

GENDER PARITY IN UNDP



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Foreword

Promotion of gender equality and empowerment of women has been at the heart of the UNDP advocacy and programme interventions for many years. Helping countries develop policies that would ensure equal opportunities for women and men and provide them with mechanisms for attaining equality as a fundamental human right is an intrinsic part of our efforts to advance sustainable human development and reduce poverty. But how are we, as an organization, doing in terms of implementing ourselves what we urge the people of the world to act upon?

I am happy to say that over the last years, UNDP has made significant progress in making sure that women and men are equally represented in the organization and enjoy equal opportunities in terms of career growth, professional and personal development. More and more talented women join the UNDP team every year and stay in the organization providing great contribution to the achievement of our common goals. The number of women continuously have grown in all staff categories, including - which is particularly important - in the management positions. Noteworthy is the fact that the number of women at the Assistant Secretary-General (ASG) level has recently increased from two to five thereby constituting a majority.

Despite obvious successes as mentioned above, we still have a long way to go. For UNDP to achieve full parity among women and men and retain the best and brightest of them, we should explore new and innovative ways in which we can support our staff in pursuing successful careers and maintaining healthy personal lives. Experience confirms that it is not enough to develop right policies. We have many of them and more will be put in place in the near future. Creating functional and effective mechanisms for actual implementation of these policies, their consistent application, and regular analysis of root causes of inequality combined with fostering an effective change in behaviors and attitudes of staff at all levels is a much greater challenge. This should become the key focus of our efforts in the years to come and I am fully committed to it, as the Director of the UNDP Bureau of Management.

The present report on ***Gender Parity in UNDP*** takes us a step closer towards our objectives. It does not only provide a comprehensive account of the UNDP approach to ensuring gender equality among its staff, it sets forth a number of useful and very practical recommendations, which I am sure will help us ensure that UNDP is a truly people-oriented organization which values diversity, equality, creativity and talent.

Akiko Yuge
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Acknowledgements

This report is a culmination of the collaborative efforts by the Office of Human Resources (OHR), Bureau of Development Policy (BDP) Gender Team and several human resources business units. Elements of the research were shared with UNDP senior managers and members of the UNDP Executive Board to illustrate UNDP efforts, to encourage wider use of fact-based talent management and sustainable changes in the way human resource policies are designed and implemented.

UNDP launched in 2004 an in-house Gender and Diversity Scorecard to monitor the implementation of gender balance of our workforce. Innovative tools such as the Gender and Diversity Scorecard, Balanced Scorecard and the Executive Snapshot helped strengthen the capacity of UNDP, linking gender and diversity goals to the broader human resource management strategies.

The background research and in-depth interviews were made possible with a grant from the Dutch-supported Gender Trust Fund. Some forty senior UNDP staff members were interviewed, many of whom provided candid feedback and constructive comments.

This report would not have been possible without the leadership of Soknan Han Jung, Head of Gender Equality and Diversity Unit, as the lead author, and the valuable inputs from Marcia De Castro, former OHR Gender Advisor. I wish to commend the efforts of Zaida Omar who has diligently provided the human resource data and statistical analysis, and Krish Srinivasan and Paula Saddler for their substantive inputs and editorial support.

My grateful thanks also goes to those who have generously shared their suggestions for the report, including Gender Steering and Implementation Committee (GSIC) members, UNDP RR-net, OHR Advisors, BOM Directors, BDP Gender Team led by Winnie Byanyima, Bureaux Gender Advisors, Gender Focal Points and Gender Teams, as well as Knowledge Network participants (Gender-net; MPN-HR net). The report draws on documents and insights from many United Nations organizations (the Office of the Focal Point for Women at the United Nations Secretariat, ICSC, ILO, UNICEF, UNFPA, UNESCO, WHO, WFP, etc.). We extend our profound appreciation for their collaboration.

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Executive summary

Gender parity in the United Nations system

This report examines policy implications of how UNDP can achieve organizational gender parity in the workforce with equal number of men and women at all grade levels. Although the entire United Nations system is striving towards gender parity in the workforce, achieving parity has been uneven amongst United Nations organizations. Since the Beijing Platform for Action in 1995, the General Assembly has repeatedly urged the Secretariat and the United Nations system organizations to achieve 50/50 gender balance in managerial posts. The Gender Assembly (GA) resolution adopted in December 1995 set a target date of 2000, which was followed by a similar resolution in February 2005 re-adjusting the target date to the “very near future.”

Since 1995 numerous studies and reports have tracked the progress of reaching gender parity, accompanied by a set of best practices and practical recommendations. In November 2007, an expert group met on how to improve the status of women in the United Nations system, and produced a working paper listing the performance of all United Nations organizations, as of December 2006.¹ UNDP ranked number 13 out of top 15 performers with women occupying 39 per cent of professional posts, followed by the United Nations Secretariat with women in 37 per cent of professional posts.

UNDP workforce statistics

UNDP is committed to ensuring equity throughout its workforce across all dimensions, especially with respect to gender and diversity. UNDP has pursued its own gender parity policy since 1995, and renewed its commitment in 2003 with the issuance of the third Gender Balance in Management Policy. A target of reaching 50/50 gender parity across all categories by 2010 was established. This gender balance policy was supported by the Executive Board which reaffirmed in September 2007 the importance of reaching gender parity keeping in mind the principle of equitable geographical representation. The Board requested to be regularly updated on the UNDP's progress in achieving gender parity.

Progress in reaching gender parity by 2010 was also reviewed by the United Nations Board of Auditors. The Board observed in October 2007 that UNDP had not yet achieved its parity goals and encouraged UNDP to have a succession plan in anticipation of the expected retirements of 14 per cent of all staff at the P-5/L-5 to D-2/L-7 levels by 2010.

What UNDP has achieved in gender parity is a workforce where 49 per cent of all staff members are females. Disaggregated data by category shows that women comprise 59 per cent of all support staff, 46 per cent of junior managers, 35 per cent of middle managers, and 33 per cent of senior managers. A notable bright spot is at the ASG level where women at 62 per cent are heading five major Bureaux (BOM, RBAS, RBEC, RBLAC and BCPR.)

¹ A Meeting of an Expert Group on Measures to Accelerate the Improvement in the Status of Women in the United Nations System was sponsored by the Office of the Special Adviser on Gender Issues and the Advancement of Women, November 14-16, 2007, New York.

Analysis of the 50 per cent target goals against current staffing levels and the number of posts that will become vacant due to attrition over the next 3 years indicates that UNDP can reach gender parity for more than half of all grade levels: D-2, L-7, P-4, P-3, P-2, L-2 and L-1.

For the D-2/L-7 levels, parity can be reached only if UNDP aggressively recruits women for 84 per cent of vacancies at D-2 and 75 per cent of all L-7 vacancies. UNDP can reach gender parity at the D-1/L-6 levels if all vacancies due to attrition are filled with women, and if two additional vacancies (at each grade) are filled by women. It is possible that new posts may become available as a result of separation of men (for reasons other than retirement) or due to newly-established posts.

For the P-5/L-5 levels, gender parity is not likely to be achieved since there will not be enough vacant posts. While gender parity will easily be achieved at P-4 and P-3, there still remains a considerable gap at the L-4 and L-3 levels. Gender parity has already been surpassed by females at L-1, L-2, and P-2 and therefore, maintaining it should not be a problem. (See table 1)

Table 1. International professional attrition by 2010 by grade and gender as of February 2008

| Grade Level | Posts | | | Attrition by 2010 | | | | Actions to reach parity by 2010 | | |
|--------------|-------------|------------|-------------|-------------------|-----------|------------|-------------------|---------------------------------|----------------------|----------------------|
| | Male | Female | Total | Male | Female | Total | Available Females | 50/50 Posts | Shortfall of Females | % F to total recruit |
| D2 | 43 | 17 | 60 | 17 | 8 | 25 | 9 | 30 | 21 | 84.0% |
| L7 | 5 | 1 | 6 | 3 | 1 | 4 | 0 | 3 | 3 | 75.0% |
| D1 | 126 | 68 | 194 | 27 | 7 | 34 | 61 | 97 | 36 | 105.9% |
| L6 | 26 | 10 | 36 | 5 | 2 | 7 | 8 | 18 | 10 | 142.9% |
| P5 | 153 | 96 | 249 | 15 | 5 | 20 | 91 | 124.5 | 33.5 | 167.5% |
| L5 | 163 | 80 | 243 | 11 | 9 | 20 | 71 | 121.5 | 50.5 | 252.5% |
| P4 | 87 | 88 | 175 | 3 | 0 | 3 | 88 | 87.5 | -0.5 | -16.7% |
| L4 | 214 | 85 | 299 | 20 | 1 | 21 | 84 | 149.5 | 65.5 | 311.9% |
| P3 | 33 | 51 | 84 | 2 | 1 | 3 | 50 | 42 | -8 | -266.7% |
| L3 | 184 | 74 | 258 | 4 | 0 | 4 | 74 | 129 | 55 | 1375.0% |
| P2 | 5 | 11 | 16 | 0 | 1 | 1 | 10 | 8 | -2 | Over quota |
| L2 | 99 | 129 | 228 | 0 | 0 | 0 | 129 | 114 | -15 | Over quota |
| L1 | 7 | 14 | 21 | 0 | 0 | 0 | 14 | 10.5 | -3.5 | Over quota |
| Total | 1145 | 724 | 1869 | 107 | 35 | 142 | 689 | 934.5 | 245.5 | 22.3 |

Source IMIS February 2008

Strengths – What we have to build on

UNDP does have strong tools and best practices that it can draw upon to meet the challenge of moving towards gender parity.

The most fundamental strength is senior management's commitment to achieving gender parity. The Administrator has demonstrated his support for gender parity by appointing four new women at the ASG level to head major bureaux, thus pushing the percentage of women to 62 per cent for this elite group. The Administrator also chairs the Gender Steering and Implementation Committee (GSIC) to oversee gender development across the Millennium Development Goals (MDGs). This provides an opportunity to maintain oversight over all UNDP gender activities, both programme mainstreaming as well as institutional parity issues. UNDP also enjoys dedicated support and commitment from other senior managers who have the authority and influence towards gender parity.

There is a comprehensive set of UNDP human resource policies that compare favorably when benchmarked against best practices for achieving gender parity in the United Nations system. These policies include adopting special measures for recruitment, promotion, retention and work-life balance. Talented newcomers are being recruited into UNDP through the LEAD programme which develops a pool of skilled professionals who are groomed to become the next generation of middle and senior managers. More women have been included in the assessment pools for the positions of country directors and resident coordinators. Oversight bodies involved in recruitment and promotion monitor that female candidates receive due consideration, and that interview panels are gender-balanced.

OHR has developed an outstanding Learning Management System (LMS) that offers a wide variety of computer-based training and certifications in work-related fields. This enables staff to pace themselves and schedule training at their convenience. The Virtual Development Academy develops competencies of staff in the core service lines of UNDP.

There is already an in-house cadre of females who have the potential to become professionals and senior managers, and who have demonstrated commitment to their professional development by obtaining advanced degrees in accredited academic institutions. This cadre of 'high-potential women' knows the organization, its mission, the rules and regulations, and has a demonstrable capacity to be advanced into professional categories if opportunities are offered. Many of these women are working at the general service (GS) level or at the lower rungs of junior management. There is also an ample supply of female professionals who can be groomed to move upwards. Existing female talent pools at all levels can effectively contribute to implementing institutional career planning.

Finally, a large number of posts will be vacated by 2010 when 14 per cent of key middle and senior managers will retire. By addressing our weaknesses, and acting with will and fortitude, we can seize this opportunity to ensure that these posts are filled by competent, dedicated, and skilled women professionals and managers, thus improving the gender ratio in UNDP.

Summary recommendations - What we need to do to fill the gap

Although measures to redress the current gender gaps are discussed in more detail in Chapter III, the recommendations are summarized below:

- 1. Leadership and accountability:** A stronger accountability framework should clearly define roles, responsibilities, and expected results for managers to support the commitment of the organization to gender parity. This accountability group includes ASGs, resident coordinators (RCs), resident representatives (RRs), country directors (CDs), deputy resident representatives (DRRs), and deputy country directors (DCDs), who have varying degree of responsibility for recruitment, promotion and staff development. Results achieved should be assessed through the performance appraisal system. Human and budgetary resources need to be allocated to provide support and services.
- 2. Institutional arrangements:** The role of the Gender Steering and Implementation Committee (GSIC) should be strengthened to provide overall policy direction and oversight for gender parity in UNDP. In addition, Gender Equality and Diversity Unit (GEDU) should be established in OHR to promote, advocate, monitor, and marshal resources to facilitate the achievement of the gender parity goals of UNDP.
- 3. Monitoring and evaluation (M&E):** Under the Enhanced Result-based Management (ERBM) platform, and through the various monitoring tools such as the Balanced Scorecard, Gender & Diversity Scorecard, the Executive Snapshot, and Enterprise Risk Planning, M&E should be reinforced.
- 4. Recruitment & promotion:** Special measures, including affirmative action, should be introduced to recruit and promote qualified female candidates until the 50/50 representation target is reached, and to sustain the gender balance thereafter. More efficient inter-agency mobility should be advocated, particularly for senior women.
- 5. Staff development and career planning:** Measures should be strengthened to improve opportunities for qualified women, such as leadership development and skills training, targeted mentoring programmes, transition from GS to professional grades, and more comprehensive succession planning by business units.
- 6. Gender planning and statistics:** Managers should maximize the use of available human resources data and tools for most effective talent management.
- 7. Staff mobility & spouse employment:** More flexible staff mobility and spouse employment policies should apply to women.
- 8. Enabling culture:** More rigorous implementation of work-life policies and flexible working arrangements should be in place to create an enabling work environment.
- 9. Communications and advocacy campaign:** An intensified corporate drive should be launched, in which all UNDP managers, especially bureau directors, head of offices, RRs/RCs, and country management teams would take part. Gender should be a mandatory agenda item in all UNDP global and regional management meetings and practice workshops.

Introduction

Gender parity and equality in UNDP are critical factors for staff welfare, workplace satisfaction and a positive organizational culture which, in turn, contribute to efficiency and effectiveness in the delivery of development services.

