

Office of Human Resources



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United Nations Development Programme

Gender Parity Strategy 2013-2017

UNDP Gender Strategy 2013-2017

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Introduction:

In 2009 we developed our first gender parity strategy with the goal of reaching gender parity by 2015. We are still some way away from achieving that goal although we have some successes to celebrate. Our direction of travel is the right one but we cannot be complacent and we propose in our refreshed strategy to take more overt actions towards achieving our goal, which continues to be to reach gender parity by 2015.

It is important that UNDP reflects gender parity. No organization can achieve its full potential where women are left behind or left out. Organisations where there is parity are higher performing and are able to tap into the strengths of all people and not just part of this workforce. We want to lead by example and as we work with countries and communities we want to role model that we value the participation of women. In creating a high performing UNDP we want to engage all our people so every person can perform at their best.

We value integrity, transparency, mutual respect, professionalism, accountability and results orientation. The women of UNDP believe in these values and do not look for a lowering of standards to achieve parity nor do they want tokenism, but they are looking for equal opportunity in participation and for a level playing field in which to compete.

Part One: Our Operating Context

UNDP's strategic direction is ambitious. We seek to make a difference to the countries and communities we serve and to enable resilient people to be empowered and to determine their own futures. A diverse and resilient workforce will enable us to achieve this. We know that in 2013 – 17 our organization faces unprecedented fiscal challenges and so we set this strategy in that context, realising that when every dollar counts we will need to demonstrate achievement of our goals and that we will need to be more imaginative in using more cost effective options. For this reason you will see most options that are presented have no financial cost.

A reshaped UNDP will have fewer roles at senior levels for anyone to compete for, let alone women, and so our opportunities to use recruitment activities alone as a lever for change will be limited. We therefore propose later in this strategy that we are conscious of gender parity as we embark on realigning our organization during our unprecedented fiscal challenges.

Part Two: Reflecting on our Strategy 2008-2012

We have put in place governance arrangements to enable gender parity to be monitored by our executive. In 2011 all Bureau directors developed actions to integrate gender equity into programmes and regular reporting to bureaux has kept managers' attention firmly on gender. Overall UNDP has 50% women.

The stories of two of our bureaux highlight actions we can be proud of:

RBAP

The Director of RBAP noticed that they were not achieving gender parity. The Director took action by holding RC's and managers directly accountable for actions towards gender parity in their offices and this was reinforced at cluster meetings when managers were asked to report progress to their peers. In the last 18 months there has been an increase in female international professional staff and ratios have improved from 37 % to 43%.

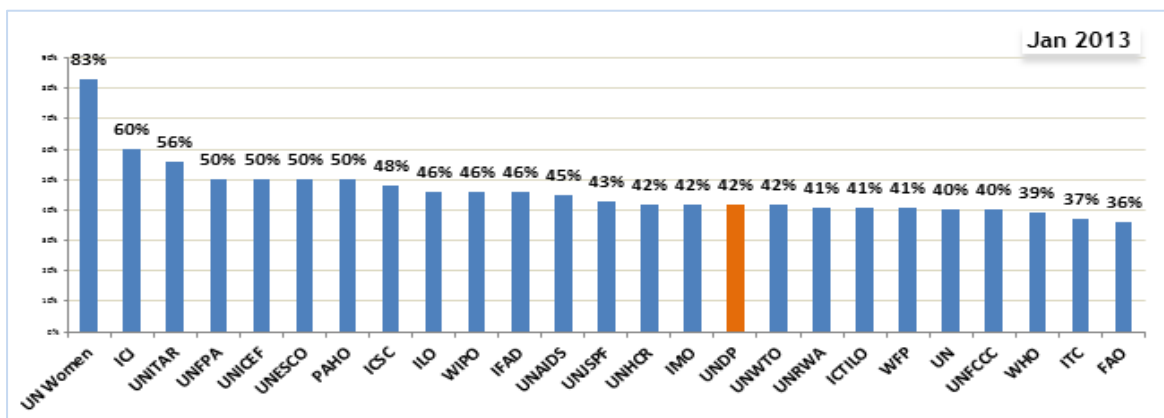
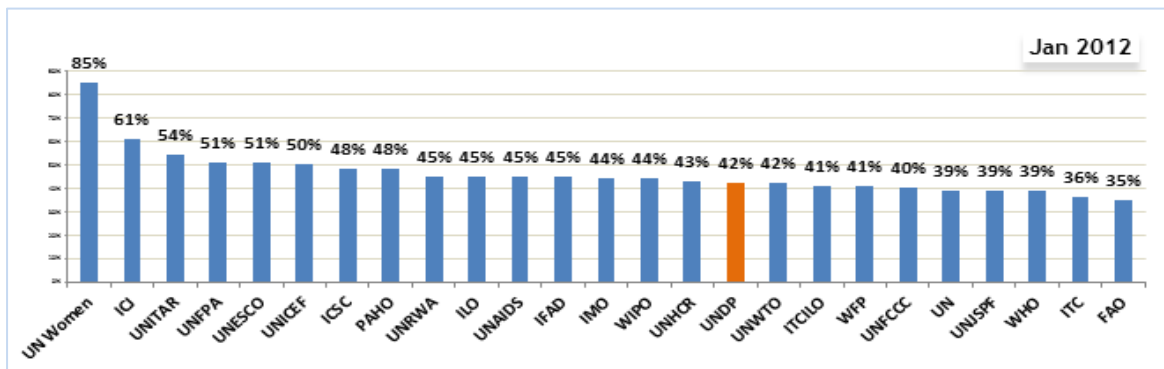
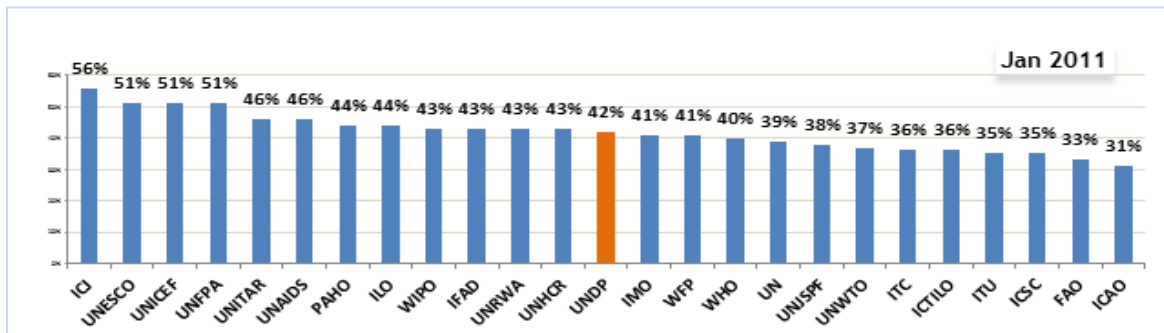
BCPR

