

Advanced unedited copy

	B. Human Resources Action Plans	72-73	
	C. Work/life policies	74-75	
	D. Administration of Justice	76	
	E. Office of the Special Adviser on Gender Issues and Advancement of Women	77-79	
VII.	Conclusions and proposed actions	80-92	

1. The present report submitted pursuant to General Assembly resolution 59/164 of 10 February 2005 provides information on the representation of women in the Secretariat for the period from 1 July 2004 to 30 June 2006 and other organizations of the United Nations system up to 31 December 2004. Sections II, III and IV deal with the United Nations system. Sections V and VI deal with gender parity in the Secretariat.

2. In resolution 59/164, the General Assembly noted with concern the continuing lack of representation of women at higher levels of decision-making, especially at the Under-Secretary-General level, and noted with particular concern that gender balance considerations had yet to be effectively integrated throughout the human resources management policies of the United Nations. The General Assembly urged the Secretary-General and the executive heads of the organizations of the United Nations system to redouble their efforts towards the goal of 50/50 gender distribution in the near future.

3. In the same resolution, the Assembly encouraged Member States to support the efforts of the United Nations and the specialized agencies, funds and programmes to achieve the goal of 50/50 gender distribution, especially at senior and policy-making levels by: (i) identifying and regularly submitting more women candidates; (ii) proposing national recruitment sources in cooperation with national women's machineries and professional organization networks; and (iii) encouraging more women to apply for positions in the UN system, including in areas in which women are underrepresented, such as peacekeeping, peacebuilding and other non-traditional areas.

4. At the time of preparation of the present report, data on the representation of women in the Professional and higher categories in the entities of the United Nations system was available only as at 31 December 2004 (annex I). The representation of women in the Professional and higher categories in the entities of the United Nations system has increased by 0.6 per cent from 36.3 to 36.9 per cent during the reporting period.

5. Cumulatively, at the D-1 level and above, the situation improve³.

Table 1

50 or above	1	2	UNITAR, UNFPA
40-49	8	9	UNICEF, UNESCO, IFAD, PAHO, WFP, WIPO, UNAIDS, UNHCR, ILO
30-39	13	10	UNDP, UNJSPF, United Nations Secretariat, ICAT, WTO, ICSC, ICJ, WHO, IMO, ITC

9. According to the ICSC report, the most popular gender-related measures were work/life arrangements (summarized in annex III). While the promulgation of work/life policies is critical, it is also essential to promote a work culture that is supportive of such policies and facilitates the implementation of related measures.

10. With respect to measures in the areas of recruitment, promotion, monitoring and accountability for achieving gender balance, the survey indicates that the situation is varied across organizations ranging from

women and men, adequate monitoring and oversight of strong and sustainable policies, systems and processes that will ensure all forms of parity and diversity. The solutions suggested in the study propose genuinely equal, rather than preferential treatment for women, noting that equal treatment does not mean the same treatment. Processes need to be managed in differentiated ways to ensure equal outcomes for all. UNICEF has already met one recommendation of the study by appointing a Special Adviser, Gender and Diversity, in the Office of the Executive Director of UNICEF.

16. In addition to the introduction of new work/life policies and recruitment procedures, the IAEA urged its Member States in March 2005 to designate a Point of Contact for the Recruitment of Women. Points of Contact provide information to and facilitate contact with national institutions, agencies, universities, and professional and women's organizations, and directly distribute vacancy notices to them. Points of Contact also arrange and fund recruitment missions, publicize the IAEA as a potential employer, and support the IAEA's Junior Professional Officer, internship and Fellowship for Young Professional Women programmes.

17. UNHCR has recently established a post for a Senior Diversity and Ethics Officer who monitors and reviews gender and geographical balance issues. Also, a Special Adviser post to the High Commissioner has been established to advise on gender equity issues regarding staff in the Organization. A 50-50 promotion policy is being implemented and changes favouring gender equity have been introduced in the rules governing the appointments, promotions and postings

20. While this report highlights the major findings and conclusions of the analysis for Phase II, both Phases identified many common themes indicated in the text of the report. It focuses on the challenges that must be addressed if the goal of gender balance is to be attained. Three key factors are highlighted. First, the need for a clear distinction between gender mainstreaming and gender balance. Second, the commitment at the highest level to institute positive and mandatory special measures. Finally, the institutionalization of clear mechanisms of accountability for gender balance. The present analysis is divided into nine areas: gender strategy; gender planning statistics; recruitment and selection processes; progress within the organizations; development and career planning; mobility; working climate and culture and accountability.