OHR, in close collaboration with the BDP Gender Team, fully supports the corporate efforts to achieve gender balance and diversity in UNDP by providing and analyzing human resource data. In 2006, OHR conducted a series of one-on-one interviews with more than forty senior staff members to learn more about their opinions and perceptions on the approach of UNDP to gender balance. Relevant questions were also integrated into corporate surveys which have been useful in providing perspectives from the field as well as HQ.² The information resulting from the 2005-2006 surveys³, human resource data, UNDP Workforce Reports, the Global Staff Survey, as well as the Expert Group meeting on UNDP Institutional Arrangements for Implementation of the UNDP Gender Equality Strategy 2008-2011⁴ contribute to the analysis in this report. Inputs were also drawn from the recommendations of the United Nations Expert Group Meeting on the Advancement of the Status Women, held 14-16 November 2007 in New York.⁵

This report reviews current gender and diversity data, explores staff interviews detailing barriers and enablers of career advancement, and proposes forward-looking recommendations for achieving an organization-wide gender balance. The report is organized in three chapters:

Chapter I is a mapping of gender and diversity through quantitative and qualitative data collection and analysis of how men and women are represented, organized and ranked in the UNDP global workforce.

Chapter II presents a review of the approach of UNDP to gender equality in the workplace and how the application of different human resource policies have at times contributed towards, or fallen short of, the achievement of gender equality goals. The observations gathered from interviews with a representative sample of UNDP staff to examine different perceptions on the barriers and enablers of career progression have also been included.

Chapter III brings together the major findings and presents a set of recommendations on how to address gaps and move towards achieving a 50/50 gender parity target at all levels by 2010.

² UNDP has three annual surveys: the Global Staff Surveys conducted annually since 1998, the Products and Services Survey and the Partnership Survey.

³ This is supplemented by five UNDP Workforce reports, three different surveys, two evaluations, forty individual interviews, results from the past seven years of Staff Surveys and a dozen of United Nations reports on gender parity and equality in the United Nations system.

⁴ The BDP-organized Expert Group meeting on UNDP Institutional Arrangements for Implementation of the UNDP Gender Equality Strategy 2008-2011 was held on 3-4 October 2007, New York.

⁵ Ibid. Expert Group meeting on Measures to Accelerate the Improvement in the Status of Women in the United Nations.

Background

The United Nations, like many other organizations, has come a long way since 1970, when the issue of gender balance and equality for United Nations staff was first raised.⁶ Yet, despite numerous GA resolutions urging gender parity, the United Nations remains an organization where men considerably outnumber women in senior professional and managerial positions.⁷ Table 2 lists the history of resolutions adopted by the General Assembly for gender parity.

Table 2. Commitments by the General Assembly to gender parity

| Date adopted | Res. | Goal for Representation of Women | Target Date |
|---------------------|--------|--|-----------------------------|
| 11 Dec. 1986 | 41/206 | 30% posts subject to geographic distribution | 1990 |
| 21 Dec. 1990 | 45/239 | 35% posts subject to geographic distribution, particularly in senior policy-level and decision-making posts | 1995 |
| | | 25% posts ranked D-1 and above | 1995 |
| 30 Apr. 1993 | 47/226 | 50/50 at 50 in policy level positions | 1995 |
| 22 Dec. 1995 | 50/164 | 50/50 in managerial and decision-making positions | 2000 |
| 12 Dec. 1996 | 51/67 | 50/50 gender distribution at all levels | 2000 |
| 6 Feb. 1998 | 52/96 | 50/50 reaffirmed for all posts | 2000 |
| 19 Feb. 2004 | 58/144 | 50/50 for SG-appointed special reps and envoys | 2015 |
| 10 Feb. 2005 | 59/164 | 50/50 reaffirmed for all posts | The very near future |

In 1993, the United Nations committed itself to achieving gender parity by 1995 in policy level positions. This campaign was called 50/50 by 50, referring to the goal of gender parity by the 50th anniversary of the United Nations.⁸ Ten years later the GA again urged the United Nations system to improve its efforts to advance women in the professional categories, and by resolution 57/180 of 30 January 2003, requested an analysis of the causes of the slow progress. The resulting report identified several factors that had an impact on achieving the 50/50 goal, including recruitment and selection processes, development and career planning, mobility, working climate and culture, accountability, and informal barriers.⁹

6 United Nations General Assembly Resolution 2715 (XXV) of 15 December 1970
<<http://www.un.org/documents/ga/res/25/ares25.htm>>

7 Other GA Resolutions on achieving gender parity among United Nations staff, include: 50/164 (22 December, 1995) - 50/50 in managerial and decision making positions; GA Resolution 51/67 (12 December, 1996) - 50/50 all posts; and United Nations GA Resolution 58/144 (19 February, 2004) - 50/50 for SG appointed special representatives and special envoys, among others.

8 United Nations General Assembly Resolution 47/226 (30 April, 1993). This notes the SG's intention of "50/50 at 50." Gender balance in policy level positions by the United Nation's 50th Anniversary.
<<http://www.un.org/womenwatch/osagi/gmresolutionsthrdcomm.htm>>

9 United Nations A/61/318 General Assembly. Sixty-First Session, Items 60 (a) and 121 of the provisional agenda, Improvement of the status of women in the United Nations system, Report of the Secretary-General, 7 September 2006.
<http://daccessdds.un.org/doc/UNDOC/GEN/N06/493/37/PDF/N0649337.pdf?OpenElement>

A snapshot of the situation in 2006 shows that gender parity still remains an elusive goal across the United Nations system as the percentage of women at the professional level had only reached 37.43 per cent.^{10 11}

The International Civil Service Commission (ICSC) conducts periodic reviews on the status of women (1985, 1993, 1998, 2004 and 2006) in organizations of the United Nations Common System. ICSC reaffirms the urgent goal of achieving 50/50 gender distribution at all levels, particularly at the senior and policy-making levels, with full respect for the principle of equitable geographical distribution and in conformity with the Charter of the United Nations.¹²

A series of surveys and reports have been produced by the United Nations to track progress and change.¹³ One survey¹⁴ covered a two-year period from 2003-2004 and included qualitative information about gender policies. The overall results revealed an increase in the proportion of women by grade in all organizations and for all types of posts, with a few exceptions. Based on the United Nations Expert Group Meeting paper¹⁵, a mapping has been prepared to compare top 15 performers on gender balance in the professional category. The study shows that two United Nations organizations (UNITAR, UNFPA) have achieved overall gender balance among international professional staff as of December 2006, which can be seen in table 3 below.

10 Improvement of the Status of Women in the United Nations system: Report of the Secretary General, Sixty-First Session, 7 September 2006, United Nations GA Document A/61/318.

<http://www.un.org/womenwatch/daw/documents/ga61/Improvement%20on%20the%20Status%20of%20women%20in%20the%20UN%20system%20-%20advanced%20unedited%20copy.pdf>

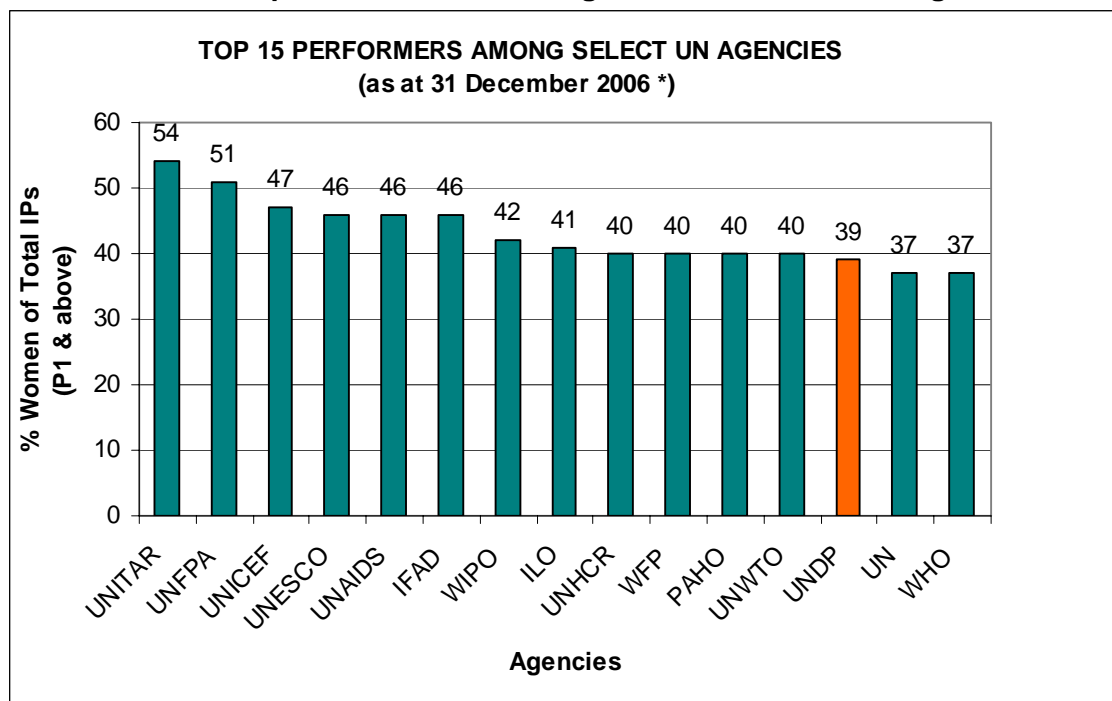
11 For statistics that compare females at the D-1, D-2, and ASG level across the United Nations system, See Annex 2.

12 Survey and Report on gender balance in the United Nations common system, ICSC/63/R11 4 May 2006

13 General Assembly Resolution 59/268 of 23 December 2004

14 Ibid. United Nations A/61/318 General Assembly, Sixty-First Session, 7 September 2006.

15 Measures to Accelerate the Improvement in the Status of Women in the United Nations System, working paper, M.J. Peters, at the United Nations Expert Group Meeting, 14-16 November 2007

Table 3. Top 15 Performers among select United Nations agencies

* Measures to accelerate the improvement in the status of women in the United Nations system, EGM/MASW/WP. 7 Nov

Overall, United Nations organizations have improved their gender balance by an average of 15 per cent from 2003-2004 to 2006; the record of UNDP has improved by 17 per cent during the same period.

As part of the new United Nations Reform Agenda, the Secretary-General convened in 2006 a High-level Panel that produced a report entitled *Delivering as One*.¹⁶ One of the key recommendations of the Panel is to strengthen the “coherence and impact of the United Nations’ institutional gender architecture by streamlining and consolidating three of the United Nations’ existing gender institutions as a consolidated United Nations gender equality and women’s empowerment programme,” aimed at improving the status of women in the Secretariat and the United Nations system.

Gender parity is important not only to improve the quality of the United Nations workplace but is an essential element in achieving all MDGs. The United Nations recognizes that when it achieves gender parity, it will be in a better position to encourage partner governments to achieve their own gender equality. Without the equal participation of women who are fully empowered to act, the MDGs are at risk of not being achieved.

¹⁶ Ibid. “Delivering as One” Report of the SG’s High-Level Panel, November 2006, p25.

UNDP's consistent support to gender balance¹⁷ is embodied in the landmark policy entitled "Gender Balance in Management Policy 2003-2006."¹⁸ This policy committed UNDP to achieving a 50/50 gender distribution by 2010 in the professional category and above. It was to be applied across the organization

The progress of UNDP in gender parity has been under scrutiny by its Executive Board. While endorsing the UNDP Strategic Plan, 2008-2011¹⁹, the UNDP Executive Board at its September 2007 session stressed the need for "continuing efforts to achieve gender balance in appointments within the UNDP at headquarters and country levels in positions that affect operational activities, including resident coordinator appointments, with due regard to representation of women from developing countries and keeping in mind the principle of equitable geographical representation, and requests UNDP to regularly inform the Board of progress made in this regard."²⁰

The United Nations Board of Auditors, in its communication of 8 October 2007, observed that UNDP has not yet achieved the 50/50 gender parity goal set in the Gender Balance in Management Policy 2003-2006, and recommended that UNDP establish milestones to measure progress in this area.²¹

17 For a complete list of UNDP efforts in gender parity, consult Annex 1.

18 Consult the glossary for a complete description of the Gender Balance in Management Policy 2003-2006.

19 UNDP Strategic Plan, 2008-2011 (DP/2007/43) submitted to the second regular session 2007 of the Executive Board

20 UNDP Executive Board, President's Package, 5 October 2007

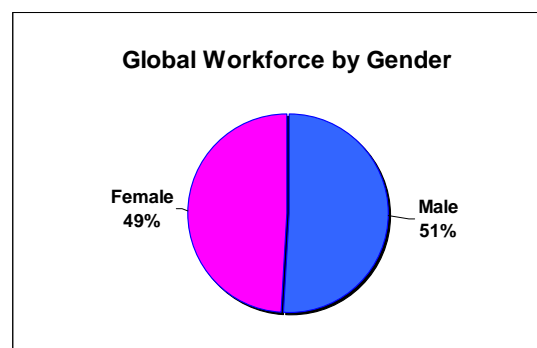
21 United Nations Board of Auditors, Audit Observation Memorandum Reference: A06-HR, 8 October 2007 for the financial period ending: 2006-2007, Subject: Human Resources Management.

CHAPTER I: WOMEN AND MEN IN UNDP

Figure 1. Graph for table 4

| Gender Distribution | | |
|---------------------|------|--------|
| Total | Male | Female |
| 7778 | 3941 | 3837 |

Source: IMIS/ATLAS Feb'08



Gender in numbers

As of February 2008, 7,778 people work for UNDP globally. The overall workforce is gender-balanced with 49 per cent female and 51 per cent male. As shown in the table below, there are two major groupings of staff: those administered by headquarters (30%) and those administered by country or regional offices (70%). UNDP employs three different contractual modalities (100, 200 and 300 Series) to hire professional and general service staff as shown in table 4 below.