Director of BCPR set clear expectations to SMT and TLG members to increase women candidates for vacancies through targeted sourcing. This included outreach campaigns, and reviewing short lists to see if efforts to attract women applicants had been successful. In the last 18 months there has been an increase in female international professional staff from 44% to 50%.

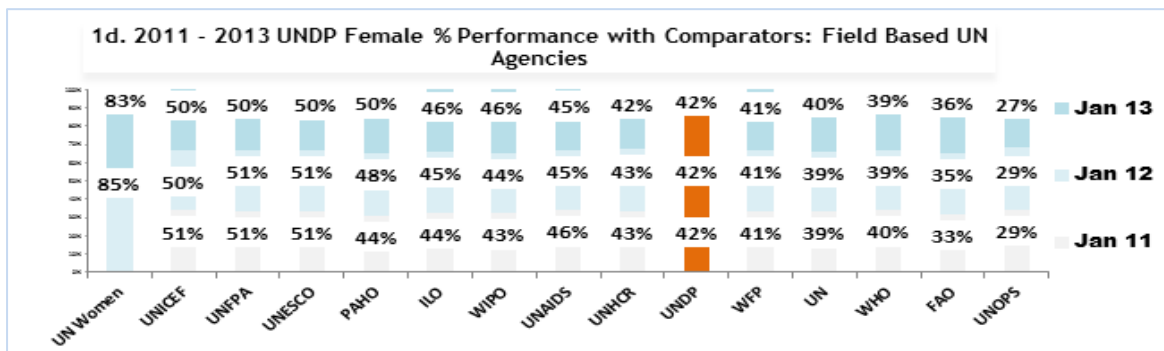
What we see from these two examples is that if we focus our efforts we can make a difference. We intend to learn from this and apply clear focus and measurement in the implementation of this strategy.


But we have not made the progress we had hoped for and other UN organizations have made more progress faster than we have. See Tables 1 a. b. c. and d. Table 1 d., where we compare UNDP and other agencies with field operations is particularly interesting. UNICEF for example has achieved 50% parity for international staff whereas UNDP has 42% of women in its international staff profile. UNICEF took special measures to monitor all D1 vacancies during 2007. Waivers with clear justification were required from the Executive Director's office. And where positions were not offered to women, clear justification for this needed to be made to the Executive Director. UNICEF has continued to apply this policy for external male candidates.

Table 1 a, b, c, & d: UN System % of Females in International Professional Category



Please note these agencies are good comparators to UNDP as they are field based





The details behind our numbers show that our work on parity has just begun. Sharing data and seeking to influence bureaux is not achieving the outcomes we hoped for. We cannot be complacent; focused UNDP wide action is required and we need some deliberate interventions to get to gender parity by 2015.

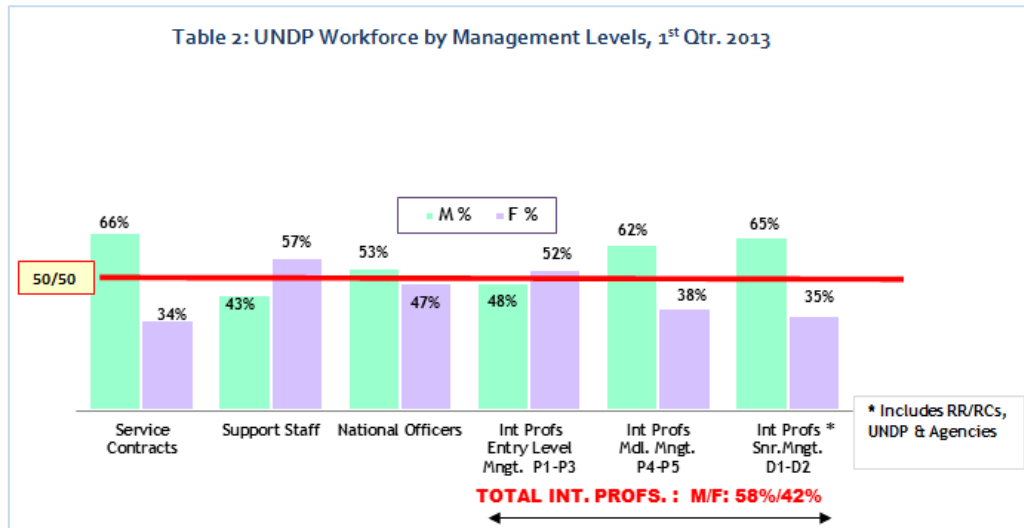
As we analyse our information we are able to determine where we might best put our efforts during the life of our refreshed strategy. We offer some options and choices which we believe will make a difference.