21. One indicator of the importance of attaining equal representation is the existence of a gender strategy as an integral part of the culture and policies of each organization. This covers both staffing and policy, as well as acceptance of the remit by all staff members. Responsibility for gender issues at a policy level tended to be jointly shared between Human Resources Management (HRM) and Gender Focal Points or Gender Bureaux (as in the case of ILO). A key aspect of the gender focal points' role was advising and monitoring progress towards the 50/50 representation target. Gender policies covered staffing, development and retention issues including work/life balance and rotation. In addition, a majority of HR strategy plans incorporated diversity targets and actions.

22. A critical factor in getting both men and women to accept gender balance is to demonstrate that it enhances organizational effectiveness. The analysis revealed a continuing debate on the relative merits of gender mainstreaming and gender balance with a significant perception on the part of many that policies promoting both were providing undue advantage to women. However,

did not have detailed computerized gender statistics for each stage of the recruitment and selection process. Gender disaggregated statistics were available on promotions, although these were not always computer-generated. At present, most of the statistical data relating to gender representation in the UN system consists of snapshot interval reports. In order to examine relative career progression of men and women in the system, a cohort analyses to track differentials in promotion and retention rates is required.

25. To ensure that comprehensive management information is available to managers to review progress and strategically plan for attainment and sustainability of gender balance, the suggested measures would include:

26 The method of recruitment into the organizations differed with varying standards for age and seniority. Three main entry points were analyzed: entry level, middle level and senior level.

27. Entry level recruitment of young people is through programmes such as the Junior Professional Officer and the National Competitive Examination in the UN Secretariat. This group is generally gender balanced or has a higher representation rate of women. While this finding is encouraging, this study shows that gender balance at the entry level is not

29. At the senior levels in the organizations of the UN system, recruitment was the prerogative of the head of the organization. While there was evidence in most of the organizations of a proactive push by the head of the organization to find women to fill posts at these senior levels through outreach activities as in Phase I, there is a strong need for systematized information on qualified female candidates, especially from the developing, unrepresented and underrepresented countries. Findings from the interviews with staff also indicated a potential problem with acceptance of women brought in under this system. It is therefore imperative that all women recruited at this level are seen to be highly qualified and are given enough support to be able to integrate effectively into the organization. To target women applicants for posts at the D-1 and above levels, the suggested measures would include:

30. All the organizations employed a formal selection process for posts at mid-Professional levels. Within this formal system, four main areas of concern were identified. The first relates to a focus in the process of evaluation on technical criteria and years of experience. The second relates to an uneven application of best practice for selecting panel members in terms of awareness of gender representation targets and relevant special measures relating to these targets, training in gender-sensitive evaluation of candidates and gender balance in the panel. A third issue relates to the lack of a defined role for Gender Focal Points in the selection process. The fourth concern relates to the continuing use of networking and lobbying in the selection process and its negative impact on women.

31. In order to ensure that the selection process works throughout the system in a fair and transparent manner towards gender equality goals, the suggested measures would include:

32. While there is not always a G to P examination requirement as in the case of the Secretariat, there was little evidence of staff movement from G to P positions within the organizations studied. Three key factors impacted progress: (a) the requirement to have an advanced degree for many posts at the Professional level; (b) the rotational nature of posts at the Professional level, posing obstacles to staff members with family considerations; and (c) lack of career development

38. Accountability for achieving the 50/50 representation target is critical. The analysis revealed, in all the organizations studied, lack of an enforcement mechanism to hold managers accountable for achieving gender representation goals. To promote greater accountability for the fulfilment of the gender balance targets in the UN system, the suggested measures would include:

Table 3

30 June 2004	30 June 2006
--------------	--------------

Table 4

L-7	6	1	7	14.3	6	1	7	14.3	0.0
L-6	51	9	60	15.0	41	11	52	21.2	6.2
L-5	142	29	171	17.0	139	27	166	16.3	-0.7
L-4	113	42	155	27.1	163	52	215	24.2	-2.9
L-3	139	98	237	41.4	193	126	319	39.5.7(.1)1083re

0.48

52. General Assembly resolution 58/144 requested the Secretary-General to monitor the progress made by departments and offices to ensure that the appointment and promotion of suitably qualified women represented at least 50 per cent of all appointments and promotions until the goal of 50/50 gender distribution was met.