Table 4. UNDP total staff count as of February 1 2008

| HQ administered: | Total | % of Total Workforce | Male | M % | Female | F % |
|-------------------------------------|-------------|----------------------|-------------|------------|-------------|------------|
| P - 100 Series (P) | 788 | 10% | 452 | 57% | 336 | 43% |
| P - 200 Series (L) | 1091 | 14% | 698 | 64% | 393 | 36% |
| P - 300 Series (A3-5) | 146 | 2% | 70 | 48% | 76 | 52% |
| HQ GS/TC - 100 Series | 292 | 4% | 63 | 22% | 229 | 78% |
| HQ GS - 300 series (A1-A2) | 37 | 0% | 14 | 38% | 23 | 62% |
| Subtotal | 2354 | 30% | 1306 | 55% | 1057 | 45% |
| Country administered: | Total | % of Total Workforce | Male | M % | Female | F % |
| P - 100 Series(National Officers) | 1124 | 14% | 600 | 53% | 524 | 47% |
| P- 300 Series (A3-5, AL3-5) | 837 | 11% | 551 | 66% | 286 | 34% |
| Support Staff - 100 Series (GS) | 3194 | 41% | 1377 | 43% | 1817 | 57% |
| GS - 300 series(A1-2,AL1-2) | 269 | 3% | 116 | 43% | 153 | 57% |
| Subtotal | 5424 | 70% | 2644 | 49% | 2780 | 51% |
| Combined Total - HQ & CO | 7778 | 100% | 3941 | 51% | 3837 | 49% |

Source: IMIS/ATLAS, 1 Feb 2008

Excludes: SSA, Service Contract Holders. Includes: UNCDF, UNIFEM, UNV and excludes UNFPA & UNOPS

Although 49% of the global workforce is female, the distribution within grade categories is unequal. Women represent 59% of the support staff category. As they progress up the rank in terms of responsibility, the number of women working as managers steadily declines to 46% at the junior level, 35% at middle management, and 33% at the senior level. Table 4 and its companion Figure 2 clearly show these trends.

Figure 2. Gender balance by management level, February 2008

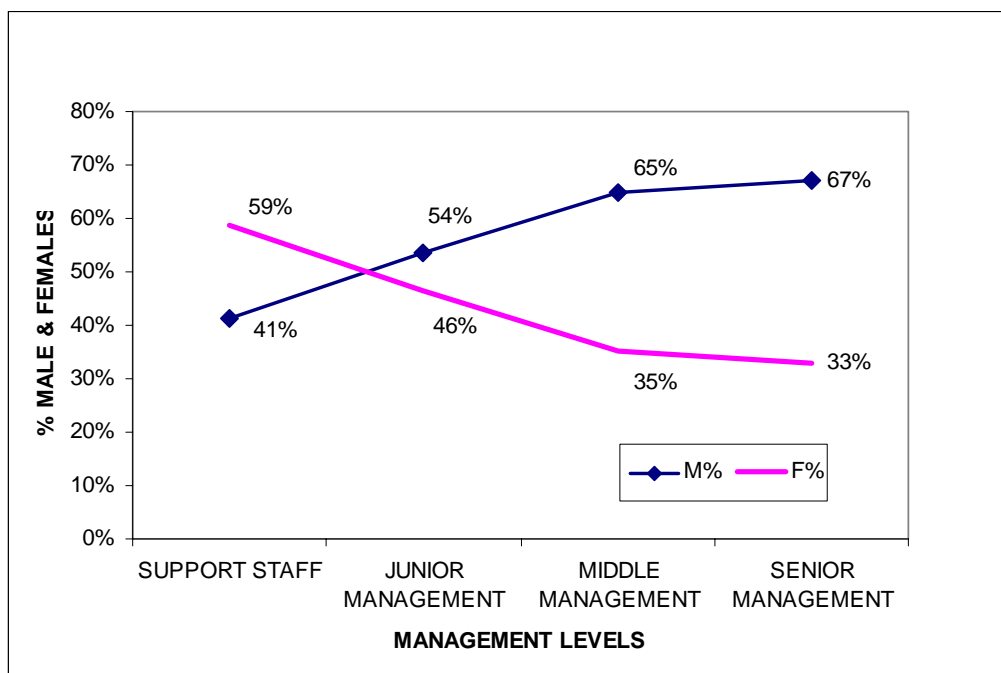


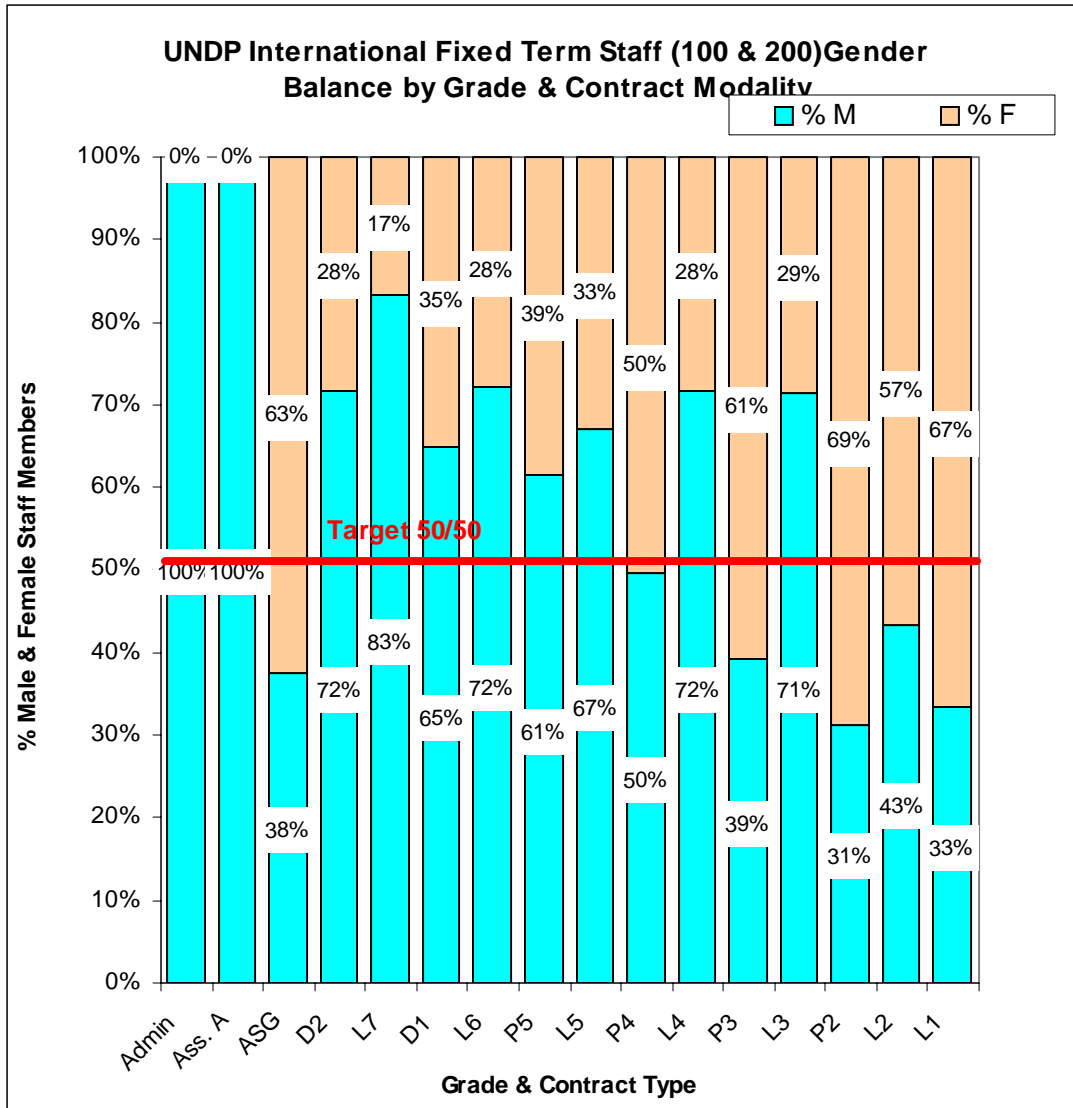
Table 5. Gender distribution by category of job responsibility

| Category | Total | Male | %Male | Female | %Female |
|------------------------------|-------------|-------------|------------|-------------|------------|
| Support Staff | 3792 | 1570 | 41% | 2222 | 59% |
| Junior Management | 1944 | 1042 | 54% | 902 | 46% |
| Middle Management | 1736 | 1124 | 65% | 612 | 35% |
| Senior Management | 306 | 205 | 67% | 101 | 33% |
| UNDP Global Workforce | 7778 | 3941 | 51% | 3837 | 49% |

Source: IMIS/ATLAS (February 2008)

Table 6 below shows the percentage of men and women for all professional grades (100 and 200 series staff.)

Table 6. International professionals (100 & 200) by gender and grade



Source: IMIS – February 2008

Table 7 below presents the gender distribution of all professional grades (100 and 200 series) by bureau and organizational unit.

Table 7. Gender distribution of IPs by bureau/organizational unit

UNDP international professionals (P1-D2 & equiv)

| Bureau | Total | M | F | M% | F% |
|------------------|-------------|-------------|------------|------------|------------|
| BCPR | 84 | 44 | 40 | 52% | 48% |
| BDP | 211 | 120 | 91 | 57% | 43% |
| BOM | 177 | 90 | 87 | 51% | 49% |
| BRSP | 65 | 35 | 30 | 54% | 46% |
| CO | 11 | 4 | 7 | 36% | 64% |
| DGO | 14 | 5 | 9 | 36% | 64% |
| EO | 13 | 9 | 4 | 69% | 31% |
| HDRO | 12 | 6 | 6 | 50% | 50% |
| IAPSO | 9 | 8 | 1 | 89% | 11% |
| OA | 14 | 8 | 6 | 57% | 43% |
| OAPR | 28 | 21 | 7 | 75% | 25% |
| ODS | 1 | 1 | 0 | 100% | 0% |
| OSG | 9 | 3 | 6 | 33% | 67% |
| PAPP | 10 | 6 | 4 | 60% | 40% |
| RBA | 356 | 248 | 108 | 70% | 30% |
| RBAP | 269 | 182 | 87 | 68% | 32% |
| RBAS | 173 | 126 | 47 | 73% | 27% |
| RBEC | 123 | 82 | 41 | 67% | 33% |
| RBLAC | 123 | 78 | 45 | 63% | 37% |
| SUSCC | 10 | 8 | 2 | 80% | 20% |
| UNCDF | 39 | 25 | 14 | 64% | 36% |
| UNIFEM | 71 | 6 | 65 | 8% | 92% |
| UNV | 54 | 31 | 23 | 57% | 43% |
| Non Spcf | 14 | 8 | 6 | 57% | 43% |
| Total IPS | 1890 | 1154 | 736 | 61% | 39% |

Source: IMIS Feb 2008

International professionals 100 & 200, excludes 300

Excludes s/m on leave, loan & secondment, token remuneration & sep. status

**UNDP international professionals (P1-D2 & equiv)
excluding field security officers**

| Bureau | Total | M | F | M% | F% |
|------------------|-------------|------------|------------|------------|------------|
| BCPR | 84 | 44 | 40 | 52% | 48% |
| BDP | 211 | 120 | 91 | 57% | 43% |
| BOM | 176 | 89 | 87 | 51% | 49% |
| BRSP | 65 | 35 | 30 | 54% | 46% |
| CO | 11 | 4 | 7 | 36% | 64% |
| DGO | 14 | 5 | 9 | 36% | 64% |
| EO | 13 | 9 | 4 | 69% | 31% |
| HDRO | 12 | 6 | 6 | 50% | 50% |
| IAPSO | 9 | 8 | 1 | 89% | 11% |
| OA | 14 | 8 | 6 | 57% | 43% |
| OAPR | 28 | 21 | 7 | 75% | 25% |
| ODS | 1 | 1 | 0 | 100% | 0% |
| OSG | 9 | 3 | 6 | 33% | 67% |
| PAPP | 7 | 4 | 3 | 57% | 43% |
| RBA | 286 | 183 | 103 | 64% | 36% |
| RBAP | 217 | 130 | 87 | 60% | 40% |
| RBAS | 125 | 82 | 43 | 66% | 34% |
| RBEC | 104 | 63 | 41 | 61% | 39% |
| RBLAC | 97 | 53 | 44 | 55% | 45% |
| SUSCC | 10 | 8 | 2 | 80% | 20% |
| UNCDF | 39 | 25 | 14 | 64% | 36% |
| UNIFEM | 71 | 6 | 65 | 8% | 92% |
| UNV | 54 | 31 | 23 | 57% | 43% |
| Non Spcf | 14 | 8 | 6 | 57% | 43% |
| Total IPS | 1671 | 946 | 725 | 57% | 43% |

Source: IMIS Feb 2008, Excludes 219 Field Security Officers

Field security officers by bureau – February 2008

| Bureau | Total | M | F | M% | F% |
|--------------|------------|------------|-----------|------------|-----------|
| BOM | 1 | 1 | 0 | 100% | 0% |
| PAPP | 3 | 2 | 1 | 67% | 33% |
| RBA | 70 | 65 | 5 | 93% | 7% |
| RBAP | 52 | 52 | 0 | 100% | 0% |
| RBAS | 48 | 44 | 4 | 92% | 8% |
| RBEC | 19 | 19 | 0 | 100% | 0% |
| RBLAC | 26 | 25 | 1 | 96% | 4% |
| Total | 219 | 208 | 11 | 95% | 5% |

Source: IMIS Feb 2008

Senior management

UNDP has 306 senior managers of which 101 or 33% are women. These senior leaders have the authority to represent the organization in their particular domains. As can be seen in Table 8 below, the most dramatic change has occurred at the ASG level with women outnumbering men by 5 to 3, which is a historic milestone, demonstrating the political will of the leadership. Such commitment should be extended to provide upward career opportunities to qualified internal women candidates as well.

Table 8. Gender distribution of Senior Managers by grade

| Senior Mgt - Gender Distribution by Grade (Feb 2008) | | | | | |
|--|------------|------------|------------|------------|------------|
| Level | Total | Male | % | Female | % |
| ADM | 1 | 1 | 100% | 0 | 0% |
| USG | 1 | 1 | 100% | 0 | 0% |
| ASG | 8 | 3 | 38% | 5 | 62% |
| D-2 | 60 | 43 | 72% | 17 | 28% |
| L-7 | 6 | 5 | 83% | 1 | 17% |
| D-1 | 194 | 126 | 65% | 68 | 35% |
| L-6 | 36 | 26 | 72% | 10 | 28% |
| Total | 306 | 205 | 67% | 101 | 33% |

Source: IMIS/ATLAS, Feb 2008

Over 75% of senior managers at D-1 and above entered UNDP 16 years ago, compared to 23% entering UNDP in the past 4-6 years. Long-serving senior managers have held numerous assignments.²² Leadership development for over 70% of the directors consists of a series of assignments at both HQ and field, on-the-job training, access to a multitude of training activities, and years of experience absorbing the values and principles of the UN. A study completed in 2005 of 227 staff at the P5 level shows that the average number of reassignments was nearly equal at 5.2 for men and 4.7 for women.