We also address the issue of organizational culture.

Part Three: The Numbers

A picture is worth a thousand words and we provide a number of illustrative graphs to present UNDP's story.

Table 2 gives us an overview of gender parity across all our staff grades.



Women are well represented within the entry level management levels of the organization and make up 52% of the P2 and P3 category. 78% of the positions in these grades are JPOs and LEAD staff members.

The largest disparity ensues in the P3 to P4 category where the gender gap is quite stark. See Table 3. Women only account for 39% at P4 which is a drop of 22%.

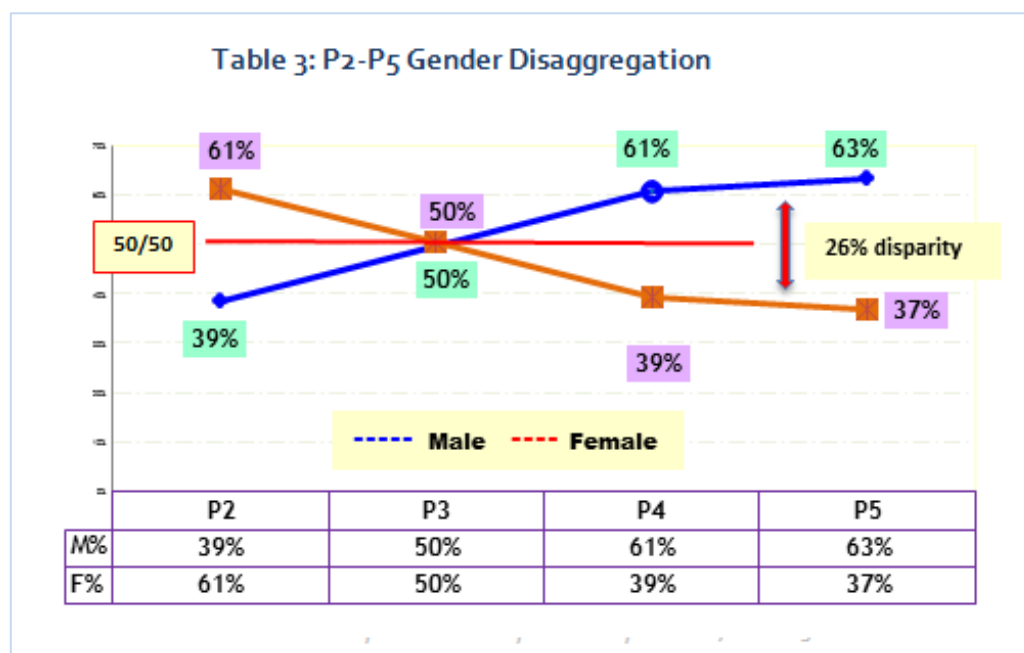


Table 4 shows the performance of P3 to P4 within the Bureaux. The differential percentages range between P3 to P4 range from 73% at P3 to 37% in the P4 level to equal % representation.

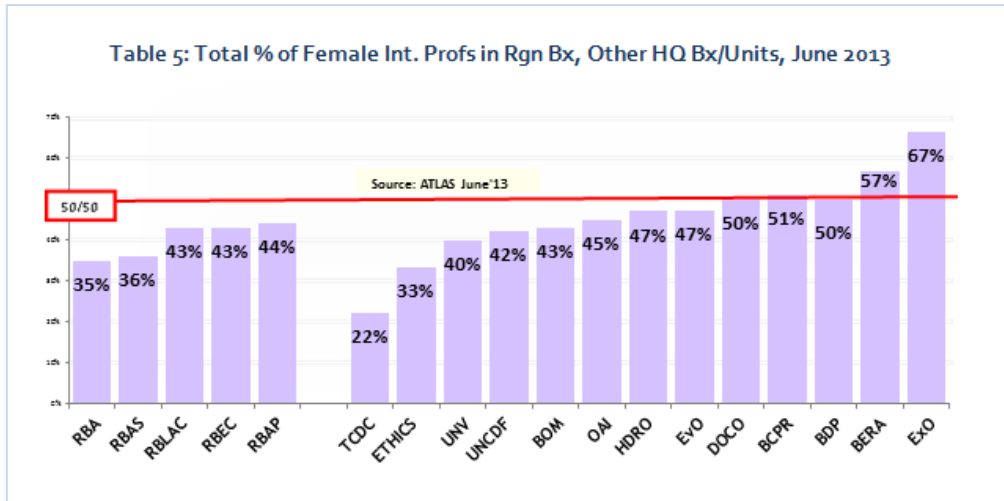
BCPR, RBAS, BOM, and RBA reflect 36% to 13% differential for females from the P3 to P4 category. BCPR by nature of their work, RBA and RBAS with larger numbers of hardship duty station in their region, however it would be difficult to explain why BOM which is the largest central bureaux would have the same disparity.