53. In the reporting period the percentage of women appointed to posts in the Professional category with appointments of one year or more, ranged from a low of 26.5 per cent (at the P-5 level) to a high of 41.7 per cent at the P-2 level. At the decision-making levels the percentage of appointments of women ranged from 13.6 to 30 per cent for the USG and ASG levels, respectively and 15.4 to 22.0 per cent for the D-2 and D-1 levels, respectively.

Table 7

USG	19	3	22	13.6
ASG	7	3	10	30.0
D-2	11	2	13	15.4
D-1	32	9	41	22.0
P-5	72	26	98	26.5
P-4	115	71	186	38.2
P-3	128	85	213	39.9
P-2	7	5	12	41.7
P-1	0	2	2	100.0

Source: Office of Human Resources Management.

54. Trends in appointments over the eight-year period from 1 July 1998 to 30 June 2006 reveal that in the Professional and higher categories the percentage of appointments of women in the Secretariat decreased by 2.3 per cent from 40.1 per cent (1999) to 37.8 per cent (2006). The most striking decrease is at the D-2 level where the percentage dropped by 49.3 per cent from 55.6 (1999) to 6.3 (2006) (see table 8). Similarly, at the P-5 level, the representation of women dropped by 5.3 per cent, from 31.8 to 26.5 per cent. An increase of 7.1 per cent, from 26.2 to 33.3 per cent, however, was registered between 1999 and 2006.

Table 8

	0.0	0.0	55.6	27.3	31.8	26.2	31.8	64.5		
	0.0	0.0	42.9	31.3	35.3	20.0	44.6	51.5		
	20.0	0.0	0.0	20.0	14.6	32.1	45.6	55.8		
	9.1	10.0	21.4	19.2	12.1	22.7	34.9	56.6		
	20.0	28.6	11.8	13.6	31.3	24.8		61.9		
	14.3	33.3	20.8	31.0	14.5	32.7	41.9	52.9		
	11.1	33.3	20.0	18.1	30.7	39.5	36.2	51.0		

Table 9

D-2	8	7	15	46.7
D-1	43	18	61	29.5
P-5	99	60	159	37.7
P-4	143	131	274	47.8
P-3	66	84	150	56.0
P-2	9	17	26	65.4

in the previous period, and for 32.2 per cent of employment expirations (79 out of 245) as compared to 24 per cent in the previous period. These increases of 7 and 8 per cent, respectively imply the need for even greater rigor in the objective of accelerating progress towards gender balance.

60. The most marked increase between 2003/2004 and 2004/2006 was registered in the category of agreed terminations. Women accounted for 46.6 per cent (41 out of 88) of agreed terminations in 2004/2006 as compared to 20 per cent (11 out of 59) in the previous reporting period.

61. A more detailed analysis, from exit interviews of the causes of the inter-agency or organizational transfers, resignations and agreed terminations, would assist in better assessing the viability of this pool of staff for purposes of better retention of women. The pool of women, who separate on account of expiry of contract, may also constitute an important source of qualified women from which to draw to increase the representation of women.

Table 11



Source: Office of Human Resources Management.

^a To other entities in the United Nations Common System.

62 In resolution 58/144, the General Assembly requested the Secretary-General to provide gender disaggregated attrition rates for all organizational units and at all levels. Available information covers only retirements.

63. According to OHRM forecasts, a total of 1,759 Secretariat staff under the 100 series with appointments of one year or more will reach mandatory retirement age during the next five years.¹⁵ (14.8 per cent of the group). An average of 352 staff will retire each year, ranging from a

¹⁵ Composition of the Secretariat (A/61/257).

low of 222 in 2006 to a high of 435 in 2009. 151 Directors will retire over the five-year period, accounting for 8.6 per cent of all retirements, 560 staff (31.8 per cent) will retire from the Professional category and 1,048 staff (59.6 per cent) will retire from the General Service and related categories.

64 During the period 2006-2010, more women than men will retire overall (935 women compared to 824 men). However, in the Professional and higher categories (P-2 to D-2), 62.3 per

General Service category, women accounted for 59.5 per cent (821 out of 1,378) compared to 55.9 per cent in the previous period. Women represented 71.6 per cent (401 out of 560) of lateral moves compared to 70.3 per cent in the last reporting period. In terms of separations, women made up 59.9 per cent of all separations (557 out of 929), as compared to 60.8 per cent in the last reporting period. This is representative of the overall percentage of women in this category.

69. In the Security and Safety Service and Trades and Crafts categories, women continue to be severely underrepresented, accounting for only 11.5 per cent (34 out of 295) and 2.4 per cent (4 out of 168), respectively.