An estimated 33% of women serving at the D-1/D-2 levels entered UNDP in the '80s, 34% in the '90s, and 25% entered since 2000. Most senior women follow similar career paths -- starting at junior levels and working their way up through consecutive grades. Since the average age of women in senior management is in the 50's, an estimated 22% of all senior women will retire by 2010, with 42% of all female D-2s retiring in the next four years.

One challenge to increasing the number of senior women is that there are more opportunities for senior positions in hardship duty stations, for which fewer female candidates are selected. It appears, therefore, that gender balance is better represented in HQ and in non-hardship locations than in hardship duty stations.

²² UNDP Executive Snapshot, Average by age and grade tables. The average years of service for 100 series staff is 14.5 years for D2s and 16 years for D1s. Staff members with 200 series contract have on average 4 and 5 years of service for L7 and L6, respectively.

Resident Coordinators (RCs) and Resident Representatives (RRs)

The United Nations Resident Coordinators, most of whom are also UNDP Resident Representatives, are the most senior UNDP officials in programme countries. There are 130 positions (of which eighteen currently have OICs) that represent 42% of all 306 senior management posts. Over the past ten years, in an effort to promote greater integration within the United Nations system, a growing number of RCs/RRs have come from other UN agencies, funds and programmes.

Table 9. RC/RR gender distribution by region

Of the 112 RCs/RRs currently in post (including those recently designated by the Secretary-General), 68% are male whereas only 32% are female. There has been an upward trend in the number of women serving as RRs/RCs. In 2001 there were 25 women RRs/RCs and 29 in 2003.²⁴ By 2005, UNDP had 31 female RCs/RRs (26% of the total) and by Feb. 2008, there were 36 (32%). As can be seen in Table 9, the percentage of women RCs/RRs by region is in a range of 26% to 42%. With an estimated 25% of all RCs/RRs due to retire by the year 2010, there will be an opportunity for the organization to recruit and promote qualified women candidates to these senior management positions.

| RC/RR: Gender distribution by Region (Feb. 08) | | | | | |
|--|-------------------|------|-----|--------|-----|
| Region | Total | Male | % | Female | % |
| RBA | 38 | 26 | 68% | 12 | 32% |
| RBAP | 19 | 11 | 58% | 8 | 42% |
| RBAS | 15 | 10 | 67% | 5 | 33% |
| RBEC | 19 | 14 | 74% | 5 | 26% |
| RBLAC | 21 | 15 | 71% | 6 | 29% |
| RC/RR | 112 ²³ | 76 | 68% | 36 | 32% |

During the period 2005-2007 the gender ratio has improved somewhat for successful candidates in the Resident Coordinator Assessment Center (RCAC) at 1 female to 1.3 male, from 1 to 2.3 for the period 2001-2004. For non-UNDP candidates, the ratio was 1 female to 1.4 male. Of those who passed the RCAC during 2005-2007, 58 were subsequently appointed as RCs/RRs during that period. Thirty-three (57%) were men and 25 (43%) were women.²⁵ The potential pool of future RCs/RRs and Country Directors (CDs) in the P-5 to D-2 categories reflect a similar predominance of men over women, as reflected in Table 10.

Table 10. P-5, D-1, D-2 Positions by gender

| P-5, D-1, D-2 Positions (Feb 2008 IMIS) | | | | | |
|---|-------|------|-----|--------|-----|
| Level | Total | Male | % | Female | % |
| D-2 | 60 | 43 | 72% | 17 | 28% |
| D-1 | 194 | 126 | 65% | 68 | 35% |
| P-5 | 249 | 153 | 61% | 96 | 39% |
| Total | 503 | 322 | 64% | 181 | 36% |

²³ Includes DRSGs and ERSG; excludes 18 OICs.

²⁴ UNDP Administrator's memo to United Nations EOSG of 9 October 2003 on the number of senior staff members in UNDP – internal OHR document.

²⁵ UNDP OHR RC Unit data, Feb. 2008

Middle management

There are 1,736 positions in the middle management, which consists of International Professionals and National Officers in almost equal numbers, holding different types of contracts (100, 200 and 300 series).

At P-5/L-5, women account for 36%. Gender parity has been reached at the P-4 level with 50% being women, as shown in Table 11 below. However, at the grade levels equal to or less than L-4, the percentages of females are lower, ranging from 26% to 43%. This is an important indicator to monitor because staff at the NO-C to L-4 levels constitute a 'feeder pool' for P-4 and higher grades.

Table 11. Gender distribution in middle management by grade

| Gender distribution in middle management (Feb 2008 IMIS/ATLAS) | | | | | |
|---|-------------|-------------|------------|------------|------------|
| Grade | Total | Male | % | Female | % |
| P-5 | 249 | 153 | 61% | 96 | 39% |
| L-5 | 243 | 163 | 67% | 80 | 33% |
| ALD-5 | 35 | 25 | 71% | 10 | 29% |
| P-4 | 175 | 87 | 50% | 88 | 50% |
| L-4 | 299 | 214 | 72% | 85 | 28% |
| ALD-4 | 341 | 251 | 74% | 90 | 26% |
| NO-D | 72 | 47 | 65% | 25 | 35% |
| NO-C | 322 | 184 | 57% | 138 | 43% |
| Total | 1736 | 1124 | 65% | 612 | 35% |

Table 12 below shows statistics for some of the larger business units in the organization in recruiting women at the middle management level. Between 2005 and 2007, the overall percentage of women at the P4-P5/L4-L5 levels has actually declined by 2 per cent, from 33% in 2005 to 31% in 2007.

Table 12. Gender distribution in middle management by Bureau

| Female : Male ratio at P4-P5/L4-L5 levels | | | | | | | |
|---|------------|------------|------------|------------|------------|------------|----------------|
| | F 2005 | M 2005 | F 2006 | M 2006 | F 2007 | M 2007 | 05/07 F Change |
| BCPR | 32% | 68% | 53% | 47% | 50% | 50% | 18% |
| BDP | 30% | 70% | 29% | 71% | 39% | 61% | 9% |
| BOM | 45% | 55% | 40% | 60% | 40% | 60% | -6% |
| BRSP | 50% | 50% | 39% | 61% | 45% | 55% | -5% |
| RBA | 29% | 71% | 25% | 75% | 25% | 75% | -4% |
| RBAP | 25% | 75% | 31% | 69% | 25% | 75% | 0% |
| RBAS | 26% | 74% | 21% | 79% | 18% | 82% | -8% |
| RBEC | 45% | 55% | 30% | 70% | 20% | 80% | -25% |
| RBLAC | 34% | 66% | 33% | 67% | 35% | 65% | 1% |
| total | 33% | 67% | 31% | 69% | 31% | 69% | -2% |

Source: IMIS 05,06,07

Junior management

Twenty-five per cent of the UNDP workforce is at the junior level.²⁶ Although they account for only 18% of the total junior level, significant progress has been made in surpassing the gender parity goals at L-1, L-2, P-2 and P-3 with an average of 59% of female occupancy rate. Gender disparity, however, is most pronounced at the L-3 and ALD-3 levels with 29% and 43% females, respectively. Since staff at L-3/ALD-3 are part of the largest feeder pool for 100 series appointments at the P-3/P-4 levels, this indicator requires close monitoring. Statistics are more encouraging for the second largest feeder pool for 100 series appointments, which consists of junior National Officers (NO-A and NO-B), totaling 730 staff of which 49% are women. (See Table 13 below.)

Table 13. Gender distribution in junior management

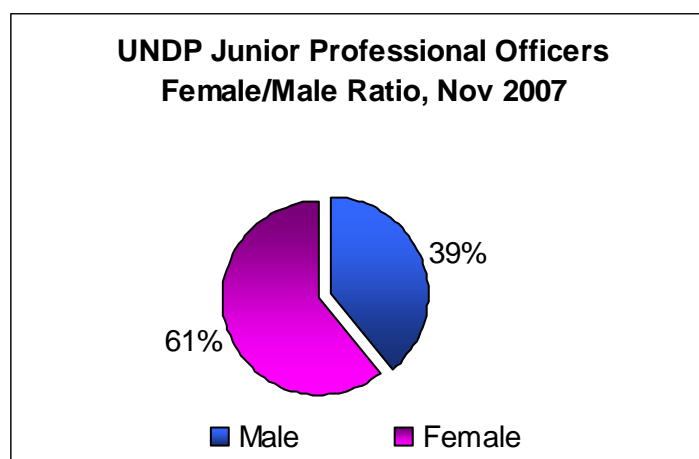
| Junior management (February 2008 IMIS/ATLAS) | | | | | |
|--|-------------|-------------|------------|------------|------------|
| Grade | Total | Male | % | Female | % |
| P-3 | 84 | 33 | 39% | 51 | 61% |
| L-3 | 258 | 184 | 71% | 74 | 29% |
| ALD-3 | 607 | 345 | 57% | 262 | 43% |
| P-2 | 16 | 5 | 31% | 11 | 69% |
| L-2 | 228 | 99 | 43% | 129 | 57% |
| L-1 | 21 | 7 | 33% | 14 | 67% |
| NO-B | 477 | 251 | 53% | 226 | 47% |
| NO-A | 253 | 118 | 47% | 135 | 53% |
| Total | 1944 | 1042 | 54% | 902 | 46% |

Junior Professional Officers (JPOs) are another important and valuable component of the workforce as they represent 10% of all internationally-recruited entry level positions in UNDP. Funded by donor governments²⁷, the JPO pool is the only international professional group with 61% women (106 female; 66 male). Many JPOs successfully secure positions and remain in the United Nations system upon their JPO assignment. Of the 623 JPOs who have completed their assignment in 2000-2007 (265 males/358 females at 43% male: 57% female ratio) 129 are currently working in UNDP and its affiliated funds and programmes (56% male: 44% female). Currently, 219 former JPOs are in the middle and senior management levels in UNDP, with another 24 in the affiliated funds and programmes.²⁸

²⁶ Junior positions include staff at the P3, P2, P1, ALD3, NOA, NOB levels.

²⁷ The largest JPO donors for UNDP are: Japan, Spain, Netherlands, Norway, Sweden, Germany, Denmark and France.

²⁸ UNDP OHR JPO Unit Data (November 2007)

Figure 3. UNDP Junior Professional Officers by gender**Support staff**

Almost 49% of the total workforce is in the support staff category, with women accounting for 59% of all support staff. This category also constitutes a viable pool for professional staff and managers. Over the years UNDP has introduced opportunities for general service staff to advance into professional categories. Currently, 5% of UNDP senior management began their careers as support staff at headquarters.

Geographical diversity

UNDP is a global employer with nationals from 173 countries. The geographical diversity of the workforce has become a vital element of the business success of UNDP. Overall, 68% of the global workforce comes from developing countries as shown in Table 14. Currently, 48% of international professional positions from P-1 to D-2 levels (including RRs/RCs and CDs), are composed of nationals from developing and net contributing countries. The distribution of women by geographical diversity in the P-1 to D-2 ranks is as follows, as per Table 15:

| IP Staff (P1/L1-D2/L7) | % female |
|------------------------|----------|
| Developing countries | 36% |
| Developed countries | 41% |

By narrowing the range to D-1/L-6 to D-2/L-7, the statistics show that 34% of all D-1/L-6 to D-2/L-7 from developing countries are female compared to 30% for females from developed countries, as shown in Table 16.

| Senior Staff (D1/L6-D2/L7) | % female |
|----------------------------|----------|
| Developing countries | 34% |
| Developed countries | 30% |

Table 14. UNDP Total workforce by gender & nationality grouping

| Gender Breakdown by Nationality Grouping | | | | | | |
|--|-------------|-------------|-------------|------------|-------------|------------|
| Nationality | Total | % of total | Male | % | Female | % |
| Africa | 1695 | 22% | 949 | 56% | 746 | 44% |
| Arab States | 570 | 7% | 307 | 54% | 263 | 46% |
| Asia & the Pacific | 1440 | 19% | 723 | 50% | 717 | 50% |
| E. Europe & the CIS | 707 | 9% | 297 | 42% | 410 | 58% |
| LA & the Caribbean | 871 | 11% | 329 | 38% | 542 | 62% |
| Incomplete record | 928 | 12% | 496 | 53% | 432 | 47% |
| WEOG* | 1567 | 20% | 837 | 53% | 730 | 47% |
| Total | 7778 | 100% | 3958 | 51% | 3810 | 49% |

Source: IMIS/ATLAS February 2008

Table 15. All IPs (P1/L1-D2/L7) by gender & nationality grouping

| International Professionals(P1/L1-D2/L7) by Gender & Nationality Grouping | | | | | | |
|---|-------------|-------------|-------------|------------|------------|------------|
| Nationality | Total | % of total | Male | % | Female | % |
| Africa | 334 | 18% | 242 | 72% | 92 | 28% |
| Arab States | 85 | 5% | 54 | 64% | 31 | 36% |
| Asia & the Pacific | 238 | 13% | 150 | 63% | 88 | 37% |
| E. Europe & the CIS | 103 | 5% | 57 | 55% | 46 | 45% |
| LA & the Caribbean | 144 | 8% | 73 | 51% | 71 | 49% |
| WEOG* | 977 | 52% | 574 | 59% | 403 | 41% |
| Total | 1881 | 100% | 1150 | 61% | 731 | 39% |

Table 16. Senior managers (D1/L6-D2/L7) by gender & nationality grouping

| Senior Managers (D-1/L-6-D-2/L-7) by Gender & Nationality Grouping | | | | | | |
|--|------------|-------------|------------|------------|-----------|------------|
| Nationality | Total | % of total | Male | % | Female | % |
| Africa | 61 | 21% | 44 | 72% | 17 | 28% |
| Arab States | 15 | 5% | 10 | 67% | 5 | 33% |
| Asia & the Pacific | 33 | 11% | 20 | 61% | 13 | 39% |
| E. Europe & the CIS | 5 | 2% | 3 | 60% | 2 | 40% |
| LA & the Caribbean | 29 | 10% | 16 | 55% | 13 | 45% |
| WEOG* | 153 | 52% | 107 | 70% | 46 | 30% |
| Total | 296 | 100% | 200 | 68% | 96 | 32% |

Source: IMIS/ATLAS February 2008

* Western European and Other Groups: US, UK, France, Italy, Spain, Belgium, Netherlands, Germany, New Zealand, Austria, Australia, Japan, Canada, Norway, Sweden, Switzerland, Denmark. Poland, Finland, Portugal, Luxembourg, Ireland.

