**Matrix of policies and practices of the United Nations entities related to gender balance, based on data from the Entity Survey**

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|  | **Number of Entities That Responded** | **Number of Entities With Policy** |  |  | **Changes** | **Key Analysis** | **Progress/Challenges** |
|  | **2011** | **2011** | **2009** | **2007** |  |  |  |
| **Gender Strategy** | 32 | 14 | 17/30 | 15/19 | Decrease of 3 since 2009. | * Most gender balance strategies were included in larger documents related to human resources or programmatic gender policies. * Only 8 strategies specified accountability mechanisms. | * **Progress:** The most common objective was the achievement of gender parity, with the associated goals of improving work/life balance, raising awareness and strengthening accountability for effective implementation. The most comprehensive strategies identified clear targets and dates by which to achieve them. * **Challenges:** Limited financial and human resources, and lack of support from senior management. |
| **Staff Selection** | 32 | See ‘Key Analysis’ | N/A | N/A | N/A | * Requirement to have a female on the list of recommended candidates: 9 entities. * Special stipulations for when gender targets are not met: 5 entities. * Hiring Manager must request permission to select male over female candidate: 4 entities. * Conducts assessment of staffing changes over next 5 years: 16. * Assessment is broken down by grade and gender: 8 entities. * Reserves some posts for internal candidates: 15 entities. * The majority of entities (9) include less than 20% of professional and above-level posts in this category, though 3 entities include 60% and one entity (WFP) includes 80%. * Consider women serving in other entities as internal candidates: 8 entities. * Gender Specific Rosters: None. * Holds women on rosters longer than men: 4 entities * Has a review body to ensure candidates are evaluated appropriately: 27 entities. * Stipulates female or focal point representation on review body: 14 entities. * Stipulates female or focal point representation on interview panel: 15 entities. | * **Progress:** Staff selection systems that include stipulations specifically related to women: 13 entities; encourage women to apply in their vacancy announcements or requests for applications: 29 entities; a larger proportion of entities that hold women for a longer period on a roster use them to place female candidates. * **Challenges:** Very few entities use traditional special measures in the recruitment of women (i.e. requiring female candidate to be on the list of recommended candidates, or requesting permission from HR to select a male over a female candidate); lack of accountability in staff selection systems. |
| **Special Measures** | 32 | 19 | 15/30 |  | Increase of 4 since 2009 | * The main reasons that entities cited for not having special measures are: pool of qualified candidates being too small; poor understanding of special measures; lack of political will and that equal treatment was required for both genders. * Number of entities identifying ‘Lack of Special Measures’ among top 3 impediments to gender parity: 13. | * **Progress:** The majority of UN entities now have special measures in place; Nine entities intend to implement some form of special measures over the next 2 years. * **Challenges**: Two entities intended on instituting special measures in 2010 and had not done so; special measures seem to be undermined by current staffing systems; lack of understanding about what constitutes special measures. |
| **Focal Points** | 32 | 19 | 18/30 | N/A | Increase of 1 since 2009 | * Focal points appointed from P-4 levels and above: 6 entities. * Single focal point for the entire entity: 8 entities. * Network of focal points in smaller administrative units or duty stations: 10 entities. * Number of entities in which FPs are allocated between 10 and 20 per cent of their time for duties: 5. * Number of entities in which FPs are allocated less than 10 per cent of their time for FP duties: 13. * Number of entities identifying ‘Lack of Focal Points’ among top 3 impediments to gender parity: 3. | * **Progress:** UN-SWAP now requires FPs to be designated from level P-4 or above, with written ToRs and 20% of time allocated to FP duties; IFAD designated more than 50 per cent of FP time to related duties. * **Challenges:** The voluntary nature of gender balance focal points is an impediment because their workload far outweighs the voluntary designation of responsibilities. |
| **Flexible Work Arrangements** | 32 | Part-time work: 28/32  Staggered working hours: 25/32  Telecommuting: 25/32  Scheduled breaks for learning: 20/32  Compressed work schedules: 14/32 | Part-time work: 24/31  Staggered working hours: 21/31  Telecommuting: 23/31  Scheduled breaks for learning: 13/31  Compressed work schedules: 12/31 | N/A | Part-time work: increase of 4 since 2009  Staggered working hours: increase of 4 since 2009  Telecommuting: increase of 2 since 2009  Scheduled breaks for learning: increase of 7 since 2009  Compressed work schedules: increase of 2 since 2009 | * All entities offered some form of FWA. * Female staff use FWAs more commonly than male staff (except staggered working hours and scheduled breaks for learning activities). * Most entities said that responsibility for monitoring FWAs resided with their human resources division or with individual supervisors. * Number of entities identifying ‘Lack of FWAs’ among top 3 impediments to gender parity: 4. * Seven new entities offer scheduled breaks for extended learning activities. | * **Progress:** All the entities had some sort of FWA. The options with the most participants were part-time work arrangements, staggered working hours, telecommuting, and scheduled breaks for learning activities. * **Challenges:** Usage of FWAs remains disconcertingly low and the vast majority had less than 10% of staff participating in each arrangement, and many had lower than 1%; less growth was seen in the number of entities offering FWAs that benefit women with caring responsibilities. |
| **Gender Scorecards** | 32 | 10 | 7/31 | 9/30 | Increase of 3 since 2009. | * All entities that had scorecards in 2010 kept them. | * **Progress:** Five entities are considering implementing scorecards. * **Challenges:** Fewer entities populate the scorecards with real-time data (50% compared with 71% in 2009); entities with scorecards are failing to take corrective actions in response to low numbers of female staff, suggesting that there is insufficient accountability for responding to poor outcomes. |
| **Exit Interviews** | 31 | 23 | 22/29 | 11/30 | Increase of 1 since 2009 | * Mandatory exit interview process : 11 entities. * Conduct the interview electronically: 13 entities. * Conduct the interview both electronically and in-person: 3 entities. * Conduct only in-person interviews: 7 entities. * Five entities discontinued the practice of exit interviews and five initiated exit interviews. * Review exit interview data annually: 8 entities. | * **Progress:** CEB designed and distributed a new standardized exit interview questionnaire. * **Challenges:** Five entities abandoned the practice of exit interview questionnaires; only 5 entities evidenced use of the CEB form. |