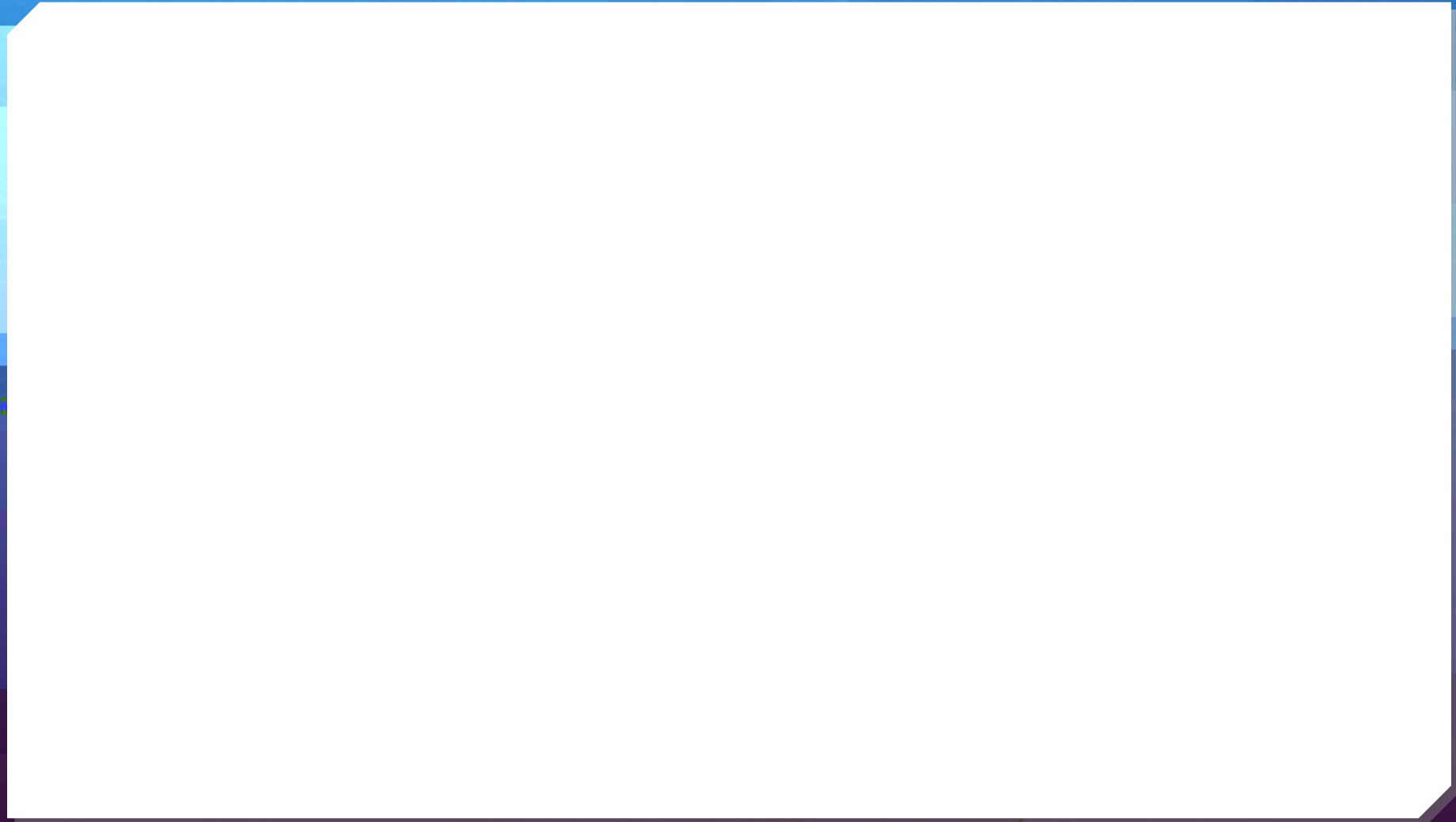
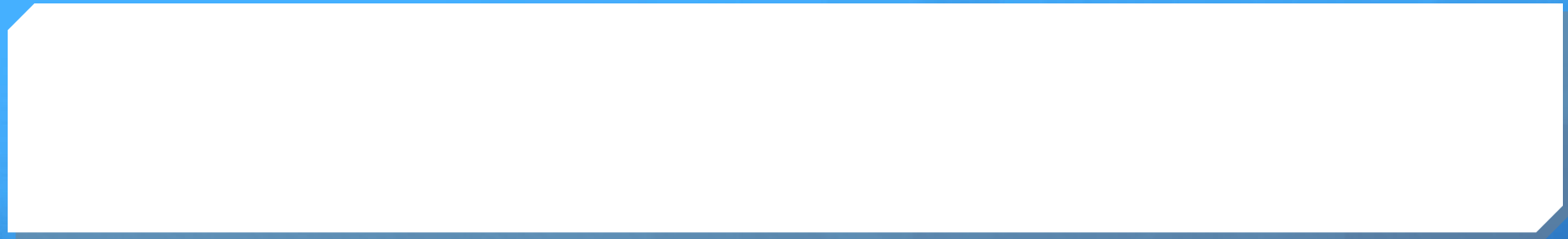