Attrition & retirement

Table 17 below shows that 142 staff (107 men and 35 women) at grades L-1 to D-2/L-7 will retire in the next three years by 2010. In order to have a smooth transition, the United Nations Board of Auditors has commented on the importance of developing a succession plan.

Table 17. Number of IP retirements by grade (2008-2010)

| | total | M | % | F | % |
|--------------|------------|------------|------------|-----------|------------|
| D-2/L-7 | 29 | 20 | 69% | 9 | 31% |
| D-1/L-6 | 41 | 32 | 78% | 9 | 22% |
| P-5/L-5 | 40 | 26 | 65% | 14 | 54% |
| P-4/L-4 | 24 | 23 | 96% | 1 | 4% |
| P-3/L-3 | 7 | 6 | 86% | 1 | 14% |
| P-2/L-2 | 1 | 0 | 0% | 1 | 100% |
| L-1 | 0 | 0 | 0% | 0 | 0% |
| Total | 142 | 107 | 75% | 35 | 25% |

As part of succession planning, UNDP will have to consider how to maximize the upcoming opportunities towards attaining gender balance by 2010. In Table 18, there are 3 sets of data: available posts by gender, the number of incumbents by gender who will retire, and the actions needed for parity. Three columns under the Actions for Parity data show the number that represents 50% of all posts, the number of additional women needed to reach the gender parity, and the percentage of women that need to be recruited to reach parity compared against the total posts that will become available through attrition.

UNDP can reach gender parity for more than half of all grade levels: D-2, L-7, P-4, P-3, P-2, L-2 and L-1. For the senior levels of D-2 and L-7, parity can be reached only if UNDP aggressively recruits women for 84% of all vacancies at D-2 and 75% of vacancies at L-7. UNDP can also reach gender parity at the D-1/L-6 levels if **all** vacancies due to attrition are filled with women, and if two additional vacancies becoming available (at each grade) are filled with women.

For the P-5 level, parity will be difficult to reach because 33 women will need to be hired against 20 vacant posts. Therefore, 13 more posts would have to become available, either through budget increase (new posts) or separation by men (for reasons other than retirement). For L-5, there is a shortfall of 49 women against 20 posts, thus 29 additional posts have to become available through budget increase or separation.

Parity can easily be reached at the P-4 level because it requires hiring one woman for one of the 3 available posts. Gender parity can only be reached for L-4 if 44 posts become available (65-21). At the P-3 level, women have already reached parity, but it will not be achieved at the L-3 level because 53 women need to be hired against only 4 vacant posts. At the junior levels of L-1 to P-2/L-2, women already occupy more than 50%, and therefore, there will be no problem in sustaining gender parity at these grades.

Table 18. IP Attrition by 2010 by grade and gender (as of February 2008)

| Grade Level | Posts | | | Attrition by 2010 | | | | Actions to reach parity by 2010 | | |
|--------------|-------------|------------|-------------|-------------------|-----------|------------|-------------------|---------------------------------|----------------------|----------------------|
| | Male | Female | Total | Male | Female | Total | Available Females | 50/50 Posts | Shortfall of Females | % F to total recruit |
| D2 | 43 | 17 | 60 | 17 | 8 | 25 | 9 | 30 | 21 | 84.0% |
| L7 | 5 | 1 | 6 | 3 | 1 | 4 | 0 | 3 | 3 | 75.0% |
| D1 | 126 | 68 | 194 | 27 | 7 | 34 | 61 | 97 | 36 | 105.9% |
| L6 | 26 | 10 | 36 | 5 | 2 | 7 | 8 | 18 | 10 | 142.9% |
| P5 | 153 | 96 | 249 | 15 | 5 | 20 | 91 | 124.5 | 33.5 | 167.5% |
| L5 | 163 | 80 | 243 | 11 | 9 | 20 | 71 | 121.5 | 50.5 | 252.5% |
| P4 | 87 | 88 | 175 | 3 | 0 | 3 | 88 | 87.5 | -0.5 | -16.7% |
| L4 | 214 | 85 | 299 | 20 | 1 | 21 | 84 | 149.5 | 65.5 | 311.9% |
| P3 | 33 | 51 | 84 | 2 | 1 | 3 | 50 | 42 | -8 | -266.7% |
| L3 | 184 | 74 | 258 | 4 | 0 | 4 | 74 | 129 | 55 | 1375.0% |
| P2 | 5 | 11 | 16 | 0 | 1 | 1 | 10 | 8 | -2 | Over quota |
| L2 | 99 | 129 | 228 | 0 | 0 | 0 | 129 | 114 | -15 | Over quota |
| L1 | 7 | 14 | 21 | 0 | 0 | 0 | 14 | 10.5 | -3.5 | Over quota |
| Total | 1145 | 724 | 1869 | 107 | 35 | 142 | 689 | 934.5 | 245.5 | 22.3 |

Source IMIS February 2008

CHAPTER II: IMPACT OF HUMAN RESOURCE POLICIES

If current human resource practices (of hiring, developing, retaining, promoting women and men) pursued by UNDP organizational units in recent years continue, we will not reach 50/50 balance for all professional categories by 2010.²⁹ As discussed in the previous section on Attrition and Retirement, for four of the seven professional grade levels, the organization will not be able to reach gender parity by 2010 unless special measures are introduced.

Therefore, for the next three years, UNDP will have to implement aggressive measures to ensure that there is a steady growth in the percentage of women who occupy junior, middle, and senior level positions. Taking such an initiative would address a common frustration expressed by staff during interviews that there is a lack of upward career opportunities. Staff also reported that they would like to see greater support for work-life issues.

Overview of policies and measures to achieve gender balance

Nearly all United Nations organizations have implemented gender-sensitive policies and measures, with work-life policies being the most popular for the retention of women. In contrast, policies in the areas of recruitment, promotion, monitoring and accountability are implemented by relatively fewer organizations.³⁰

Over the years UNDP revised existing policies and introduced new ones to address emerging organizational needs and to improve the quality of its workforce. As already mentioned, UNDP issued its first Gender Balance in Management Policy in 1995, updated in 1998 and 2003. As in many United Nations organizations, however, this policy has not been sufficiently integrated into UNDP's recruitment and promotion practices. This lapse has resulted in uneven and at best modest changes in gender composition. Table 19 below highlights critical policies and measures designed to achieve gender balance that are available and implemented in UNDP with varying degree of success.³¹

29 Gender and Diversity in UNDP. A two year analysis. OHR presentation to the Gender Steering and Implementation Committee, Oct 2006

30 Ibid. ICSC/63/R11 Survey and Report on gender balance in the United Nations common system, 4 May 2006

31 Op cit. ICSC/63/R11 Survey and Report on gender balance in the United Nations common system., pp 28-29. UNDP implementation record extracted from the above survey (pages 28 and 29) and validated through interviews with staff, from review of existing policies published on the UNDP Intranet, review of workforce reports and responses to OHR conducted surveys such as the spouse employment survey of Internationally recruited staff members, conducted in 2004.

Table 19. Gender-sensitive policies implemented by UNDP (as at February 2008)

| | Policy | Implemented |
|----------|---|--------------------|
| 1 | Recruitment | |
| | Special measures to achieve gender balance | Yes |
| | Human resources planning measures on gender balance | Yes |
| 2 | Promotion | |
| | Special measure to achieve gender balance | Yes |
| | Human resources planning measures on gender balance | Yes |
| 3 | Retention – Work-life policies | |
| | Flexible working arrangements | Yes |
| | Staggered working hours | Yes |
| | Maternity leave | Yes |
| | Paternity leave | Yes |
| | Childcare facilities | No |
| | Breastfeeding policies | Yes |
| | Family leave for childcare, adoption, family emergency | Yes |
| | Part-time work | Yes |
| | Job-sharing | No |
| | Spouse employment | Yes |
| 4 | Staff development – Career planning | |
| | Career planning policy and services designed to address specific needs of men and women | Yes |
| | Measures to ensure career advancement/progression are gender sensitive | Yes |
| | Learning policy | Yes |
| | Learning planning measures to ensure gender parity in access to training | Yes |
| 5 | Gender awareness | |
| | Gender mainstreaming in programmes and policies | Yes |
| | Gender sensitive programmes (including training) | Yes |
| | Policies on harassment | Yes |
| | Focal point for gender in staffing | Yes |
| 6 | Monitoring and accountability | |
| | Up-to-date and readily available workforce data disaggregated by sex | Yes |
| | Workforce analysis and planning capacity | Yes |
| | Annual gender audits | Yes |
| | Annual reporting to the governing body | Yes |
| | Periodical reports on the implementation of HR policies and impact on gender | Yes |
| | Gender parity measurement and monitoring tools | Yes |
| | Periodical evaluation of HR policies and impact on gender equality | Yes |

HR Userguide:

<http://content.undp.org/go/userguide/HR/?jsessionid=ajgtN7jw-1db?lang=en#top>

HR policies and guidelines:

http://practices.undp.org/management/hr/HR_Documentation/HR_Policies_Manuals_Guidelines.cfm

Recruitment

Recruitment and promotion are two human resource policies with the greatest impact on gender equality and diversity. The Gender Balance in Management policy contains a comprehensive set of special measures that UNDP has undertaken to recruit qualified females, the details of which are noted in Table 20 below.

Table 20. Track record of select UNDP gender-sensitive policies

| Special Measures | Track record |
|--|--|
| Recruitment target: 3:2 ratio female to male among international and national professional staff | Target not yet achieved. Male/Female ratios remain 61: 39 for IPs and 55: 45 for National Officers |
| External vacancy announcements strongly encourage women to apply | All announcements include the statement "qualified women encouraged to apply" |
| Recruitment campaigns target women; Gender-balanced recruitment panels; Female preferred over male candidate in cases where qualifications and experience are essentially equal; All internal vacancies to have at least one qualified female candidate on list of staff members | No base line data available to track success rate. Rigorous implementation ongoing. |
| 50% target for women participants in corporate assessment programmes, including RCAC and Operations Management Competency Assessment Programme (OMCAP). | During 2004-2005 OHR updated the list of qualified RC candidates to include more women. In 2006 UNDP adopted a 50/50 practice to identify candidates for the RCAC selection. |
| 200 and 300 series staff, national officers and HQ and CO-based support staff (ICS6 and 7) eligible to apply for international professional posts, subject to competitive corporate review. Target of 60% women. | A number of 200 and 300 series staff, national officers and HQ and CO-based support staff have applied and have been selected for international professional posts. |

Career advancement and work-life issues

A key component of career advancement in UNDP is the need for **mobility** across positions, bureaux and duty stations. UNDP international staff are among the most mobile in the United Nations system. Responses from staff interviews indicate that this is another area where there is room for improvement. UNDP human resource policies have not adequately addressed the gender dimension of the mobility and retention issues.

To assess lessons learned, UNDP conducted a survey of participants in an earlier initiative to attract and develop upcoming managers, known as the Management Training Programme (MTP). During 1988-1994, MTP recruited 136 entry-level

professional staff members (75 women and 61 men). Within the first 8 years after the launch of MTP, 45 staff left UNDP. The female attrition rate was 39% (29 women) compared to 26% for males (16 men). One reason that women left was because of the work-life issues resulting from the organization's expectation that staff be highly mobile throughout their career, thus generating a conflict for some women to choose a personal life or a career.

In 2005 a mobility mapping of a sample of P5 staff with five or more years of service showed that both genders have moved from one country posting to another at nearly the same rate as their male colleagues: 5.2 moves for men versus 4.7 for women.³² Many professional women who have been mobile feel that they have fewer opportunities for career growth and seniority than their male counterparts, and that it takes them much longer to be promoted to higher levels. The disparity between the number of incumbent men and women at the P-5 to D-2 levels, and the statistics on promotion of professional staff confirm this perception. A similar study conducted for the United Nations Secretariat draws the same conclusion.³³

UNDP as an equal opportunity employer should continue to facilitate different life styles of staff members to ensure that they remain productive so that they can continue to contribute to the development effectiveness of the organization. To this end, UNDP policies on work-life balance strive to support staff members, irrespective of their race, gender, religion and sexual orientation in adherence to the Universal Declaration of Human Rights.

Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, color, sex, language, religion, political or other opinion, national or social origin, property, birth or other status. Furthermore, no distinction shall be made on the basis of the political, jurisdictional or international status of the country or territory to which a person belongs, whether it be independent, trust, non-self-governing or under any other limitation of sovereignty. (Universal Declaration of Human Rights)

Spouse employment and marital status³⁴ are also key mobility issues. Since UNDP's spouse employment programme has been introduced in 1996, several staff have benefited from it. However, challenges still remain to provide more employment opportunities to spouses.

In terms of **flexible working arrangements**, although many organizational units have instituted staggered working hours and facilitate flexible arrangements for staff, including part-time, telecommuting and compressed working schedules (10 in 9 day option, working additional hours every day to get the second Friday off), much more can be done to strengthen the implementation of the work-life policies. UNDP has considered but not implemented a job-sharing policy because of the budgetary regulations that prevent double-incumbency and using the regular budget to fill temporary vacancies.

³² UNDP Workforce Report 2, July 2005

³³ Ibid. Report of the SG on the Improvement of the Status of Women in the United Nations system. A/61/318, 7 September 2006.

³⁴ As of January 2006, women accounted for the majority of single, divorced, widowed and single-parent staff. Nearly three times as many men as women in UNDP are married; more than one and one-half times as many women as men are divorced; six times as many women as men are widowed; twice as many women as men are separated.

Promotion is the single most important indicator in evaluating how organizations recognize and reward performance.³⁵ Over the past 3 years (2005–2007), the trend for promotion of women has declined for all three levels of P-5, D-1, and D-2. For D-2's the 17% promotion of women in 2007 was the lowest for the entire 8 year span from 2000, as noted in the Table 21 below.