70. As the data above illustrate, efforts to meet the goal of 50/50 gender representation in the Secretariat have not been successful under the current staff selection system (ST/AI/2002/4). While previously the Special Measures were part of the rules governing the selection process, the current system calls for “full consideration” by heads of department of women candidates. The Secretary-General has proposed the following additional measures for accelerating progress toward gender parity: (i) more targeted outreach and recruitment strategies;²¹ (ii) enhanced accountability mechanisms requiring OHRM’s approval when heads of departments/offices intend to select a male candidate where an equally qualified female candidate exists (except for mission posts and posts located in an office, fund or programme with specific appointment and promotion authority, e.g., UNEP, UNODC or OIOS²²); and (iii) centrally managed placement of NCE candidates by OHRM.²³

71. The introduction of the Human Resources Action Plans (HRAP) system has institutionalized a process for discussing and reviewing the department’s performance in key human resources management areas. Programme managers are accountable to the Secretary-General for meeting the targets in the HRAPs. Non compliance could result in a post-facto imposition of limitations on or full withdrawal of delegation of authority from the department.

72. nt. n60.9(sf)8.1(95 Rt0.11078.1(of author1(The9(entn c(m)8.)-0.g2ramm)8 and r[U()-6u)TJ-)TJ1hacT

departmental score cards, the Management Performance Board noted that although certain departments had made good progress in attaining the goals, overall performance needs improvement, especially in the areas of geographic representation and gender balance.²⁵

73. The issue of spouse employment remains a major challenge and concern, for both women and men, with significant implications for staff mobility, retention and recruitment. In 2004 the United Nations joined partnerjob.com, a self-financing, non-profit organization which aims at facilitating mobility of its members' employees by helping to find jobs for their spouses. Partnerjob.com provides a web-based database of job openings worldwide posted by members and other authorized entities.

harassment, sexual harassment and abuse of authority (ST/SGB/2005/20); protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations (ST/SGB/2005/21); establishment of an ethics office (ST/SGB/2005/22); establishment of the DPKO conduct and discipline teams at Headquarters in October 2005 and in some peacekeeping missions (Burundi, Côte d'Ivoire, Democratic Republic of the Congo, East Timor, Haiti, Liberia, Sierra Leone, and Sudan) . The staff counsellor's office has offered courses on employment possibilities in New York and assisted with the creation of spouse networks.

76. The Special Adviser is a member of the Senior Review Group and provides names of qualified female candidates to the Secretary-General for high-level posts. Qualified senior level women are invited to submit their resumes for inclusion in a roster maintained by OSAGI for positions at the D-2 level and above. OSAGI, through its Office of the Focal Point for Women (FPW), also works with a global network of 60 focal points and alternates located in different departments/offices of the Secretariat to promote progress towards gender parity. In addition, the Office cooperates with relevant entities of the UN system to strengthen policy development and implementation in all areas with a bearing on the improvement of the status of women. This includes issues of relevance to conditions of employment, work environment, work/life balance issues, advocacy and outreach, as well as recruitment and retention.

77. With specific reference to gender balance, FPW monitors progress made by the UN system in reaching gender parity at all levels and in all categories of posts, particularly in senior and decision-making posts. The FPW participates in an ex-officio capacity in the Central Review Bodies to ensure that the gender targets, as mandated by the General Assembly, are taken into account in the selection process. Also, monthly lists of senior-level vacancies at levels P-5 and above are distributed electronically to NGOs, universities, the general public and in the UN system. In March 2006, OSAGI participated in a DPKO-convened two-day policy dialogue with troop and police contributing countries to review strategies for enhancing gender balance among uniformed personnel in peacekeeping missions. A set of recommendations were adopted at the meeting. In May 2006, OSAGI hosted a meeting of women ambassadors to the UN to discuss strategies and mechanisms for engaging Member States; more actively in the Secretary-General's efforts to increase the representation of women among UN staff and personnel, especially at senior levels.

78. OSAGI/FPW continues its work in collaboration with OHRM, the Ombudsman and the Panel of Counsel to provide counselling, referrals and responses to inquiries of female staff members including gender related grievances.

79. The FPW publishes a quarterly newsletter, "Network – the UN Women's Newsletter". The newsletter, which is distributed electronically and in hard-copy inside and outside the United Nations system and is also available online, provides updated information on developments with regard to the status of women, policies of United Nations organizations to achieve the gender targets and items of general interest concerning women in the workplace.