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Overview of Presentation

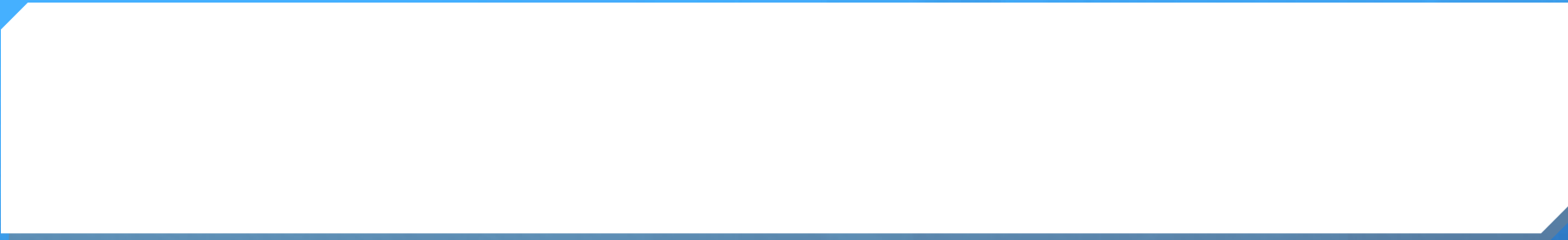
- + WHAT WE DID:
- + *LEGISLATIVE BASIS FOR GENDER EQUALITY;*
- + *ADVOCACY* – Consistently Raised its level: SG's Policy Committee and Change Management Committee; Inter-Agency Meetings; ICSC, SG's new year address – Shifts focus also to Middle Management Levels; Public Presentations and on technology – user friendly articles and stories
- +



Commitments by the General Assembly to Gender Parity

Date Adopted

Resolution Goal for Representation of Women



Change in the representation of women by entity

Between 2007 and 2009,

- + 20 entities increased their representation of women – increases range from 0.4% to 19.5% :

FAO, ICAO, ICJ, IFAD, ILO, IMO, ITC, ITC ILO, PAHO, UN Secretariat, UNDP, UNESCO, UNHCR, UNICEF, UNIDO, UNRWA, UNU, WFP, WIPO, WTO

- + One agency registered no change (UNOPS)

- + Nine recorded a decrease in the representation of women – decreases range from 19.7% to 0.5%:

IAEA, ICSC, UNAIDS, UNFPA, UNITAR, UNJSPF, UPU, WHO, WMO

One entity, ITU, did not submit data.

Accountability and Action:

The smaller the unit of accountability the better i.e. Specific entity vs UN System, Department vs. Agency; Division vs. Department

Impediments in achieving gender balance

Twenty seven of the 31 UN entities responded to the Focal Point survey on impediments for the achievement of gender balance at the P 4 to D 2 levels: They cited:

- + inadequate accountability, monitoring and enforcement mechanisms;
- + lack of special measures for gender equality;
- + weak integration of focal point systems;
- + weak implementation of flexible working arrangements; insufficient y

Gender Strategy

An effective gender balance strategy

- + provides a positive framework to propel progress at an institutional level.
- + anticipates areas and activities of organizational action with a bearing on the improvement of gender balance and the status of women in the organization.

