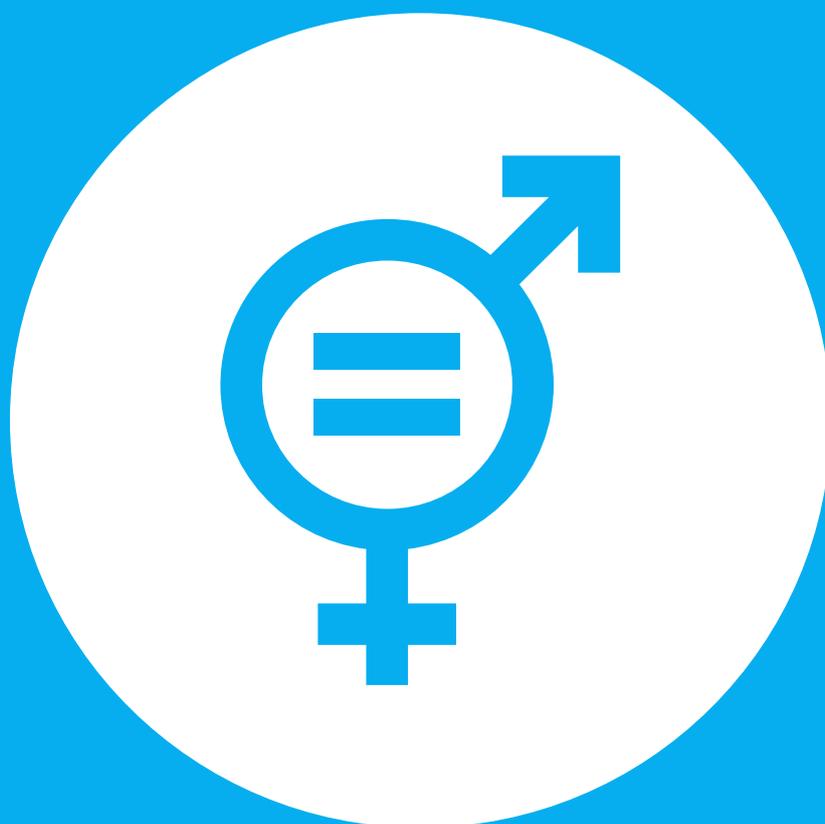


**PERFORMANCE INDICATOR
12**

EQUAL REPRESENTATION OF WOMEN



12. Performance Indicator: Equal Representation of Women

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



What is the Equal Representation of Women indicator?

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

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

According to the latest [report of the Secretary-General on the Improvement in the Status of Women \(2021\)](#), in 21 entities the overall representation of women was between 40-49 per cent, while in 6 entities the figure was below 40 per cent. In 9 entities, the share of women was 50 per cent or more. The gender gap is greatest at management levels and in the field, including in peace operations.

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



Evidence base

Examples of documents to attach to substantiate reporting:

- Entity-specific Gender Parity Strategy and/or Implementation Plan
- Entities will also be required to submit gender parity data by level on the online reporting platform.

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



How to approach requirements

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

- Annual targets set by level to reach gender parity before the ultimate deadline of 2028.¹³
 - While a proposed methodology is presented in the strategy, entities are free to establish targets as they choose provided they result in the attainment of parity by the 2028 deadline. It is recommended that entities review anticipated vacancies and retirements in evaluating opportunities to advance progress towards gender parity.
- How senior managers will be held accountable for meeting targets.
- Incentives for promoting parity.
- How the entity intends to accelerate progress towards meeting its targets, e.g. through workforce planning; temporary special measures; strengthening of organizational culture; addressing unconscious bias in recruitment; retention, progression and talent management; outreach for recruitment, and as appropriate, specific action in relation to mission settings.
- How the entity will ensure real-time data is made available to hiring managers and entity heads to track process and implement accountability measures.
- The internal oversight mechanism through which progress will be monitored, and details of reporting.
- Resources required to achieve targets.
- The institutional structure, including focal points appointed at a senior level with clear and written terms of reference and an appropriate dedication of time, resources, and training.

Issues of organizational culture, including in relation to gender parity, are covered in Performance Indicator 13. For further details review the Secretary General's System-wide Strategy on Gender Parity, [the Enabling Environment Guidelines for the United Nations system, its supplementary Guidance and the Field-Specific Enabling Environment Guidelines](#).



How to meet requirements

To meet requirements for this indicator, entities should have reached the equal representation of women for all professional levels.

Entities must submit up to date staffing statistics, for all levels, to substantiate their rating.