Table 2 above reflects the middle management levels (P4, P5) of the international professional levels; women represent 38% of the workforce. This translates into our country office leadership roles of Deputy Resident Representatives and Deputy Country Directors where the percentages are slightly higher at 41-42% respectively. A light needs to cast on the high concentration of men in middle management which could be interpreted as a bias, given the predominance of women in the lower ranked pools which are the primary resource for intake to middle management levels. What can be done is to deliberately nurture the staff at entry levels of the organization, who are mostly women at the P2 and P3 levels which include LEAD personnel and JPOs.

During 2013 OHR will do more work to fully understand why we move from gender parity at P3 to an imbalance at P4 and P5. We can speculate that there is an impact from age or service but we just don't know enough to draw any useful conclusions to inform our work. We do know there are slightly more jobs and further competition for P4 jobs than for P3 jobs. External research tells us women apply later than men for roles, so they do not apply unless they meet most of the qualifications for roles where men apply earlier and with less experience. What we don't know is whether that is the case in UNDP or whether something else is going on.

Table 4: Bureaux P3-P4 Female % Differentials

	F % P3	F % P4	% F. Diff
BCPR	73%	37%	36%
RBAS	49%	30%	18%
BOM	53%	36%	17%
RBA	40%	27%	13%
RBAP	51%	43%	8%
BDP	60%	54%	6%
RBEC	41%	39%	2%
RBLAC	42%	42%	0%



Further analysis of International Professional staff shows a significant difference in the practice of hiring by headquarters and the practice of our country offices. Table 6 shows a summary data for all current staff and table 7 further drills down to P4 and P5 staff. The total difference of HQ and CO is 11%. Table 8 graphically refers to maps numbers of men and women at HQ and CO. We have had a difference of hiring from our HQ and CO and current profile shows that.

Table 6: Headquarters versus Delegated Authority- International Professionals

INT. PROFS.	HQ					DELEGATED AUTHORITY				
	Total	M #	F#	M %	F %	Total	Male	Female	M %	F %
RBA	216	141	75	65%	35%	338	222	116	66%	34%
RBAP	104	57	47	55%	45%	275	158	117	57%	43%
RBAS	59	36	23	61%	39%	191	122	69	64%	36%
RBEC	57	30	27	53%	47%	81	49	32	60%	40%
RBLAC	80	45	35	56%	44%	64	38	26	59%	41%
OTHER BRX/UNITS	1119	585	534	52%	48%	48	29	19	60%	40%
TOTAL	1635	894	741	55%	45%	997	618	379	62%	38%

Table 7: P4/P5 Headquarters versus Delegated Authority

P4 and P5	HQ					DELEGATED AUTHORITY				
	Total	M #	F#	M %	F %	Total	Male	Female	M %	F %
RBA	142	96	46		32%	177	132	45	75%	25%
RBAP	50	22	28	44%	56%	161	102	59	63%	37%
RBAS	27	14	13	52%	48%	103	75	28	73%	27%
RBEC	31	11	20	35%	65%	48	33	15	69%	31%
RBLAC	29	17	12	59%	41%	26	16	10	62%	38%
OTHER BRX/UNIT	595	345	250	58%	42%	29	20	9	69%	31%
Total	874	505	369	58%	42%	544	378	166	69%	31%