Elements of a Gender Strategy for the Equal Representation of Women

- + Advocacy and awareness (Communication strategy)
 - + Policy
 - + Targets;
 - + Special Measures for Gender Equality – Staff Selection/Promotion
 - + Retention and Rehire
 - + Career Progression : Succession Planning
 - + Facilitative Environment : Safe environment/Grievance Redress/ Harassment incl Sexual and Abuse of Power; *Work Life Support; Training; Sponsorship and Mentorship;*
 - + *Networks system of Focal Points and other informal networks*
- NOT ENOUGH TO HAVE STAFF SELECTION AND TRANSPARENCY: NEITHER PROGRESS NOR PARITY THROUGH SYSTEMS AND BUSINESS AS USUAL
- + Monitoring and accountability mechanisms
 - + Regular and public reporting (SG Report on Improvement of the Status of Women)
 - + Surveys
 - + Scorecard
 - + Insertion of indicators in other accountability tools (e.g .Compacts with SG, Human

Gender Strategy

What We Know

- + In a 2006 report on the improvement of the status of women in the United Nations system (A.61/318), the Secretary General identified several causes of the slow advancement of women including lack of a gender strategy; **An effective gender balance strategy provides a positive and multi level framework to propel progress at an institutional level, also with boldness.**
- + **Trends and good practices**
 - + In 2009, 17 entities reported having gender balance strategies; 13 did not.
 - + In 2007, 15 entities reported having gender balance strategies; 4 did not.
 - + ILO, UNESCO, UNCHR, UNRWA, and UNDP mentioned gender strategies as good practices..
- + **What More We Need to Know/Do?**
 - + Systematize the availability of the strategies to all;
 - + 13 entities have no gender strategies why not?
 - + Adequately resource the strategies including with a NETWORK of focal points
 - + Monitor implementation of the strategies

Communications, Awareness, &

Special Measures

What we know

- + CEDAW article 4 articulates temporary special measures : it sets the standard, to which the UN ought also to adhere.

Special measures : are catalytic measures specifically intended to accelerate progress towards gender balance *and appear necessary to accelerate progress*;

- + range from staff selection system provisions directly impacting the recruitment and promotion of women, to less direct measures that positively affect the organizational culture such as training targeting women's leadership; **Exist on the books but lack in implementation**;
- + **Trends and Good Practices**: Fifteen of the United Nations system entities reported having some form of special measures to improve the status of women (IAEA, ICSC, ILO, ITU, UNESCO, UNHCR, UNICEF, UNIDO, UNOPS, the United Nations Secretariat, UNRWA, WHO, WIPO, UPU and the World Tourism Organization); Two (IFAD and FAO) noted that they expected to institute them.
- + Examples of special measures include: UNHCR to of of to

Work Life Integration Policies

What we know: Gen Y expectations (younger generation), burdens of care of Gen X (middle age) and imperatives of competitiveness everywhere, but especially with aging populations. As the workplace environment becomes less facilitative

Other gender related policies

- + 27 entities reported having policies to prohibit discrimination and harassment; 21 noted that they had an ethics office.
- + 18 indicated that they had special measures for protection from sexual exploitation and sexual abuse; and 2, PAHO and UNIDO, noted that while they did not have a policy, similar protections were accorded by their code of conduct.
- + Twenty four entities reported having policies for conflict resolution and against retaliation, respectively. UNESCO reported that a policy against retaliation was under formulation.
- + With regard to parental issues, 25 indicated that they had a policy that granted parental leave, but as special leave without pay.
- + In addition, almost all of the entities, with the exception of the World Tourism Organization and WIPO, reported having an adoption leave policy.
- + Twenty five indicated that they also had a breastfeeding policy.