¹³ For UN Secretariat departments and offices, targets have been provided by OHRM. Targets in Phase 1 initially focus on staff on fixed/permanent/continuous appointments at the Professional levels and higher. In phase 2, departments and offices will include General Service and national staff on fixed/permanent/continuous appointments (please see pages 12 & 15 of strategy).



How to exceed requirements

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



Current practice

The **United Nations University (UNU)**'s previous Strategic Plan 2015-2019 set a target of minimum of 30 per cent female representation amongst institute directors within 8 years. In 2014, only 1 of 14 institute directors was female. Reaching gender parity was made a priority supported by senior leadership. Strategies included active targeting of women in vacancy announcements and targeted outreach efforts, as well as ensuring women were on the short lists. For example, reaching out to governing board members and panel member asking them to reach out to their networks for female candidates. Hiring processes were paused if there were not enough women. The target of 30 per cent female directors by 2023 was achieved 5 years early. By the end of the Strategic Plan in 2019, 6 of 13 institute directors/heads (46 per cent) were female. In 2020, UNU reached equal representation of women for all general staff and professional levels up to D2.

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

Multiple UN entities have implemented policies to ensure an equal representation of women in decision-making processes and bodies. For instance, UNHCR ensures gender parity in committees, advisory bodies and boards. UNIDO adopted an administrative instruction titled “Equal representation of women: UNIDO’s policy on panel parity”.

Examples of special measures:

- In 2020, the Secretary-General promulgated the updated “Temporary special measures for the achievement of gender parity” that apply to selections and appointments where gender parity has not been reached and creates greater accountability around recruitment. Specifically, where a woman candidate has equal or superior qualifications to a male candidate, but the entity intends to select the man, the administrative instruction requires the head of entity to submit a written justification to the Executive Office of the Secretary-General for review. Implementation of the temporary special measures is improving in regularity and consistency and has constituted an important tool for awareness and accountability.
- The **United Nations Development Programme (UNDP)** has women-only candidate pools for bureaus that have fallen below 45% representation and strengthened accountability of managers to reach gender balance targets;
- Multiple entities enforce the removal of ranking of recommended candidates to allow for greater latitude in the final selection process, and compare candidates’ qualifications against the job

- vacancy requirements, as opposed to against one another;
- Both the **United Nations Refugee Agency (UNHCR)** and UNDP apply flexibility in around time in post criteria for female candidates;
 - UNHCR considers women who have separated to be internal candidates for a number of years after separation, as well as women from other agencies

Recruitment and talent management

In 2020, the **UN Secretariat's Office of Human Resources** and **UN Women** developed a Female National Officer Pool, a database of female National Officers and their skills and expertise. The database will help the UN system to do dedicated outreach to female National Officers to recruit for international positions and therefore accelerate gender parity through improved talent acquisition.

The UN Secretary-General has launched a **Global Call for Heads and Deputy Heads of United Nations Peace Operations**. The aim of the outreach campaign is to increase and diversify the pool of candidates for senior leadership positions in UN peace operations. The campaign has been shared across different communication channels, including social media, printed ads, as well as across the UN system. Over 50 per cent of new appointments for mission leadership in 2021 were Global Call nominees.



Additional Information

The availability of up-to-date data during the recruitment process is critical to support leadership and hiring managers in making decisions that will be immediately reflected in the organization's representation of women, especially in traditionally male-dominated sectors or for senior positions. In 2021, UN Women in collaboration with UNDP launched the **UN System-Wide Dashboard on Gender Parity** that collects data on gender representation in nearly 40 UN agencies. The representation of women and men can be viewed by grade, staff category, duty station and age group and can be filtered by organization. This monitoring tool should be widely utilized by UN leadership and hiring personnel to track progress and target interventions during the recruitment process to ensure the achievement of gender parity within the UN system. The dashboard would be available also for the Member States, civil society representatives and other partners as an instrument to improve the effectiveness and credibility of the United Nations as a whole.

The [UN Women website](#) contains information about the representation of women in the UN system including: the Reports of the Secretary-General on the [Improvement of the status of women in the UN system](#), which provides system-wide sex-disaggregated data on the selection, representation, advancement and retention of women, information on progress made and obstacles encountered in achieving gender balance, and recommendations for accelerating progress; key policies and acts; and the Enabling Environment Guidelines with the Supplementary Guidance and the Field-Specific Enabling Environment Guidelines.

The Office of the Focal Point for Women in the UN System at UN Women leads and coordinates the Gender Focal Point Network in their advocacy for gender parity and support for enabling work environments through capacity building, sharing of good practices and interagency coordination and collaboration. As per SGB/2008/12, departmental focal points for women shall be appointed in each department, office, regional commission and mission, and they are encouraged to join the Network. For more information, please contact focalpoint.forwomen@unwomen.org.