Table 8: Graphic View -P4/P5 Headquarters versus Delegated Authority

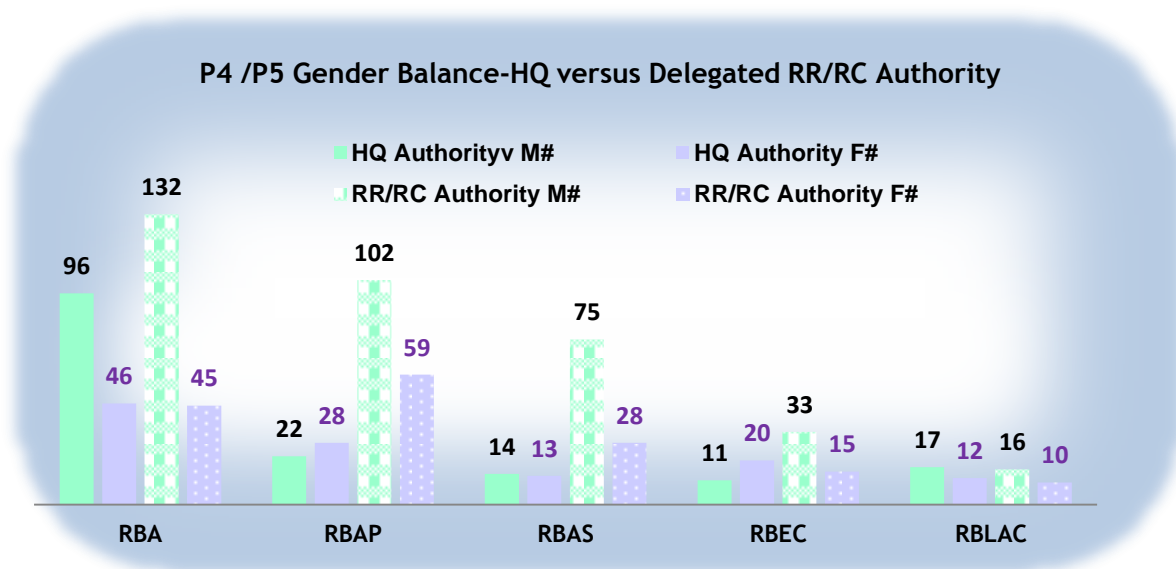


Table 9: Nominations to DRR/DCDs & Country Directors Candidate Pools

BRX	DRR/DCDs					Country Directors				
	TOTAL	M	F	M%	F%	TOTAL	M	F	M%	F%
RBA	8	6	2	75%	25%	3	0	3	0%	100%
RBAP	5	2	3	40%	60%	5	4	1	80%	20%
RBAS	5	2	3	40%	60%	3	2	1	67%	33%
RBEC	11	5	6	45%	55%	0			0%	0%
RBLAC	8	3	5	38%	63%	3	3	0	100%	0%
OTHER BRX	21	11	10	52%	48%	3	2	1	67%	33%
Total	58	29	29	50%	50%	17	11	6	65%	35%

Table 10: Incumbent Candidate Pool, DRR/DCD & CDs Gender Disaggregation

BRX	DRR/DCDs					Country Directors				
	TOTAL	M	F	M%	F%	TOTAL	M	F	M%	F%
RBA	66	43	23	65%	35%	22	15	7	68%	32%
RBAP	29	16	13	55%	45%	11	5	6	45%	55%
RBAS	14	7	7	50%	50%	7	6	1	86%	14%
RBEC	18	6	12	33%	67%	3	1	2	33%	67%
RBLAC	20	13	7	65%	35%	4	2	2	50%	50%
Total	147	85	62	58%	42%	47	29	18	62%	38%

The data in Table 9 shows that we have gender parity in our DRR DCD pools but there is a significant gap in our country director pool. Table 10 reflects the gender parity within the incumbent DRR/DCDs and Country Directors.

Our pools of LEAD candidate whilst are equal in numbers we can see some clear differences in our bureau, with RBAP hiring significant more females than males. Further, the pattern of appointments into the more senior grades shows once again that LEAD female candidates reflect the hiring patterns of UNDP. There are fewer women in P5, D1, D2 grades.

Table 11a: LEAD: Gender Balance in Bureaux

	Total	M #	F #	M %	F %
RBA	16	7	9	44%	56%
RBAP	24	10	14	42%	58%
RBAS	10	6	4	60%	40%
RBEC	15	8	7	53%	47%
RBLAC	9	6	3	67%	33%
OTHER	38	17	21	45%	55%
Total	112	54	58	48%	52%

Table 11b: LEAD Gender Balance within Grades

	Total	M #	F #	M %	F %
D2	1	1	0	100%	0%
D1	13	9	4	69%	31%
P5	34	19	15	56%	44%
P4	31	12	19	39%	61%
P3	33	13	20	39%	61%
Total	112	54	58	48%	52%

Table 11c: LEAD Intakes Gender Balance

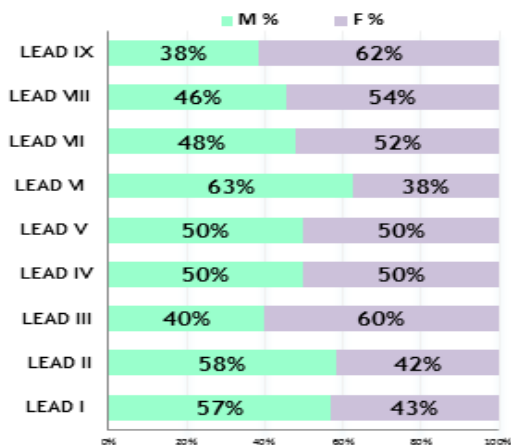
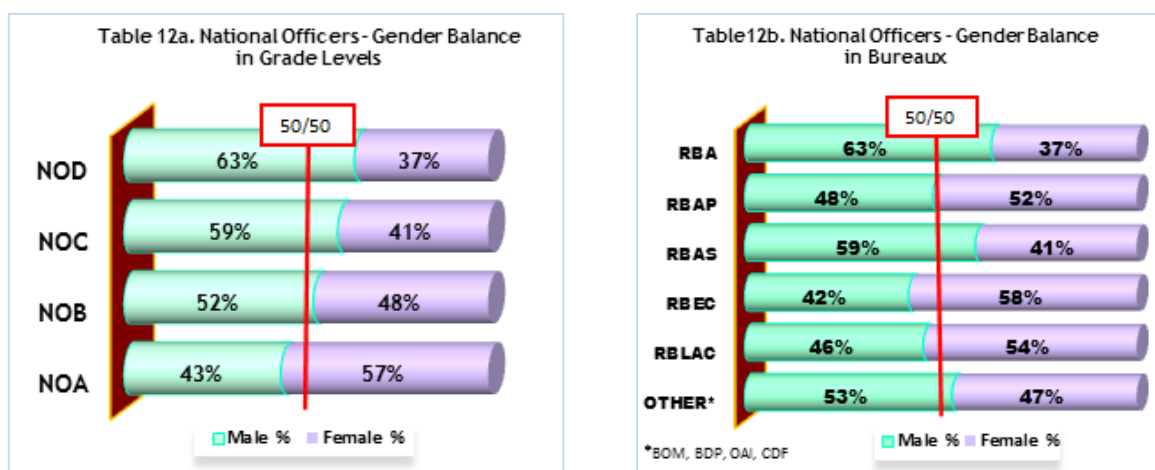


Table 12a & b reflects the gender parity within the National Officers pool and it echoes that of the International Professionals. The gender disparity exists at the NOC and NOD levels, 41% and 37% respectively. Within the regional bureaux the positive development is that the NOs have reached gender parity in three regional bureaux – RBAP, RBEC, RBLAC.