Notable Initiatives:

Initiatives toward Gender Parity: CEB (Continued)

+ Spouse Employment

- + CEB Human Resources Network was briefed on July 2010 by the United Nations Dual Career and Staff Mobility (DC & SM) Programme, and the corresponding report (CEB/2010/HLCM/HR/30/Add.1) recommends a 3 prong strategy:
 - 1) The provision of information on work permits to UN system staff and their families
 - 2) Negotiation with individual host states for facilitated access to work permits for spouses/partners and pursuit permits

Initiatives toward Gender Parity : International Civil Service Commission (ICSC)

- + Discussed gender balance and feasibility of establishing inter agency roster of qualified women applicants at its sixty eighth session in March/April 2009
- + Encourages entities to improve gender balance by taking advantage of the high number of impending retirements over the next 5 years
- + Underscores importance of workforce planning, talent gap analysis, and skills inventories in addressing problems of recruitment and retention of women
- + Encourages the organizations to implement outreach initiatives, targeted recruitment, policies for work/life balance, flexible working arrangements (FWAs), career coaching and development, and management skills/leadership development
- + Highlights investment in staff development and development of an internal candidate pool

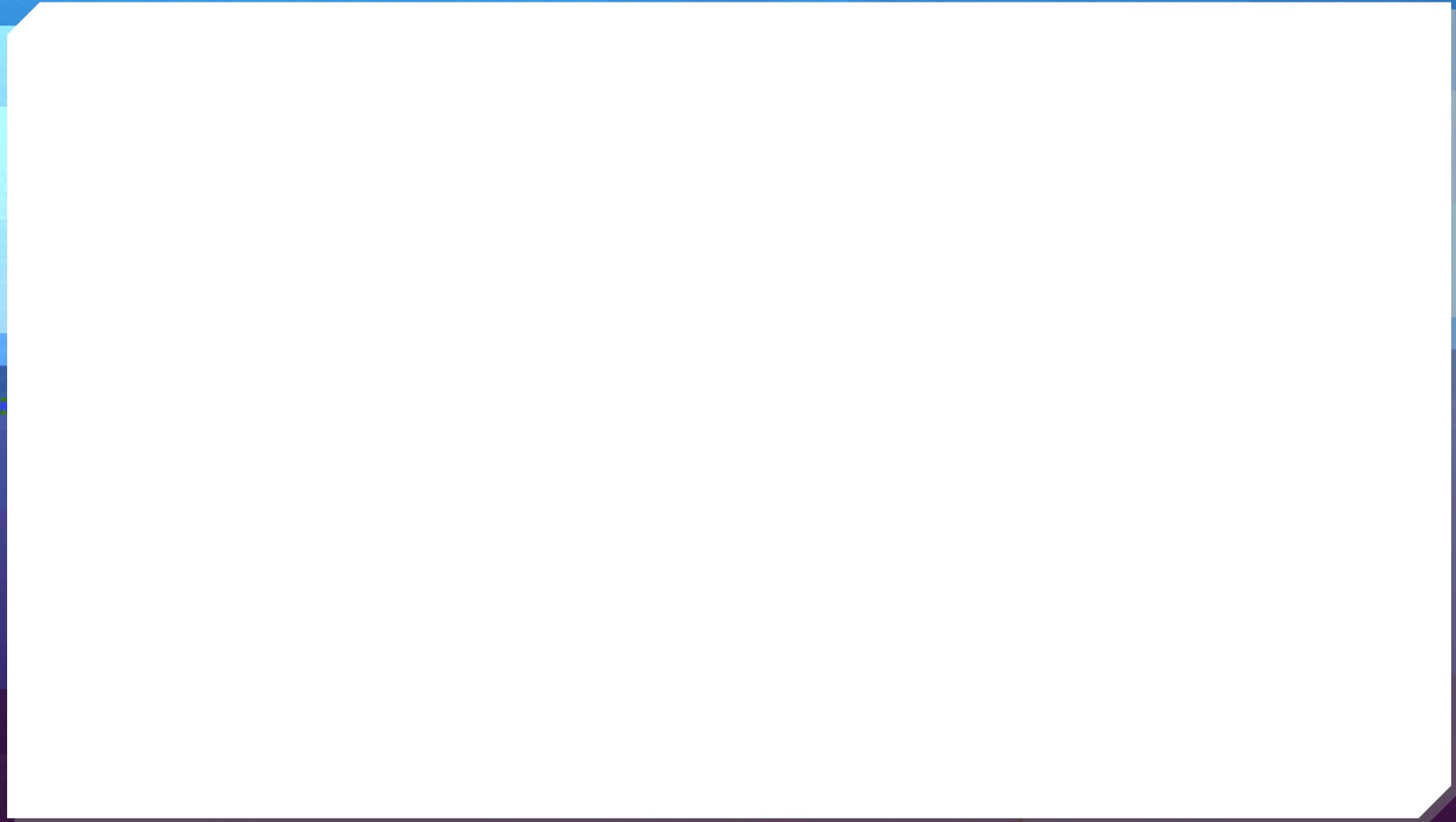
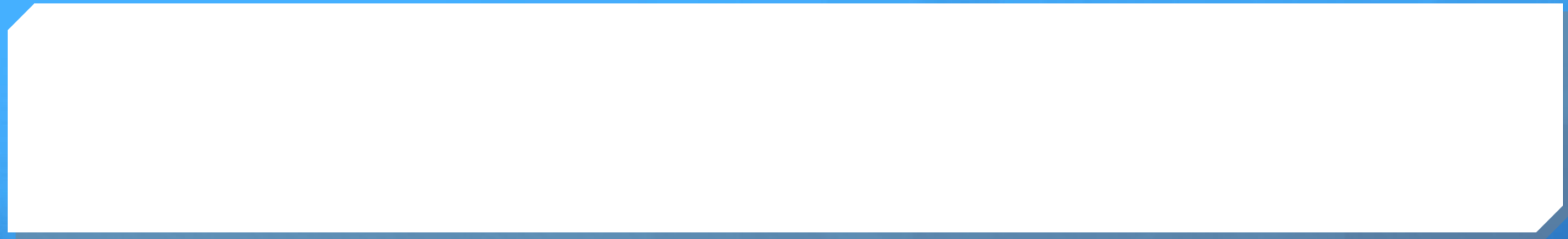
Good Practices: International Labour Organization (ILO)