CTED	Counter-Terrorism Committee Executive Directorate
DDA	Department for Disarmament Affairs
DESA	Department of Economic and Social Affairs
DGACM	Department for General Assembly and Conference Management
DM	Department of Management (Office of the Under-Secretary-General, the Office of Programme Planning, Budget and Accounts, the Office of Human Resources Management and the Office of Central Support Services, and the Office of the Capital Master Plan of the Department of Management)
DM/CMP	Capital master plan (of the Department of Management)
DM/OCSS	Office of Central Support Services (of the Department of Management)
DM/OUSG	Office of the Under-Secretary-General (of the Department of Management)
DM/OHRM	Office of Human Resources Management (of the Department of Management)
DM/OPPBA	Office of Programme Planning, Budget and Accounts (of the Department of Management)
DPA	Department of Political Affairs
DPI	Department of Public Information
DPKO	Department of Peacekeeping Operations
DPKO/OMS	Department of Peacekeeping Operations/Office of Mission Support
DSS	Department of Safety and Security

OHCHR	Office of the United Nations High Commissioner for Human Rights
OHRLLS	Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
OIOS	Office of Internal Oversight Services
OIP	Office of the Iraq Programme
OLA	Office of Legal Affairs
Ombudsman	Office of the United Nations Ombudsman
ONUB	United Nations Operation in Burundi
OSG	Office of the Secretary-General
OSRSGCAC	Office of the Special Representative of the Secretary-General for Children and Armed Conflict
REGCOM	Regional Commissions Liaison Office
UN	United Nations
UNAIDS	United Nations Programme on HIV/AIDS
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMI	United Nations Assisted Mission for Iraq
UNCC	United Nations Compensation Commission
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFIP	United Nations Fund for International Partnerships
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UN-Habitat	United Nations Human Settlements Programme
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research
UNJSPF	Secretariat of the United Nations Joint Staff Pension Fund and the United Nations Staff Pension Committee
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIS	United Nations Mission in Sudan
UNMOVIC	United Nations Monitoring, Verification and Inspection Commission
UNOCI	United Nations Operation in Cote d'Ivoire
UNODC	United Nations Office on Drugs and Crime
UNOG	United Nations Office at Geneva
UNOMIG	United Nations Observer Mission in Georgia
UNON	United Nations Office at Nairobi
UNOPS	United Nations Office for Project Services

UNOV	United Nations Office at Vienna
UPU	United Nations Postal Union
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNSECOORD	Office of the United Nations Security Coordinator
UNU	United Nations University
WFP	World Food Programme
WHO/PAHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO/ICAT	World Meteorological Organization
WTO	World Tourism Organization

FAO	13	2	37	8	119	15	322	63	351	106	155	115	92	100	15	14	27.7	28.1	-0.4
IAEA	6	1	4	0	28	5	210	23	285	51	218	70	38	27	2	2	18.5	18.6	-0.2
ICAO	2	0	5	0	16	1	102	8	134	33	40	23	13	21	1	2	21.9	24.4	-2.4
ICAT	0	0	1	0	2	0	13	4	16	10	10	8	6	6	0	0	36.8	33.8	3.1
ICJ	1	0	1	0	1	0	3	0	10	2	6	6	6	7	0	0	34.9	33.3	1.6
ICSC	2	0	1	0	2	1	1	0	3	3	3	1	1	2	0	0	35.0	38.1	-3.1
IFAD	4	1	6	1	7	6	46	14	22	19	7	11	8	19	1	2	42.0	39.7	2.3
ILO	7	4	15	4	54	17	274	95	160	124	88	119	28	53	2	8	40.3	37.4	2.9
IMO	1	0	5	2	15	1	35	8	18	13	12	13	9	10	0	0	33.1	35.2	-2.1
ITC	1	0	1	0	4	0	25	3	22	10	17	9	12	13	0	1	30.5	28.3	2.2
ITU	5	0	3	0	14	0	72	13	71	15	48	45	24	15	3	3	42.0	139.87	74(1)7096.6.5
PAHO	1	2	2	1	12	9	40	32	139	73	26	32	19	20	2	4			

United Nations	50	1995	2000	A/RES/50/164 A/RES/59/164	37	Special Adviser of the Secretary-General on Gender Issues and Advancement of Women and Focal Point for Women in the United Nations Secretariat.	Group on Equal Rights for Women in the United Nations
UNDP	50		2006		38	Advisor for Talent Management and Workforce	