Table 21. Promotion by gender at P-5 to D-2 Levels, 2000-2007

| | P-5 | | | | | D-1 | | | | | D-2 | | | | |
|--------|-------|-----|-----|-----|-----|-------|-----|-----|----|-----|-------|----|-----|----|-----|
| | Total | M | % | F | % | Total | M | % | F | % | Total | M | % | F | % |
| 2000 | 44 | 25 | 57% | 19 | 43% | 13 | 10 | 77% | 3 | 23% | 5 | 3 | 60% | 2 | 40% |
| 2001 | 34 | 14 | 41% | 20 | 59% | 18 | 13 | 72% | 5 | 28% | 6 | 2 | 33% | 4 | 67% |
| 2002 | 29 | 10 | 34% | 19 | 66% | 22 | 20 | 91% | 2 | 9% | 9 | 7 | 78% | 2 | 22% |
| 2003 | 35 | 16 | 46% | 19 | 54% | 19 | 11 | 58% | 8 | 42% | 6 | 4 | 67% | 2 | 33% |
| 2004 | 31 | 18 | 58% | 13 | 42% | 38 | 18 | 47% | 20 | 53% | 13 | 9 | 69% | 4 | 31% |
| 2005 | 40 | 14 | 35% | 26 | 65% | 38 | 18 | 47% | 20 | 53% | 11 | 7 | 64% | 4 | 36% |
| 2006 | 41 | 23 | 56% | 18 | 44% | 26 | 13 | 50% | 13 | 50% | 7 | 4 | 57% | 3 | 43% |
| 2007 | 32 | 21 | 66% | 11 | 34% | 18 | 10 | 56% | 8 | 44% | 6 | 5 | 83% | 1 | 17% |
| 2001-7 | 286 | 141 | 49% | 145 | 51% | 192 | 113 | 59% | 79 | 41% | 63 | 41 | 65% | 22 | 35% |

Staff development and career planning

Staff perception about career opportunities in UNDP varies from group to group. National staff note a 'glass ceiling' in their respective offices with few opportunities for career advancement. Support staff in headquarters report that in many cases despite their advanced university degrees, they are denied professional positions that are offered to JPOs, LEADs, and newly-recruited staff on short-term contracts. JPOs and LEAD graduates are formally inducted into the organization and the first few years of their professional careers are "managed" whereas other professionals do not enjoy the same support.

While staff profile data such as career advancement, performance, training and assessment results are deemed confidential and as such are not published, it is clear from survey results that career planning for all staff would be a welcome step forward. UNDP has recently begun to link **Learning and Development** into the performance cycle by encouraging staff to initiate learning and managers to support such endeavors, holding managers accountable for staff learning.

³⁵ Ibid. Improvement on the Status of Women in the United Nations. Report of the Secretary General A/61/318 September 2006.

UNDP has invested heavily in learning and training systems, tools and resources. Launched in 2005 and managed by the Learning Resources Center (LRC), the **Learning Management System (LMS)** is an online, interactive tool which acts as a platform and conduit for learning activities. The LMS is used to create learning plans, register for courses/training programmes, track participants' progress, access course content, conduct assessments and manage the certification process. UNDP introduced hundreds of web-based courses and programmes to reach a wider global audience.

It is estimated that over 80% of UNDP global staff have benefited from one or more LRC-sponsored learning activities in the last 8 years. In 2006 the LRC reported over 46,000 learning activities were pursued by staff globally, of which 51% were by women. Table 22 below shows that women participate in over half of all learning activities tracked and/or sponsored by the LRC. The LMS could serve as a platform for improving competencies for career growth for women. Data on enrolment, completion and learning attainment results outside of the LMS is not readily available.

Table 22. Learning events pursued by women

| Learning Type | No. Learning events pursued by women | % of Women participation |
|-------------------------------|---|---------------------------------|
| Computer Based Training (CBT) | 18, 230 | 51% |
| Learning Event | 2,577 | 53% |
| Self Paced | 2,717 | 52% |

Source: LRC reports

The **Virtual Development Academy (VDA)**, launched in 2001, was designed to meet the development needs of *inter alia* National Officers by exposing them to development knowledge and skills to improve their capacity to formulate and manage UNDP programmes. During the 2002-2007 period, enrollment of women in the VDA increased significantly. The successful completion of the VDA programme is seen as improving staff members' career prospects.

In 2006 OHR conducted a survey of 1,000 UNDP National Officers. When asked which corporate learning activity had contributed the most to the staff member's professional development, the results, as shown below in Table 23 indicate that ATLAS training had the highest rating.

Table 23. Importance of training to national officers

| UNDP Courses | Prof. Development Contributor |
|--|--------------------------------------|
| ATLAS training as a professional development | 27% |
| Communications skills and management of change workshops | 22% |
| PPO (JPO/NPO) induction workshops | 16% |
| Virtual Development Academy | 15% |

Career development for leadership

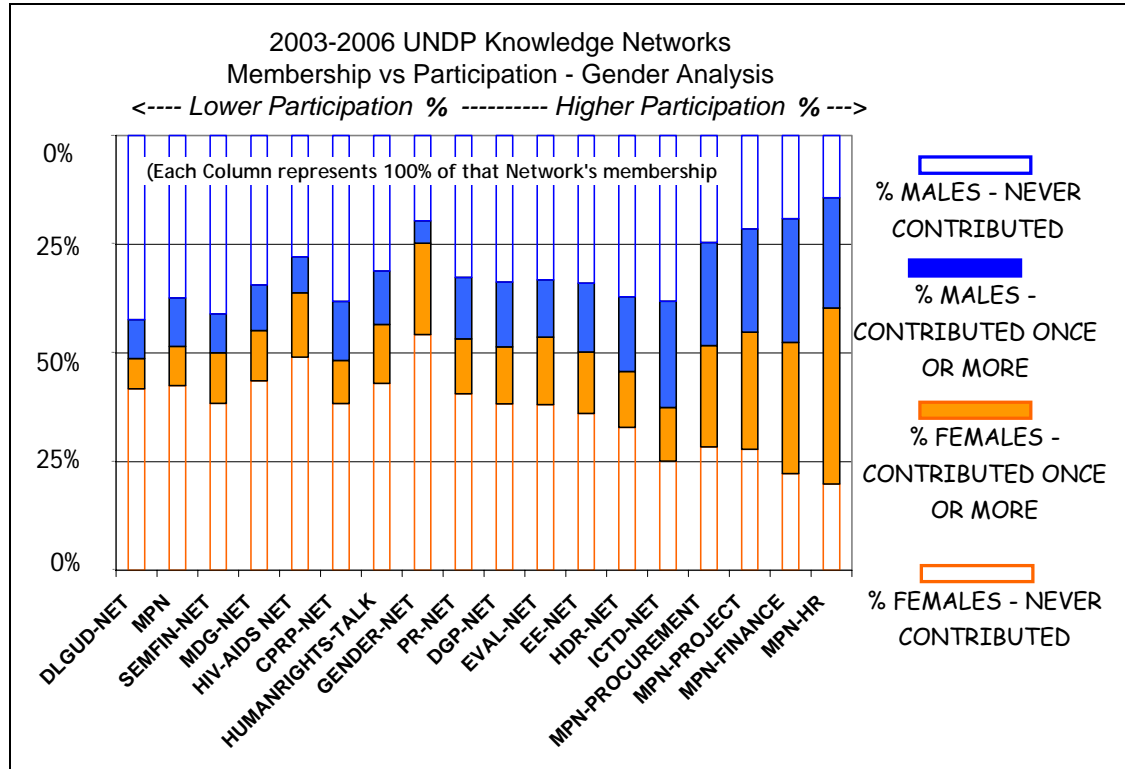
UNDP has put in place various initiatives to build leadership capacity for an increasing number of talented newcomers to the organization. The **Leadership Development Programme (LEAD)**, the successor to the Management Training Programme (MTP) until 1994, is designed to replenish UNDP’s future leadership cadre. Hence the LEAD constitutes an important feeder pool for middle and senior management positions. The male-female gender ratio for LEAD is 47:53 as of October 2007.

Gender and other knowledge networks

The Gender Network is a new, innovative medium to discuss and promote gender issues in UNDP. It provides an important forum to explore ways to move the gender mainstreaming and equality agenda forward. Some initial findings include:

- **Heavily skewed membership and participation:** 75% of members are female. Similar ratio holds for participation.
- **Recommendation:** Given the current membership gender profile, the network is largely ‘preaching to the converted’. In order to be a more effective advocacy tool for gender equality in the organization’s work, an important first step for the Gender Network is to focus on active recruitment of male members and contributors.

Figure 4. UNDP gender and other knowledge networks



Source: Gender Analysis of Participation in UNDP’s Knowledge Networks, MPN Analysis (December 2007)

As shown in Figure 4 above, an ongoing analysis of participation in 18 of UNDP's largest knowledge networks reveals a very positive finding: Women's participation levels match their membership proportions, with negligible differences of less than 2% between expected and observed participation levels. In other words women are not inhibited in any way in terms of expressing themselves and contributing to knowledge networks in which they are members.

Figure 4 above illustrates the following key findings³⁶:

- 14 of the 18 communities studied have 50% or greater female membership. As mentioned earlier, actual participation levels mirror these numbers. This means that there are no barriers to equitable participation in the knowledge networks in terms of gender.
- There are a couple of significant outliers, including the Gender Network (75% female membership) and to a lesser extent, the HIV-AIDS community (64%) and the Human Resources Network (60%). These communities are relatively skewed with 60% to 75% female membership. On the other side, there is only one community with a significantly higher male membership – ICT for Development (62% male members).
- The Gender Community is likely to be the most adversely affected in terms of progress towards its objectives given this skewed membership, and an effort should be made to equalize the male-female membership ratios. This will ensure that the Gender Network is a more credible voice for gender equality in the organization.
- Finally, it is clear that the large and un-moderated management communities of Human Resources, Finance, Procurement and Project Management stimulate extraordinarily high participation equally among both male and female staff members. 50%-70% of men and women members have contributed to these networks over the last 3 years.

Monitoring and accountability measures

The approach of UNDP to reaching gender parity in the workplace is challenged by a decentralized administration and complex procedures for implementing human resource policies. The urgency of reaching 50/50 parity coupled with a complicated operating environment highlight the immediate need to implement monitoring and accountability measures, including periodic assessment and appropriate adjustments to existing human resource policies.

Commitment to gender balance demands accountability at all levels, beginning at the top. Fortunately for UNDP, the Administrator has demonstrated his support for gender parity by appointing five women at the ASG level. Several staff interviewed stressed that support from the regional bureau directors is central to meeting the gender balance target. Regional directors and RRs/RCs have a key role in identifying candidates for field level positions in an organization where mobility is mandatory for advancement. Observations regarding leadership and accountability were captured in the independent "Evaluation of Gender Mainstreaming in UNDP" as presented to the Executive Board in 2006.³⁷

³⁶ "Gender Analysis of Participation in UNDP's Knowledge Networks" Satish Vangal, Knowledge Management Specialist, Management Practice.

Raw data obtained from Knowledge Network archives and mapped with corporate human resource data.

³⁷ "Evaluation of Gender Mainstreaming in UNDP" is an independent report, commissioned by UNDP Evaluation Office, 2006

Staff oversight bodies such as the Appointment and Promotion Board, interview panels and the Quarry³⁸ reassignment processes provide oversight that qualified female candidates are considered for vacancies and promotion. The current requirement to have at least one woman short-listed for every vacancy and to have at least one woman sit on every interview panel are measures that further the gender policy.

Workforce data, analysis and planning

Having comprehensive and up-to-date statistics is a critical enabler in managing gender balance. Managers need real time data on the gender profile of their unit and that of the organization to plan and act strategically. In addition, the effectiveness of management processes such as recruitment, promotion and performance management should be monitored through statistical reports as well as feedback from individuals.³⁹

Implementing ATLAS has given human resource staff and senior managers access to vast amounts of descriptive human resource data. In early 2004, UNDP was able to report, for the first time, with greater accuracy how many people actually work for UNDP regardless of status (national vs international and contractual modality) and location. Automation of human resource data made possible the development of descriptive mapping tools, such as the human resource reports, trends and analysis put together by an OHR team. The Executive Snapshot and the Country Office scan are newer additions.

Given the positive developments resulting from ATLAS, human resource practitioners are now able to monitor more closely the hiring practices, promotion and performance trends, learning and development data to ensure that the talent management process is pursued with renewed rigor in furthering the gender parity agenda.

The development of the job-fair website has helped to make the hiring process more transparent. Future plans to launch the ERP⁴⁰ functionality of e-recruitment will provide more information on gender at various stages of recruitment. Investment in an ERP and in the progressive technical skills of staff globally enables UNDP to leverage technology and to utilize workforce information to further its gender policy.

Global Staff Survey (GSS)

UNDP launched its first Global Staff Survey in 1999 to assess staff perception with a view to improving management accountability and organizational effectiveness. Nine years later, the survey is seen as a barometer of staff satisfaction with the implementation of key policies in the organization. GSS is open to the entire workforce, including Service Contract holders and other non-staff, and has reached 91% participation, up 123% from 1999.

³⁸ Quarterly reassignment exercises of UNDP.

³⁹ United Nations study of the slow advance in the improvement of the status of women in the United Nations system. Phase II, 9 May 2006, Hillary Harris

⁴⁰ UNDP implemented an Enterprise Resource Planning (ERP) system called ATLAS in 2004. While the Financial and Project modules went into production at that time, the Human Capital Management (HCM) module is being implemented in a staggered manner over 4 years. The full HR component will become available by March 2008 which will include UNDP's entire workforce.

The 2007 GSS survey introduces questions related to the code of conduct, business continuity and staff security and Gender. Accountability and transparency, business process efficiency, human resources management, job satisfaction, prejudice and harassment, professional development, valuing diversity, and work-life balance were also covered as in previous years. The 2007 GSS results will be published in the first quarter of 2008.