- + Adopted 2010 2015 Action Plan for Gender Equality including:
 - + Gender parity in senior posts, gender equality in management and leadership training programmes, strengthening of a gender sensitive and family friendly workplace, and telecommuting

Good Practices: International Fund for Agriculture

Good Practices: International Telecommunications Union (ITU)

- + Introduced Telecommuting



Good Practices: United Nations Development Programme (UNDP)

- + UNDP's Gender Parity Action Plan (2009-2011) of March 2009 promotes a positive organizational culture, setting out strategic direction to:
 - + Integrate gender parity
 - + Establish an informal Inter-agency Gender Parity Network to promote better interagency cooperation
 - + Publish regional workforce bulletins to communicate changes

Good Practices: World Health Organization (WHO)

+ Currently has systems in Health Organization T C

SG Recommendations

In Sum

- + Senior leadership sponsorship
- + Enhanced monitoring and accountability
- + More rigorous implementation of existing policies including special measures for women and flexible work arrangements (FWAs)

The Case for Flexibility: Surveys and Studies

Survey of Executives

Work/Life or Dual Centric vs. Work Centric

“Dual centric” employees equally prioritize their work and personal lives, and they are equally likely to be women and men

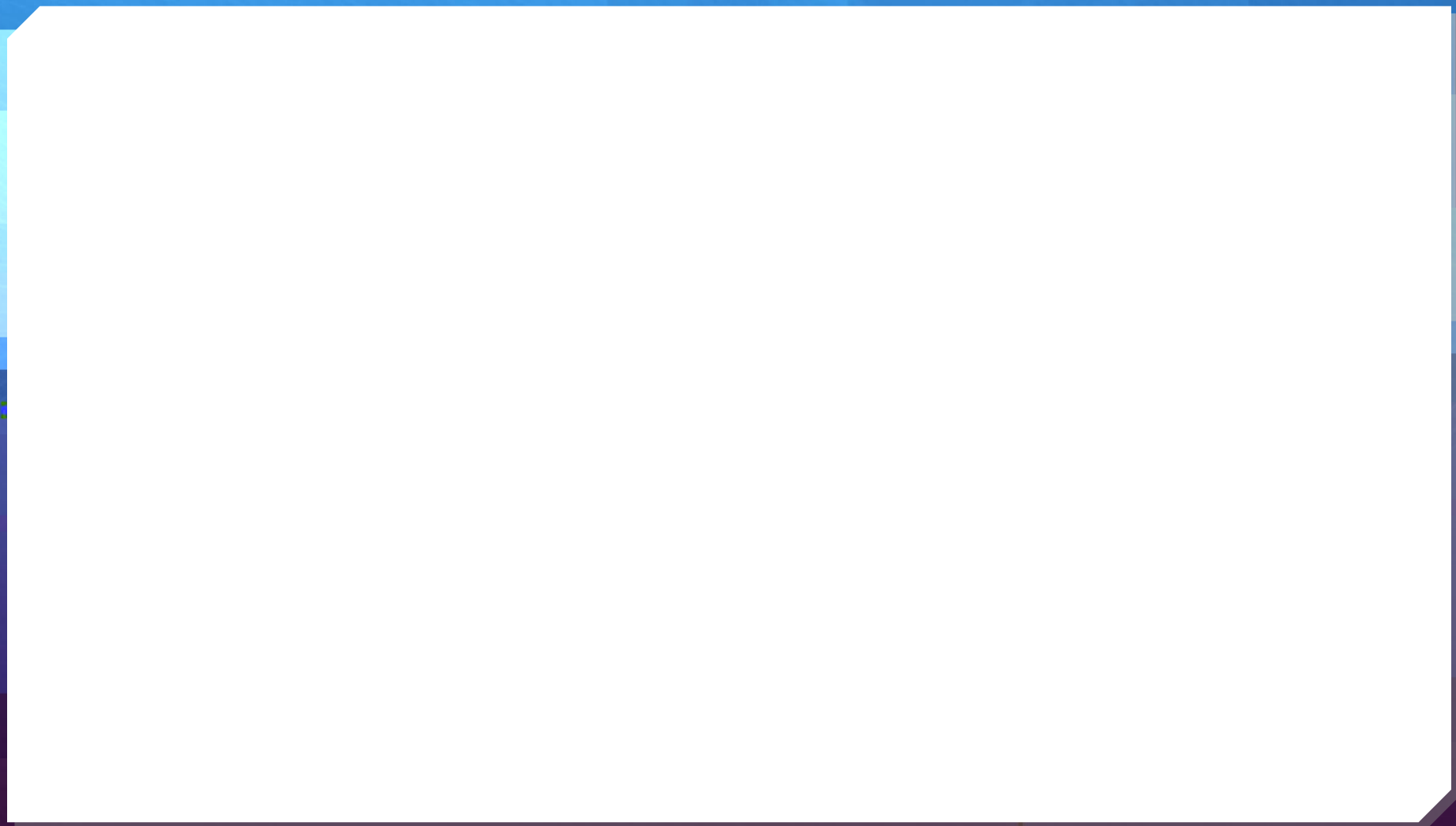
- + A 2008 study* of executives at 10 multinational companies asked: In the past year, how often have you put your:
 - + Job before your personal or family life?
 - + Personal or family life before your job?
- + The study revealed that:
 - + People who place the same priority on work and their personal/family life have the *highest ratings for feeling successful at work* or ↯

The Case for Flexibility: Surveys and Studies

Surveys of Managers

- + Surveys of managers at large corporations reveal that:
 - + Over 90% of managers say it does not require more time to manage people on FWAs
 - + Nearly 90% report no negative impact on their ability to supervise
 - + Over 65% say managing FWAs enhanced their management skills

