per cent or more. The gender gap is greatest at management levels and in the field, including in peace operations.

Parity, or the equal representation of women, is considered by the strategy, and for the purposes of UN-SWAP reporting, to be within the 47 per cent to 53 per cent margin.

The UN-SWAP predated the Secretary-General's System-wide Strategy and requires reporting for General Service as well as Professional staff, while the Strategy requires reporting for only P1 and above levels. However, it was decided to retain reporting on General Service Staff as this is already being done consistently under the UN-SWAP.

³⁹ System-Wide Strategy on Gender Parity: <https://www.unwomen.org/en/digital-library/publications/2017/12/system-wide-strategy-on-gender-parity-un-women-implementation-plan>

⁴⁰ Report of the Secretary-General on the Improvement in the Status of Women (2019): <https://www.unwomen.org/en/how-we-work/gender-parity-in-the-united-nations/reports-and-monitoring>



Evidence base

Examples of documents to attach to substantiate the entity self-assessment for this indicator:

- Gender parity strategy
- Entities will also be required to submit gender parity data by level on the online reporting platform.

Note: Please identify a self-explanatory title for the documents uploaded onto the platform, particularly for those to be shared in the Knowledge Hub.



How to approach requirements

To approach the requirement for this Performance Indicator, the UN entity must have a plan in place for achieving the equal representation of women, based on the Secretary-General's System-wide Strategy on Gender Parity. Furthermore, the development of an implementation plan by December 2017 was the first deliverable requested by the strategy. The strategy provides recommended actions across a range of areas including leadership, accountability recruitment, retention, talent management, senior appointments, mission settings and creating an enabling environment. A **sample** of these is below:

- Annual targets set by level to reach gender parity before the ultimate deadline of 2028.⁴¹
 - While a proposed methodology is presented in the strategy, entities are free to establish targets as they choose provided they result in the attainment of parity by the 2028 deadline. It is recommended that entities review anticipated vacancies and retirements in evaluating opportunities to advance progress towards gender parity.
- How senior managers will be held accountable for meeting targets.
- Incentives for promoting parity.
- How the entity intends to accelerate progress towards meeting its targets, e.g. through workforce planning; temporary special measures; strengthening of organizational culture; addressing unconscious bias in recruitment; retention, progression and talent management; outreach for recruitment, and as appropriate, specific action in relation to mission settings.
- How the entity will ensure real-time data is made available to hiring managers and entity heads to track process and implement accountability measures.
- The internal oversight mechanism through which progress will be monitored, and details of reporting.
- Resources required to achieve targets.
- The institutional structure, including focal points appointed at a senior level with clear and written terms of reference and an appropriate dedication of time, resources, and training.

41 For UN Secretariat departments and offices, targets have been provided by OHRM. Targets in Phase 1 initially focus on staff on fixed/permanent/continuous appointments at the Professional levels and higher. Phase 2 to be rolled out in 2018 will include General Service and national staff on fixed/permanent/continuous appointments. (See pages 12 & 15 of strategy)

Issues of organizational culture, including in relation to gender parity, are covered in Performance Indicator 13. For further details review the Secretary General's System-wide Strategy on Gender Parity and the Enabling Environment Guidelines for the United Nations system".⁴²



How to meet requirements

To meet requirements for this indicator, entities should achieve the milestones and targets set in their gender parity plan. Entities must submit up to date staffing statistics, for all levels, to substantiate their rating.



How to exceed requirements

To exceed requirements for this indicator entities should meet requirements, and ensure equal representation in any bodies established by the entity, including the senior most levels of representation in Field Offices, Committees, Advisory Bodies and Funds linked to the entity irrespective of budgetary source.

Evidence demonstrates that rapid transformation can be achieved when underpinned by dedication from senior leadership and accountability measures. For example, **UNAIDS** initiated a Gender Action Plan with clear targets and an emphasis on accountability and career development. Between March 2013 and June 2017, the number of female heads of country offices increased from 23 per cent to 48 per cent with UNAIDS being close to reaching parity in P5 and above levels.