Some key findings from the 2006 survey include:⁴¹

- To the question “*Work pressures in my job are at acceptable levels*” 54 per cent were positive and 31 per cent were negative. More than half (51 per cent) responded favorably to the question “*My job responsibilities allow me to take care of my family and personal responsibilities as needed*” while 29 per cent disagreed. 74 per cent of female and 78 per cent of male staff say that “*In UNDP men and women receive equal treatment*”.
- There is continued improvement in response to the question “If I witnessed a situation of discrimination or harassment in my office, I would feel comfortable reporting it,” with a record-high 74 per cent answering favorably in 2006 (71 per cent of women, 78 per cent of men), up from 48 per cent in 2001. Responses to the more general question “*UNDP provides effective mechanisms for staff to resolve conflicts and have grievances heard*” have also improved somewhat.
- For the first time ever, a majority of UNDP staff (51 per cent) say “I have adequate opportunity to advance my career.” At the same time, the survey shows that, more generally, we could do more to recognize good performance. For the question, “*I am satisfied with the recognition I receive for doing a good job,*” only 62 per cent were positive. Only 36 per cent of staff believes that “*UNDP rewards staff members who exhibit outstanding performance.*” The HR function is crucial for the organization and it needs to be strengthened further with a strong focus on skills development, mobility, fair rewards and transparency.

Sexual harassment and abuse of authority

UNDP has instituted a policy of zero tolerance for abuse of authority and any form of harassment. This proactive stance was welcomed by staff throughout the organization. Cases of harassment often do not come to light because “victims” fear retribution, especially if the perpetrator is in a position of power. Moreover, the line between sexual harassment and abuse of power is often difficult to draw. UNDP has of late begun to more aggressively publicize the policies and educate staff.

The new mandatory UNDP courses on Gender Journey and Harassment are welcome additions to educating staff on these issues. UNDP has adopted a proactive and progressive policy in ensuring that the organization is free of all forms of harassment by investigating reports and ensuring open communication and training. The results of the recent GSS reflect growing awareness and sensitivity in the organization.

⁴¹ Administrator’s memo to Global Staff on the 2006 Global Staff Survey Results, 12 April 2007

CHAPTER III: CHALLENGES AHEAD & THE WAY FORWARD

For more than a decade, UNDP has implemented human resource policies with a view to attaining gender parity by 2010 and to creating a competent and sustainable workforce.

Achieving gender equality starts with fostering a corporate culture that encourages people, and particularly women, to join the organization and then to stay. Such a culture seeks to bring about a work-life equilibrium that is flexible and that includes possibilities for part-time work, parental leave and telecommuting. It produces an environment where women and men are equally involved in decision-making. It is a culture that does not tolerate any form of harassment or micro inequities.

UNDP recognizes that an organization that values creativity and diversity and that respects the individuals who work for it, is likely to attract and retain the best talents. Achieving gender parity cannot be a singular event. Indeed, targeting 50/50 parity in practice will mean moving within a 45 to 55 percent range with the upper and lower bounds enforced for both men and women for UNDP as a whole as well as for the individual regional and other bureaux. Sustaining this gender balance will require a constant infusion of talented women at all levels, admittedly not only in the years leading up to 2010 but thereafter. That imperative should lead to more systematic and transparent implementation of the human resource policies in UNDP.

Narrowing the gender gap while maintaining the quality and diversity of the workforce is a daunting challenge. Experience has demonstrated that having goals, policies, periodic studies and evaluations is not enough. The track record of UNDP in achieving gender balance can be measured by the data presented in Chapter I. They confirm that in spite of committed leadership and proactive policies, UNDP has not been able to achieve 50/50 gender parity at all levels of its workforce.

UNDP is not alone in this pursuit. The United Nations has issued dozens of studies and reports on the slow progress made in reaching gender parity in the United Nations system. These reports have referred to the challenges that must be addressed if the gender balance goal is to be attained.⁴² The need to enhance three key factors of leadership and accountability, human resource policies, and workplace culture are discussed in greater detail below.

Leadership and accountability

Commitment to gender parity and diversity at the highest levels is a key to instituting positive and mandatory special measures. This shared leadership and accountability must be acknowledged and practiced at the corporate, regional, sub-regional and country office levels.

Although the senior management led by the Administrator, Associate Administrator and the eight ASGs set the direction and pace of reforms, effective implementation of corporate policies is the collective responsibility of middle- and senior-level managers,

⁴² See Annex 2 for a comparison of D1, D2 and ASG across the United Nations system.

who are directly accountable for the quality, diversity and size of the workforce in their units. Table 24 below shows the distribution of managers among others who should be specifically held accountable for achieving gender parity goals in their respective work units. Thirty-six percent of this group of 'accountable managers' are women who are equally responsible for improving the gender ratio in the organization.

Table 24. Managers* accountable for achieving gender parity

| | Total | M | % | F | % |
|------------------------------|------------|------------|------------|------------|------------|
| UNDP Bureau Directors(ASG) | 8 | 3 | 38% | 5 | 63% |
| RCs/RRs/DSRSGs/ERSGs | 112 | 76 | 68% | 36 | 32% |
| Country Directors | 34 | 24 | 71% | 10 | 29% |
| DRR/Deputy Country Directors | 151 | 92 | 61% | 59 | 39% |
| Total | 305 | 195 | 64% | 110 | 36% |

Source: IMIS Feb.08; * excl. OICs

Human resource policies

While OHR publishes corporate policy and provides guidance, the success of its implementation rests with all organizational units. UNDP has made available to managers comprehensive information reports to allow them to monitor their own progress in reaching gender representation targets. There are, however, no enforcing mechanisms to ensure that line managers take action in this respect.

Substantive directives related to the responsibilities are contained in the Gender Balance in Management Policy 2003-2006 under the Implementation and Monitoring section. The responsibilities of Bureau and Office Management are reiterated below⁴³:

- Heads of bureaux/offices have primary responsibility and are accountable for the implementation of the special measures set out in the gender policy. They shall prepare and submit to the Administrator an annual action plan, including specific gender parity targets. Subsequently, each business unit is required to prepare, on a semi-annual basis, a progress report and a scorecard showing updated gender distribution by category at each level or band.
- OHR acts as adviser on special measures. It implements learning opportunities and maintains an inventory of staff by gender, nationality, function, level, and skills set. OHR maintains a roster of external candidates and identifies and develops recruitment sources to expand the pool of women candidates for posts in occupations in which women are under-represented. Gender parity goals are being mainstreamed in the new Human Resources Strategy.

⁴³ Ibid. Gender Balance in Management Policy, 2003-2006, pp 6-7

The ICSC report⁴⁴ substantiates a clear correlation between focused implementation of gender-sensitive policies/measures and increased representation of women in the composition, recruitment and promotion of staff. This provides strong support for systematic and intensified efforts, and strict adherence to gender-sensitive policies, with a view to accelerating progress towards gender balance, holding managers accountable. More systematic pooling of talents by all United Nations organizations would increase the career opportunities for women candidates, especially at the senior management level.

Workplace culture

Workplace culture and other measures are important indicators and drivers for change. Staff interviews suggest that UNDP has made notable strides toward gender balance and the creation of a more gender-sensitive work environment. The work-life policies and growing awareness of harassment and gender equality issues at UNDP are a step in the right direction.

More attention, however, should be given to educating staff on the organizational benefits of having women in Senior Management. Bringing more women into the Senior Management levels will improve the advocacy value throughout the organization. Indeed female managers are as accountable as their male counterparts in furthering the gender equality agenda, and in being both role models and mentors for other women colleagues in their career development and learning.

Flexible working arrangements are seen as an important factor for attracting and retaining high-caliber female staff. In the United Nations system, flexible working practices (FWP) include working-time arrangements (flexitime, 80%-reduced work week, 75%-reduced work day, 50% post-sharing); maternity/paternity and adoption leave; telecommuting, compressed working schedules, and other options such as the new breastfeeding policy are also in place. These policies seek to create a more congenial environment where staff can balance their professional and personal lives, and hence present an organization that respects people and where female and male staff are proud to be a part of.

This report also includes a series of recommended actions to be taken to improve the performance of UNDP in achieving its gender balance goals. These measures are based on UNDP internal discussions, action points captured in the study on Improvement of the Status of Women in the United Nations system⁴⁵ as well as inter-agency consultations, including the Expert Group meeting on Measures to Accelerate the Improvement of the Status of Women in the United Nations system.

⁴⁴ Ibid. ICSC report (ICSC/63/R.11), May 2006

⁴⁵ Ibid. A/61/318, September 2006.

Recommendations and the way forward

UNDP has many excellent opportunities to meet gender parity and equality goals. However, all of us need to assume personal responsibility for advancing the agenda and transforming the workplace culture. Institutional gender parity and equality within UNDP is not only the “right thing” to do, but a moral imperative that will transform UNDP into an organization that is more productive, inclusive, effective and credible. The following specific measures should propel us in that direction.

1. Leadership and accountability mechanisms

- Sustained engagement of senior management at the highest levels;
- Develop an implementation plan for the Gender Compact with clearly defined and measurable gender targets to be signed between the Administrator and bureau directors, as well as between regional bureau directors and RRs/RCs;
- The gender performance of senior managers and RCs/RRs to be assessed at the senior CRG process;
- Establish an accountability framework of clearly defined responsibilities and expected results for gender parity at all levels by business units;
- Gender parity results of the unit management plan and individual managers' performance are assessed through the Results and Competency Assessment (RCA) process.

- **Allocate human and budgetary resources** to strengthen implementation and monitoring capacity to:
 - Strengthen the work of GSIC, and establish the Gender Equality & Diversity Unit;
 - Appoint full-time, senior level Gender Advisors/gender focal points in organizational units;
 - Provide a staff development and career planning services;
 - Train and mentor qualified ‘high potential females’ to move into professional and senior management levels;
 - Enable female staff to work on temporary assignments to develop their managerial and technical skills;
 - Enhance operational systems for gender implementation and monitoring.

2. Institutional arrangements

- **Gender Steering and Implementation Committee (GSIC):** Established in 2006 with the Administrator as Chair, the GSIC provides policy direction and oversight on gender equality issues in UNDP. The Committee shall address the challenges of achieving the organizational gender parity by closely monitoring actions of bureaux/business units.

- **Gender Equality and Diversity Unit⁴⁶:** The Gender Equality and Diversity Unit (GEDU), newly-established in OHR, should play a catalytic leadership role in advancing the institutional gender parity goals. Working closely with bureaux and business units, gender advisors/focal points, and human resources advisors,

⁴⁶ See Annex 3 for the Terms of Reference of the Gender Equality Unit.

the GEDU shall promote, advocate, facilitate, and monitor the performance of business units towards achieving the gender balance in UNDP.

3. **Monitoring and evaluation**

- Regular reporting to the Administrator and GSIC by business units on their institutional gender performance and commitment of resources, both human and financial;
- Establish a unit-based “Gender Advisory Board” to provide guidance and monitor policy implementation (e.g., RBA & RBAP best practices)
- Reinforce monitoring mechanisms such as the Balanced Scorecard, Gender & Diversity Scorecard, the Executive Snapshot, and Enterprise Risk Planning;
- The gender parity performance of unit managers to be reviewed and assessed through the RCA system;
- Continue to analyze GSS results and exit surveys, and modify the corporate approach accordingly.

4. **Recruitment & Promotion**

Implement specific affirmative action measures to recruit and promote qualified female candidates until the 50/50 representation target is reached, and thereafter. These include:

- Applying the same gender parity goals for all UNDP recruitment processes regardless of the funding source, contractual modality and geographical location of the posts;
- Rating managerial competencies equal to technical competencies for positions at P-5 and above, wherever feasible;
- Increasing women candidates for LEAD, OM, DRR, CD, and RC assessment pools;
- Ensuring that all corporate and interview panels are gender-balanced;
- Assessing candidate's capacity to support gender equality and work-life balance by asking gender-related questions during interviews;
- Promoting greater inter-agency mobility; encourage the UN system organizations to open up their internal vacancies to inter-agency women candidates on a reciprocal basis, especially at the senior level;
- Implementing accelerated promotions for qualified women until the year 2010 or the 50/50 target is met.

5. **Staff development and career planning**

- Dedicate resources for career development, guidance and counseling;
- Establish distinct career paths for different occupational categories of staff;
- Identify and fund developmental assignments for qualified female staff to allow them to improve managerial and technical skills;
- Identify and track high potential GS females to transition from GS to professional, especially those with advanced educational degrees;
- In assessing skills competencies and requirements for job profiles, give equal weight (in lieu of years of experience) to the successful completion of developmental assignments;

- In addition to the current system of G to P transition through promotions, introduce a G to P examination and develop a roster of qualified GS candidates eligible for IP posts;
- Create targeted mentoring programmes for female staff and, where appropriate, develop management courses customized for their particular needs. Provide customized career support to women who are at P-3 to P-5 levels to ensure their retention and reentry into the organization;
- Introduce mandatory leadership development training for all women managers;
- Establish succession planning by business units.

6. *Gender planning and statistics*

- Maximize the use of the available tools that capture data on gender and diversity in UNDP for talent management;
- Allocate more resources to OHR to ensure that the current team providing workforce planning and information can produce more gender data and analysis.

7. *Staff mobility*

- Allow more flexible mobility requirements for women;
- Apply more flexible SLWOP (Special leave without pay) policy for women;
- Encourage greater inter-agency mobility, especially at the senior level;
- Provide assistance in spouse employment, either with UNDP, other United Nations organizations, or in host countries.

8. *Enabling culture*

- Renew support for the implementation of work-life policy with initiatives such as telecommuting, flexi-hours, part-time employment and job-sharing.
- De-stigmatize taking advantage of work-life policy and family leave; cross-cultural training on diversity;
- Continue the Work-Life Compacts between the bureaux directors and the Administrator, with regular progress reporting;
- Continue to use the GSS as a vehicle to monitor staff perceptions;
- Culture shift to create an enabling work environment where harassments and micro-inequities are not tolerated.

9. *Communications and advocacy campaign*

- Discuss gender targets, challenges, and solutions in unit-based focus groups;
- Communications campaign to raise awareness for gender balance, including training for hiring managers and other key personnel;
- Administrator's update to staff on a semi-annual basis;
- Include gender as a mandatory agenda item for all corporate and regional meetings/workshops (RR/RC, DC, DRR, OM, COP thematic clusters, retreats, etc.)

Conclusions

OHR has invested significant resources to examine the rate of implementation of the UNDP gender-sensitive policies and their long-term sustainability. UNDP has produced many surveys, reports, and presentations on the subject. This [Gender Parity in UNDP](#) report analyzes the human resources data to provide robust baseline facts and figures, and recommends courses of action to accelerate efforts to achieve gender balance in UNDP. The research findings of this report suggest that UNDP will have to act aggressively to achieve gender parity for all professional categories. Senior management, including RRs/RCs, should continue to lead and model the desired management culture towards achieving the gender balance across the organization.