Source: *Corporate Voices for Working Families* – www.corporatevoices.org/publications/workplaceflex



Surveys

FWA Staff Survey: 2010

- Top reasons for staff FWA requests: work efficiency (55 per cent), personal/family related reasons (46 per cent), commuting issues (43 per cent), and childcare responsibilities (40 per cent).
- Staff interest in options: telecommuting (52 per cent), compressed work schedule (42 per cent), staggered working hours (41 per cent), and scheduled break for external learning activities (32 per cent).
- The majority of survey respondents (67 per cent) have not requested any FWA options during the past 12 months.
- The main reasons for not requesting are concerns about perceptions of managers

UN Survey of Executive Officers

- + Positive findings are consistent largely consistent with other survey results

FWA:

Increases job satisfaction

Increases staff motivation

Neutral on increased productivity

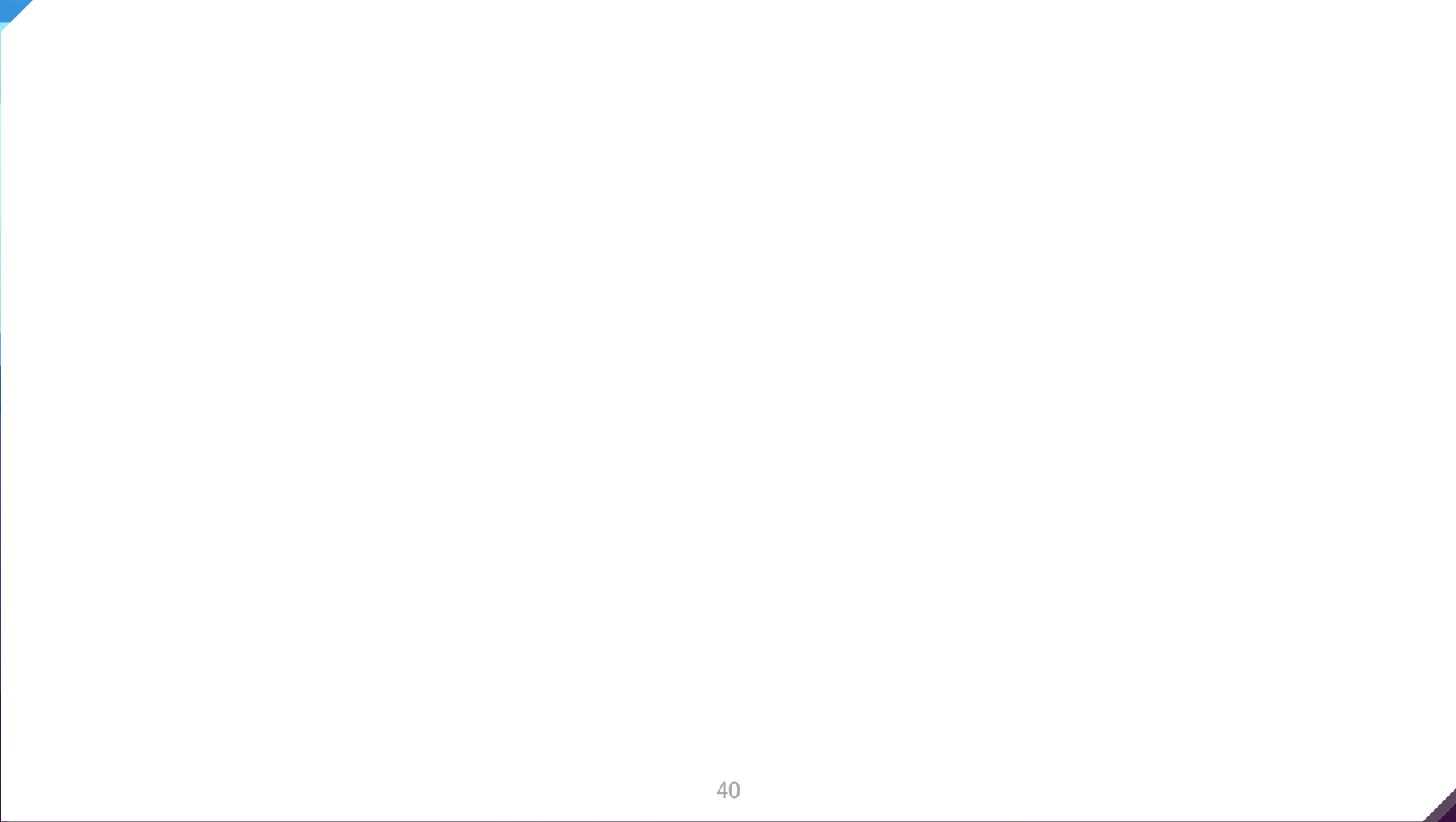
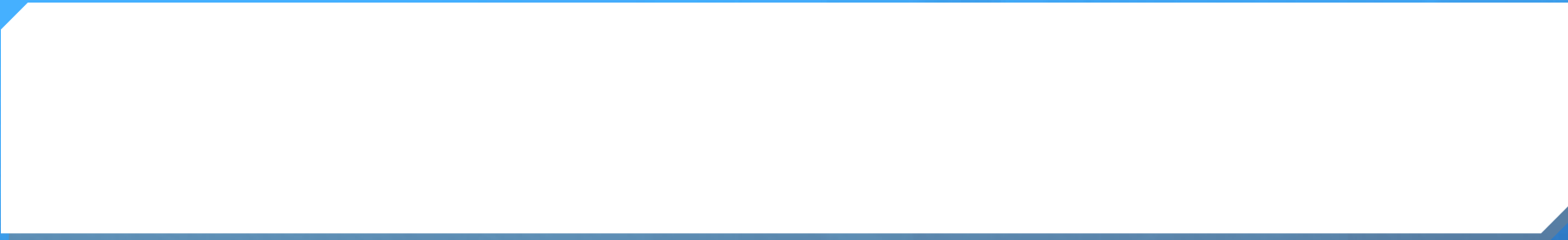
- + Obstacles to EO's approving FWA requests