In 2015, the **International Trade Centre (ITC)** was one of the few organizations more than ten points from parity, yet its Executive Director set 2020 as a target at the professional level overall. This ambitious target is accompanied by accountability—gender parity is now a mandatory goal assessed in performance appraisals for senior staff across all levels, effective planning, and special measures in staff selection. These measures have been codified in an Executive Director's bulletin giving institutional force.

In March 2018, the **United Nations Office in Vienna (UNOV)** and the **United Nations Office on Drugs and Crime (UNODC)** hosted the "Leadership, Women and the UN" workshop which was facilitated by the UN System Staff College (UNSSC) in Vienna. The week-long workshop brought together twenty-seven UN system-wide staff members at the P4 and P5 levels for reflections about the gender dimension of leadership, power and influence. The workshop facilitated self-awareness through a 360-degree leadership assessment that utilized individual leadership action plans to ensure a truly transformational leadership experience. Given the excellent feedback received, UNOV/UNODC has requested the UNSSC to establish this important workshop in Vienna on an annual basis.

Examples of special measures

The **United Nations Development Programme (UNDP)** has women-only candidate pools for bureaus that have fallen below 45 per cent representation and strengthened accountability of managers to reach gender balance targets;

- a 'global south women only' call for the Peace and Development Advisers (UNDP/ DPA) roster was recently issued;

42 Enabling Environment Guidelines (2019): <https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2019/gender-parity-enabling-environment-guidelines-en.pdf?la=en&vs=1535>

- multiple entities enforce the 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;
- both UNDP and UNHCR apply flexibility in around time in post criteria for female candidates;
- UNHCR considers women who have separated to be internal candidates for a number of years after separation, as well as women from other agencies

In 2013, the **Department of Field Support (DFS)** launched the “Senior Women Talent Pipeline”, which developed a pipeline of primarily external candidates for D1 and D2 positions in peace operations in the areas of public information, political affairs, civil affairs, and rule of law. A public global call was initiated and following the call candidates were screened for suitability and an inter-departmental board selected an initial pool. Pipeline candidates were directed to suitable vacancies and received support on preparing their applications and throughout the assessment process. Candidates who were selected also were tracked into pre-deployment training such as the Senior Mission Leaders Course and received some limited post-deployment support such as mentorship. About 10 deployments were made through this initiative.

Retention, progression and talent management

The **United Nations Office at Nairobi (UNON)** has created a network for female P5 staff across all 60 entities. In New York the UN system and a number of missions are joining together to launch a new initiative ‘Women in Leadership and Development’ that will provide a space to address the challenges women face to career progression and establish an informal mentorship network.

The Global Call for the generic Special Representative of the Secretary-General (SRSG) and Deputy Special Representative of the Secretary-General (DSRSG) positions in UN Field Missions which was launched by the Senior Leadership Appointment Section, Department of Field Support earlier this year and used Member State networks, advertising, and outreach through networks to build a pool of applicants stands as a good practice on the kind of outreach and sourcing efforts needed in all areas.



Additional Information

The UN Women website⁴³ contains information about the representation of women in the UN system including: the Reports of the Secretary-General on the Improvement of the Status of Women in the UN System⁴⁴, which provides system-wide sex-disaggregated data on the selection, representation, advancement and retention of women, information on progress made and obstacles encountered in achieving gender balance, and recommendations for accelerating progress; key policies and acts.

The Focal Point for Women in the UN System actively supports the network of Focal Points for Women in the UN Secretariat and Gender Focal Points from across the system in their advocacy, capacity building, sharing of good practices and interagency coordination and collaboration.

43 UN Women website: <https://www.unwomen.org/en/how-we-work/gender-parity-in-the-united-nations>

44 <https://www.unwomen.org/en/digital-library/publications/2016/12/status-of-women-in-the-united-nations-system>