Table 12a & b: National Officers: Gender Balance



Analysis of our international professional staff indicates that men on the other hand enter at a higher level and thus, advance more quickly. It is estimated that men take average 7.1 years to be promoted to P5 and women take 10 years. This possibly may indicate that institutional structures may restrict and impede or hinder women’s progress. What opportunities, succession planning or develop training can be offered to remedy or better prepare women to advance to P4 and P5 levels? The gender distribution within grade categories is unequal and gender balance decreases with seniority. Existing female talent pools at all levels must be examined and deployed creatively to contribute to achieving parity and diversity in the workforce.

Table 13: Gender Parity Percentage Targets 2015 Grades and Leadership Roles

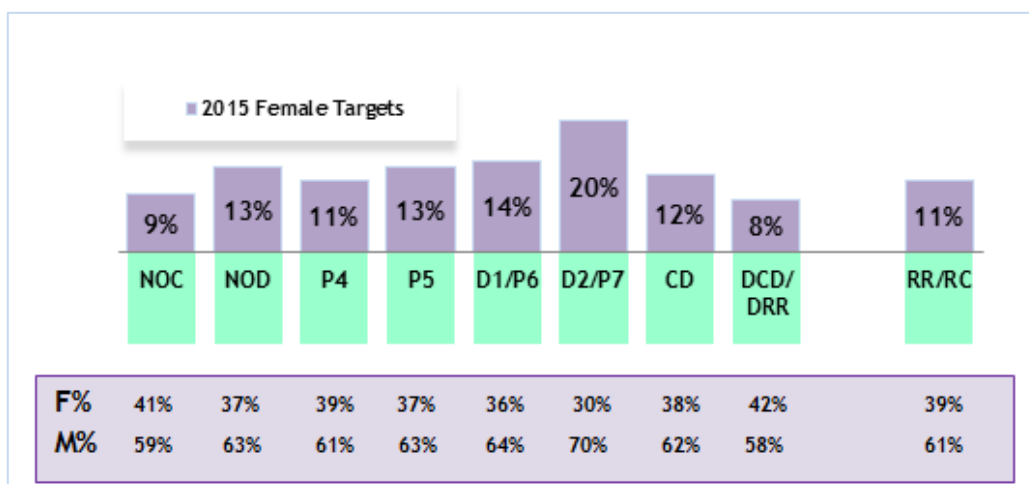


Table 13 shows the required targets to achieve gender parity goal of 50% across our job grades. At the senior management levels we are presented with a similar set of statistics. Women represent only 36% of this workforce at the D1 level and 26% at the D2 levels. D1/D2s represent a very strategic management level which almost all our Directors, RR/RCs and Country Directors hold.

Further analysis of our senior management grades show that there is a consistent hiring pattern across D1 and D2 grades even when we exclude the RR/RCs. Whilst the current numbers show inequity it is encouraging that UNDP consistently puts forward more women candidates than other agencies for consideration.

Table 14 a, b, c & d: RC/RR, HC, DSRG ERSG Gender Balance

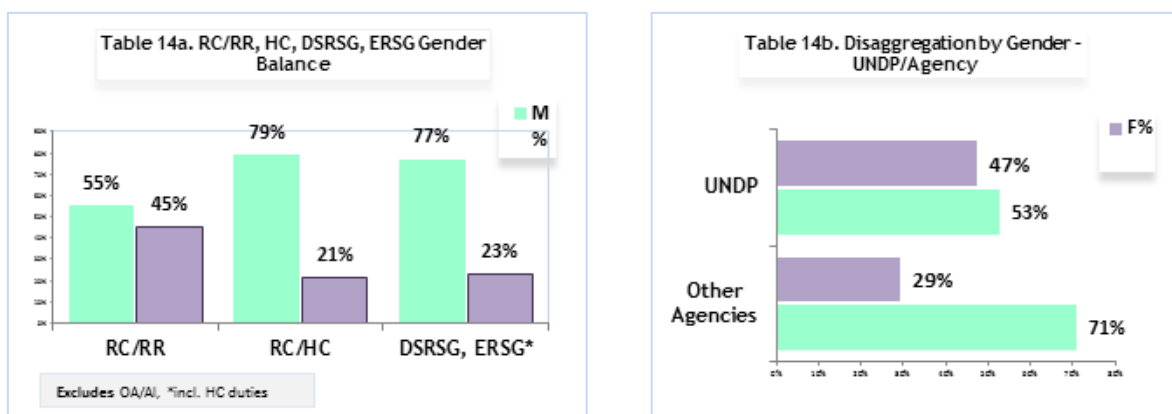
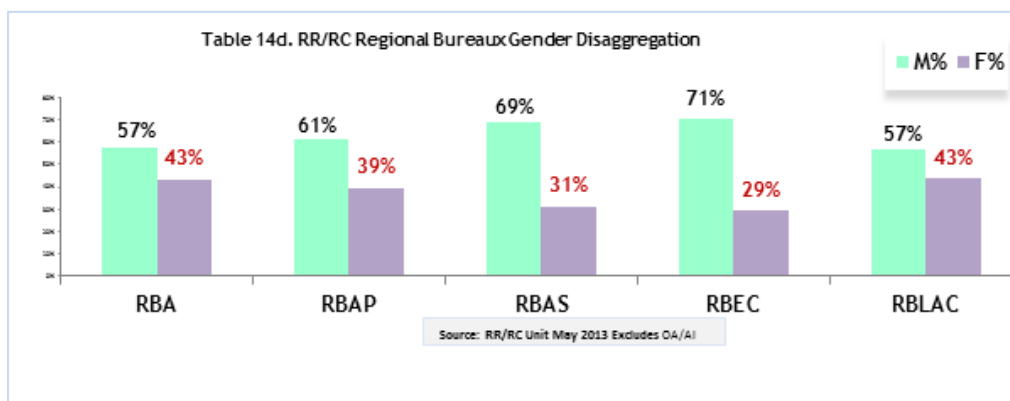