Job requirements not conducive to telecommuting

Value face to face interaction

Less responsible staff may work less

- + Research shows that these obstacles can be overcome with team planning and improved performance monitoring



Emerging Issue The Sponsor Effect

The research done by Center for Work Life Policy uncovers that women still are not breaking through the glass ceiling because they fail to get the necessary sponsors to advocate their career advancement.

What are the key findings of the Sponsor study?

- + Men advance disproportionately, outdoing women : Women don't ask, they don't think that hard work will reap success, and they underestimate the value of the sponsor effect as a strong career benefit.
- + The reluctance of women in connecting with a sponsor is based on their fear to engage powerful men as allies. The sponsorship of an older man to a younger female as

What institutions can do with regards to sponsorship

Based on these best practices, to break the glass ceiling, effectiveness of sponsorship programmes increases by:

- Leading from the top
- Making sponsorship robust
- Paying attention to the pipeline
- Making sponsorship safe

Some Feedback from UNEntities

Entities state that they appreciate, inter alia:

- + Comparable data for each entity
- + Easy access to relevant information from experts in the private sector, universities, NGOs– e.g. Expert Group Meeting on Work Balance Policies and Practice including Flexible Working
- + Being kept abreast of emerging issues e.g. Sponsor Effect
- + Advocacy material and tools can be used by almost all e.g. agency data on status of women, Myths and Facts paper on FWA.
- + Informative Focal Point website

The Way Forward

What do we know?

- + Data shows that progress toward gender balance is unacceptably slow.
- + UN system surveys have shown the impediments to faster progress.
- + Several Tools, policies and practices have been identified.
- + ~~UN~~ Impediments

Focal Point for Women, UN Women Contact Information

Aparna Mehrotra
Focal Point for Women
Aparna.mehrotra@unwomen.org

Marilyn Dawson
Social Affairs Officer
Marilyn.dawsonm@unwomen.org

OFPW website: <http://www.un.org/womenwatch/osagi/fp.htm>