UNDP is not alone in this quest to have a workforce that reflects the people and communities with which we work. Institutional gender balance is the first essential step towards achieving gender equality as a development priority. Gender equality is about an inclusive and non-biased work environment and culture where men and women can contribute and excel in making UNDP a truly leading global development organization. Important steps must be taken to understand and transform the prevailing institutional culture to bring about long-term change and courage to do the unusual. At the heart of the successful implementation of gender policies lies **leadership and accountability** at all levels. "What gets measured gets done!"⁴⁷

To sustain our credibility as a gender-sensitive and gender-balanced organization, all stakeholders have to be involved. Along with UNDP's commitment to achieving MDGs and development effectiveness, attaining gender equality is a moral imperative – an imperative which can only be achieved through dedicated, long-term, collective efforts of the entire organization. It is a **joint responsibility** that has to be shared by all, particularly by managers in UNDP, if it is to be successful and sustainable. Concerted efforts should be intensified by all managers in UNDP, especially bureaux directors, heads of offices, RRs/RCs and country management teams to ensure that we remain on track in our pursuit of achieving 50/50 gender parity.

* * *

⁴⁷ Diana Rivington of CIDA, at the BDP Gender Expert Group meeting, 3-4 October 2007, New York.

Acronyms for UNDP

| | |
|-------|---|
| ALD | Appointment of Limited Duration |
| APB | Appointment and Promotion Board |
| ASG | Assistant Secretary General |
| BCPR | Bureau for Crisis Prevention and Recovery |
| BDP | Bureau of Development Policy |
| BOM | Bureau of Management |
| BRSP | Bureau of Resources and Strategic Partnerships |
| CO | Country Office |
| ERBM | Enhanced Result-Based Management |
| FP | Focal Points |
| GA | Gender Advisors |
| GEDU | Gender Equality and Diversity Unit |
| GS | General Service |
| GSIC | Gender Steering and Implementation Committee |
| GSS | Global Staff Survey |
| ICSC | International Civil Service Commission |
| HQ | HeadquartersIP International Professionals |
| JPO | Junior Professional Officers |
| LEAD | Leadership Management Program |
| LMS | Learning Management System |
| MDG | Millennium Development Goals |
| MTP | Management Training Program |
| NO | National Officers |
| OA | Office of the Administrator |
| OHR | Office of Human Resources |
| RBA | Regional Bureau for Africa |
| RBAP | Regional Bureau for Asia and the Pacific |
| RBAS | Regional Bureau for Arab States |
| RBEC | Regional Bureau for Europe and the former CIS |
| RBLAC | Regional Bureau for Latin America and the Caribbean |
| RBX | Regional Bureaux (RBA, RBAP, RBAS, RBEC, RBLAC) |
| RR/RC | Resident Representative/Resident Coordinator |
| UNDP | United Nations Development Programme |
| VDA | Virtual Development Academy |

Acronyms for the United Nations

| | |
|----------|---|
| 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 |
| ITC | International Trade Centre UNCTAD/WTO |
| ITU | International Telecommunication Union |
| UNAIDS | Joint United Nations Programme on HIV/AIDS |
| UNDP | United Nations Development Programme |
| UNESCO | United Nations Educational, Scientific and Cultural Organization |
| UNFPA | United Nations Population Fund |
| UNHCR | Office of the United Nations High Commissioner for Refugees |
| UNICEF | United Nations Children's Fund |
| UNIDO | United Nations Industrial Development Organization |
| UNITAR | United Nations Institute for Training and Research |
| WFP | World Food Programme |
| WHO/PAHO | Pan American Health Organization (Regional Office of the World Health Organization) |
| WIPO | World Intellectual Property Organization |
| WIPO | World Intellectual Property Organization |
| WTO | World Tourism Organization |
| UNON | United Nations Office at Nairobi |
| UNOPS | United Nations Office for Project Services |
| WFP | World Food Programme |
| WIPO | World Intellectual Property Organization |
| WTO | World Tourism Organization |

Glossary

Gender equality means that there is no discrimination based on a person's sex in the allocation of resources or benefits or in access to services. Gender equality may be measured in terms of whether there is equality of opportunity or equality of outcome. The United Nations Convention on the Elimination of All Forms of Discrimination against Women defines discrimination against women as any "distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights or fundamental freedoms in the political, economic, social, cultural, civil or any other field."

Gender equity is the principle and practice of fair allocation of resources, programs and decision-making to both women and men. It includes redressing identified imbalances in benefits. As a goal, it requires that specific measures and monitoring be employed to address imbalances to ensure the full and equal inclusion of women at all levels of the organization.

Gender parity means there are equal numbers of men and women at all levels of the organization. It must include significant participation of both genders, particularly at senior levels. Gender parity is one of several integrated mechanisms for improving organizational effectiveness.

Gender balance in management policy 2003-2006, approved in September 2003, states that the goal is to achieve a 50/50 gender distribution by UNDP by 2010 in all positions in the professional category and above, overall and at each level, including posts at the D-1 level and above, as per United Nations Secretariat ST/AI/1999/9. This goal applies to UNDP overall, to every bureau and office, and at each grade level or band. Gender targets apply to all categories of staff and positions, including Appointment of Limited Duration (ALD) and national officers, and irrespective of the type or duration of staff appointment, the series of the Staff Rules under which the appointment is to be given (100,200, or 300 series) or the source of funding.

Annex 1. Evolution of UNDP gender policies

1995: The first UNDP Gender Balance Policy was issued; it proposed a more balanced representation of women and men in management and decision-making positions.

1998: Phase II of the Gender Balance in Management Policy (1998-2001) was adopted. It spelled out UNDP strategy for achieving gender balance in its workforce, especially addressing the advancement of women to senior management. It recommended updated targets for recruitment, retention and promotion of female staff. It also addressed issues of quality of the workplace, human resource management, and accountability.

1999: UNDP launched a 'Work-Life Policy and Programme'⁴⁸ that sought to reflect a changing workforce profile.

2002: UNDP convened a Gender Balance in Management Taskforce to evaluate UNDP's progress toward achieving gender balance, especially at the management levels, and to propose a set of recommendations to the Senior Management Team. These recommendations became the basis for 2003-2006 Gender Balance in Management Policy.

2003: UNDP issued its third Gender Balance in Management Policy (2003-2006)⁴⁹. For the first time, a goal was set to reach gender balance (50/50) by 2010 across all categories of staff, irrespective of positions, source-of-funding and/or contractual modality (100, 200, or 300 series).

2005: An independent, comprehensive evaluation of UNDP gender mainstreaming strategies was conducted at the request of the UNDP Executive Board. The institutional structure and gender equality in the workforce was an integral component of the "Evaluation of gender mainstreaming in UNDP" report.⁵⁰

2005-2006: Five Workforce Analysis reports were issued, including a dedicated analysis of the UNDP National Officers category, to provide tools and workforce facts and trends to assist line managers to more effectively exercise their HR management responsibilities.

2008: "Gender Parity in UNDP" report was prepared by OHR/BOM to present a comprehensive account of UNDP efforts with forward-looking recommendations to advance the institutional gender balance and equality agenda.

2008: UNDP, spearheaded by BDP Gender Team, produced a UNDP Gender Equality Strategy 2008-2011 with a view to strengthening both programmatic gender mainstreaming and institutional gender parity toward achieving gender equality in UNDP.⁵¹

48 UNDP Work-Life Policy: <http://content.undp.org/go/userguide/HR/hour-hday-eave/worklife/?lang=en#top%20>

49 Web-link to Gender Balance in Management Policy, 2003-2006: http://content.undp.org/go/prescriptive/Human-Resources---Prescriptive-Content/download/GenderPolicy2003-2006.doc?d_id=232037&g11n.enc=ISO-8859-1

50 Web-link to "Gender Mainstreaming and Org Change Report, January 2006
http://content.undp.org/go/prescriptive/Human-Resources---Prescriptive-Content/download/?d_id=765108&

51 Work in progress; Final to be released in January 2008.

**Annex 2. Organizational comparison of gender distribution
(D-1 and higher)**

| | ASG | | | | | D-2 | | | | | D-1 | | | | |
|---------------------------------------|-------|-----|------|-----|------|-------|-----|-----|-----|-----|-------|-----|-----|-----|-----|
| | total | m # | m % | f # | f % | total | m # | m % | f # | f % | total | m # | m % | f # | f % |
| UNDP | 9 | 4 | 44% | 5 | 56% | 66 | 47 | 71% | 19 | 29% | 194 | 126 | 65% | 68 | 35% |
| UNICEF | 3 | 2 | 67% | 1 | 33% | 34 | 23 | 68% | 11 | 32% | 96 | 53 | 55% | 43 | 45% |
| WFP | 4 | 2 | 50% | 2 | 50% | 39 | 30 | 77% | 9 | 23% | 83 | 63 | 76% | 20 | 24% |
| UNITED NATIONS SECRETARIAT | 48 | 40 | 83% | 8 | 17% | 122 | 95 | 78% | 27 | 22% | 397 | 283 | 71% | 114 | 29% |
| UNFPA | 1 | 0 | 0% | 1 | 100% | 10 | 7 | 70% | 3 | 30% | 48 | 32 | 67% | 16 | 33% |
| ILO | 8 | 5 | 63% | 3 | 38% | 17 | 12 | 71% | 5 | 29% | 62 | 38 | 61% | 24 | 39% |
| OPS | 1 | 1 | 100% | 0 | 0% | 0 | 0 | 0% | 0 | 0% | 11 | 7 | 64% | 4 | 36% |

Source: UNDP:IMIS Oct'07, UNICEF:Gender parity report; WFP:Stats Oct'07; UN: A/62/315Table 8E; FPA: IMIS Oct'07; ILO: GB:298/FPA/18; OPS:IMIS Oct'07

Annex 3. Terms of reference -- Gender Equality & Diversity Unit

Terms of Reference **GENDER EQUALITY & DIVERSITY UNIT** Office of Human Resources, BOM

Organizational context

In line with the United Nations General Assembly resolutions on gender parity (50/164, 51/67, 52/96, 58/144, 59/164), the goal of achieving MDGs, the new United Nations Reform Agenda (recommendations of *Delivering as One*, Report of the S-G's High Level Panel, 2006), and the UNDP Executive Board decisions on gender equality, UNDP has committed itself to working towards achieving 50/50 institutional gender balance at all levels by 2010.

Since the first gender balance policy was issued in 1995, UNDP has released a number of gender-sensitive policy documents. In 2003 the *Gender in Management Policy* was issued to support achieving the United Nations goals on gender parity. As a follow-up to the implementation of the policy, the Gender and Diversity Scorecard was launched in 2004 to measure, monitor and track progress towards the system-wide goal. The Gender and Diversity Scorecard tracks gender parity and different aspects of diversity by location and grades, so that targets can be monitored.

In order to continue the organization's efforts and to transform the commitments into reality to ensure effective gender performance, UNDP has embarked on the formulation of the UNDP Gender Equality Strategy (GES) 2008-2011 as a component of the UNDP Strategic Plan. The GES calls for an integrated approach in which institutional gender parity as a capacity pre-requisite for improving UNDP's development effectiveness.

Based in OHR/BOM, and in close collaboration with Business Units, particularly GSIC, BDP Gender Team and Gender Advisors/Focal Points, the Gender Equality and Diversity Unit is responsible for coordinating the organization-wide actions on gender balance, realization of gender parity goals, policies and action plans, facilitation of their implementation throughout the organization and monitoring/oversight on the achievement of results. The Head of the Gender Equality and Diversity Unit will work under the guidance and direct supervision of the Director, OHR.

1. Provide leadership in the development and implementation of gender parity/equality strategy, policies, practices, action plans, oversight and monitoring mechanisms

- Develop and refine UNDP gender parity strategy, policies, practices, gender action plan and harvesting emerging policy suggestions from various business units in the organization;
- Draft guidelines and associated content on institutional gender parity and equality in UNDP;
- Develop new tools and mechanisms, revamp and re-launch existing tools that measure and track gender and diversity in UNDP;

- Provide substantive inputs in the development of strategies, policies and systems that will enhance gender balance in UNDP workforce and oversight (recruitment, career advancement/promotion, retention, re-entry, staff development/career planning, staff mobility, work-life balance);
- Develop communication strategy and create networks to ensure effective dissemination in the organization;
- Develop methodology and standards for monitoring and measuring results;
- Develop implementation results reporting mechanisms;
- Develop and propose a system of clearly defined responsibilities for gender balance at all levels in the organization (accountability framework);
- Lead the development and assessment of staff surveys on gender issues

2. Facilitate and coordinate implementation of the gender parity/equality strategy and policies; coordinate dialogue with the United Nations Common System:

- Collaborate with Bureaux and Business Units to promote implementation of the gender balance strategy, champion the gender equality agenda;
- Identify key institutional issues and challenges in the implementation of the gender parity strategy;
- Engage Bureaux and Business Units in exchanging good practices on the strategy and policy implementation; manage knowledge building and sharing among staff and managers;
- Provide advice to the Senior Management of UNDP on gender parity issues, support creating a work culture that values equal participation;
- Provide advice and guidance to the relevant management teams on gender parity issues;
- Provide advice and inputs to UNDP Learning Resources Centre on building capacity on gender issues within the organization;
- Provide advice and guidance to line managers on developing action plans relevant to their units in attainment of the gender balance;
- Represent UNDP in the United Nations and other international fora and networks including *Organizational and Institutional Gender Information Network (ORIGIN)*;
- Stay abreast of best practices on gender balance in the United Nations system advocating for harmonization of best practices and integration with United Nations reform.

3. Analyze, monitor and oversee organizational performance on achieving the gender parity/equality goals:

- Track and report to senior management on corporate progress against gender targets using the corporate reporting tools/scorecards; highlight issues for action;
- Analyze data and compile statistics; analyze trends and issues in implementation of the gender strategy and policy; prepare analytical reports on the strategy implementation;
- Ensure that corporate gender balance decisions taken are adopted and implemented by relevant UNDP units; monitor and oversee their implementation;
- Proactively assess risks in implementation of the gender equality strategy.

* * *