Table 14c: Gender Balance of Incumbent RR/RCs* -UNDP vs. Non-UNDP (Other Agencies)

RR/RC	TOTAL					UNDP					NON-UNDP				
	Total	M #	F#	M %	F %	Total	M #	F#	M %	F %	Total	M #	F#	M %	F %
RBA	42	24	18	57%	43%	29	16	13	55%	45%	13	8	5	62%	38%
RBAP	23	14	9	61%	39%	12	4	8	33%	67%	11	10	1	91%	9%
RBAS	16	11	5	69%	31%	9	7	2	78%	22%	7	4	3	57%	43%
RBEC	17	12	5	71%	29%	12	8	4	67%	33%	5	4	1	80%	20%
RBLAC	23	13	10	57%	43%	15	8	7	53%	47%	8	5	3	63%	38%
Total	121	74	47	61%	39%	77	43	34	56%	44%	44	31	13	70%	30%



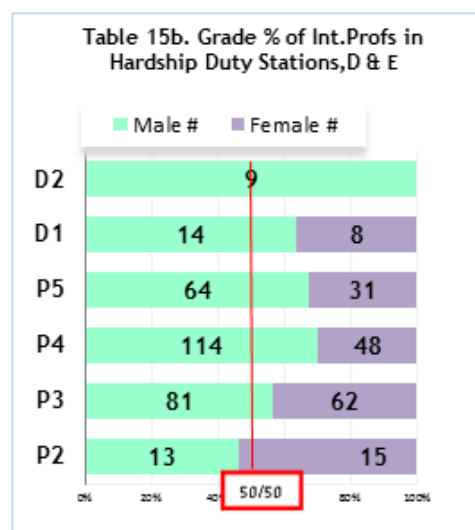
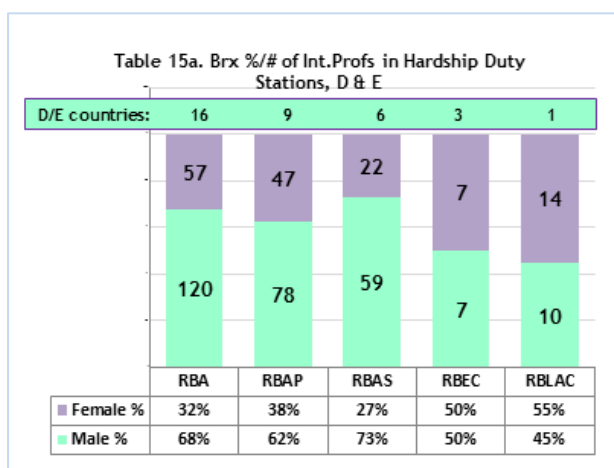
Equality in opportunities is not just about training women, it is about having a dedicated gender strategy that genuinely addresses and aims for long-term organisational and cultural change. It encourages staff engagement, flexible working and tackling unconscious bias which all have a clear impact on women's progression – particularly at senior management levels.

Part Four: Does Location Matter?

We notice that in HQ there is gender parity for our international professional staff; in Country Offices there are 38% women and in our hardship locations there are 35% women. In non-family duty stations there are 31% women. Table 15 a & b shows the numbers and percentages of women in hardship duty stations (D, E) by bureau. Issues such as family mobility, aging parental care duties, security and spouse employment affect both men and women, but the impact on women is greater. If we are to increase gender parity in our country offices, a commitment to invest in our spouse employment initiatives is needed. We already have provisions for education support for children and danger money provisions. We recognize that some family circumstances with elder health care are beyond our ability to assist. Increasingly, as generation X staff members are active for promotion in the job market, the need to address dual career couple challenges increase and we believe there is more we can do here. Early information from our current programmes at HQ indicate that pro bono spouse work leads to local work experience on a resume and this translates more readily to job offers. Career continuity is important but a study programme might also be of value for some spouses.

We notice the difference between crisis and non-crisis-countries and are interested to understand more about why this occurs.

Table 15a & b: Int. Profs in Hardship Duty Stations



Part Five: Culture and Behaviour

In 2012 the joint inspection unit conducted a survey of the flexible working arrangements across the UN system. The survey results showed only a small portion of respondents used flexible work arrangements. For female respondents the primary reason to not use flexible arrangements was concern about how this would be perceived and for male respondents the primary reason cited was their managerial responsibilities did not allow this. From follow up interviews, the report notes that although the UN offers flexible working, the organizational culture does not encourage its use. Whilst we do not have separate UNDP information, we can imagine that as a large player in the survey, UNDP's results would be consistent with this.

Attraction and retention of women is facilitated by a supportive work environment. UNDP has a range of fit for purpose policies including childcare, flexible working, parental leave, and family sickness. There are comprehensive policies relating to spouse employment. We would like to see the leaders of UNDP role modelling work life balance and the expectation that men as well as women enjoy the benefits of these policies and that staff are not stigmatized for taking advantage of these policies. The spirit of what is intended is not always delivered on.

It is not that individuals people are gender biased, but rather that our practice brings about disproportionate outcomes for women.

If we are to make progress then we need to take action. We can see that there are areas where if we applied special measures we would make impact. Given our fiscal constraints and our possible low levels of recruitment, we have agreed with our Executive Group to focus on the following actions:

Action 1

Currently staff members are required to have 3 years "time in post" before being eligible to apply for a higher position. In order to encourage our brightest women for the next two years we have agreed that we allow women in P4/P5 posts opportunities for accelerated promotions. That being they do not need to complete three years in the same position. There is a policy change required for this and we will work to get the change made in the fall of 2013.

Action 2

We have agreed that the Candidate Pool and the LEAD programme be open to women only, for bureaux that fall below 45% gender parity. . There is a policy change required for this and we will work to get the change made in the fall of 2013.

Action 3

Approximately 2/3rds of our retirees during 2015 will be men and we have agreed that bureaux are mindful of the opportunity to address gender parity through early retirement options for men during the next three years. We will require bureaux to report on this separately as they work on the realignment of their capability during our fiscal constraints.

Action 4

We note the special programme designed by RBA to address an increase in the number of female candidates for roles in the bureau. We agree that a review of the programme is conducted later in 2013 and, if it is successful in achieving its objectives, that we roll out appropriately redesigned versions for all bureaux. The cost of this programme will be borne by the bureaux.

In addition, we agree that we further work on the ideas below:

Action 5

We agree to develop an on line spouse programme in conjunction with other participating UN agencies, which includes advice on accessing our LMS tools and initiatives such as pro bono spouse employment and roll this out to country offices during 2014 and 2015.

Action 6

We agree that bureau directors require of their managers and team leaders a plan for how they intend to cultivate a work culture which is inclusive and where all staff can participate and be recognized for their contribution.

Action 7


We agree that to work towards gender parity among our general service roles we deliberately target men for these roles.

Action 8

Diversity and inclusiveness We believe that cultivation of a work culture where all people can do their best work regardless of their age, gender, sexual orientation, gender identity, disability or any other status is an important extension to our work on gender parity. Diversity in biological systems is strength as it is in organizations and leads to greater productivity and innovation. We would like UNDP to be ambitious in its approach to diversity and to consider in the future ways we can be more supportive of difference, to recognize the value in a diversity of opinion and to actively seek diversity as a way to make our organization more resilient. An inclusive approach would support our work on gender parity and we are ambitious to work inclusively as we shape a high performing UNDP. We agree that the OHR develop an approach to diversity during 2013 and bring this to the Executive Group for their consideration early in 2014."

Further we have agreed to investigate the feasibility of introducing special measures where bureaux fall below 45% parity.

For bureaux that have achieved gender parity we recognize and note their success and ask for them to continue their focus. For bureaux who have between 45-48% gender parity we note their focus and are keen to monitor them on a quarterly basis. For those below 45% gender parity we propose special measures. All appointments to positions P4 and above must be made to women. These bureaux will need to seek special permission for appointments of men. OHR will provide quarterly updates and for bureaux moving into



45% gender parity and above these measures will be dropped. For bureaux below 45% these measures will continue. These will be revised annually in 2014 and 2015. The one exception to this approach will be for staff members on the LEAD programme who are applying for mainstreamed jobs. Table 17 at the end summarizes the bureaux' results for the gender parity approach.

OHR will refer back to the Executive Group at the end of 2013 on the feasibility of these measures.

Part Six: Summary

We recognise the need to communicate the Gender Parity Strategy carefully. We need to persuade staff that these measures contribute to meeting UN values and standards and are fair from an equity point of view.

You will notice the actions to give effect to this strategy are for the remaining part of 2013 and 2014. We propose that we will track our progress and if we find we have achieved gender parity then we will review changing these special measures. We commit to monitoring results closely.

We recognise that the measures proposed here are challenging. They require a commitment from the men of UNDP to step aside from their promotion aspirations to enable women to achieve theirs. We recognize this is asking a lot of them and we propose this in the hope that after that the "playing field" will be level. We believe that only by applying this suite of special measure can UNDP reach its goal of gender parity by 2015. UNDP is not looking for standards to drop or for a hand out; we are looking for a hand up. We are looking for equal opportunities for all to participate and to level the playing field.

Table 16: UNDP Representation of Women in Categories, June 2013

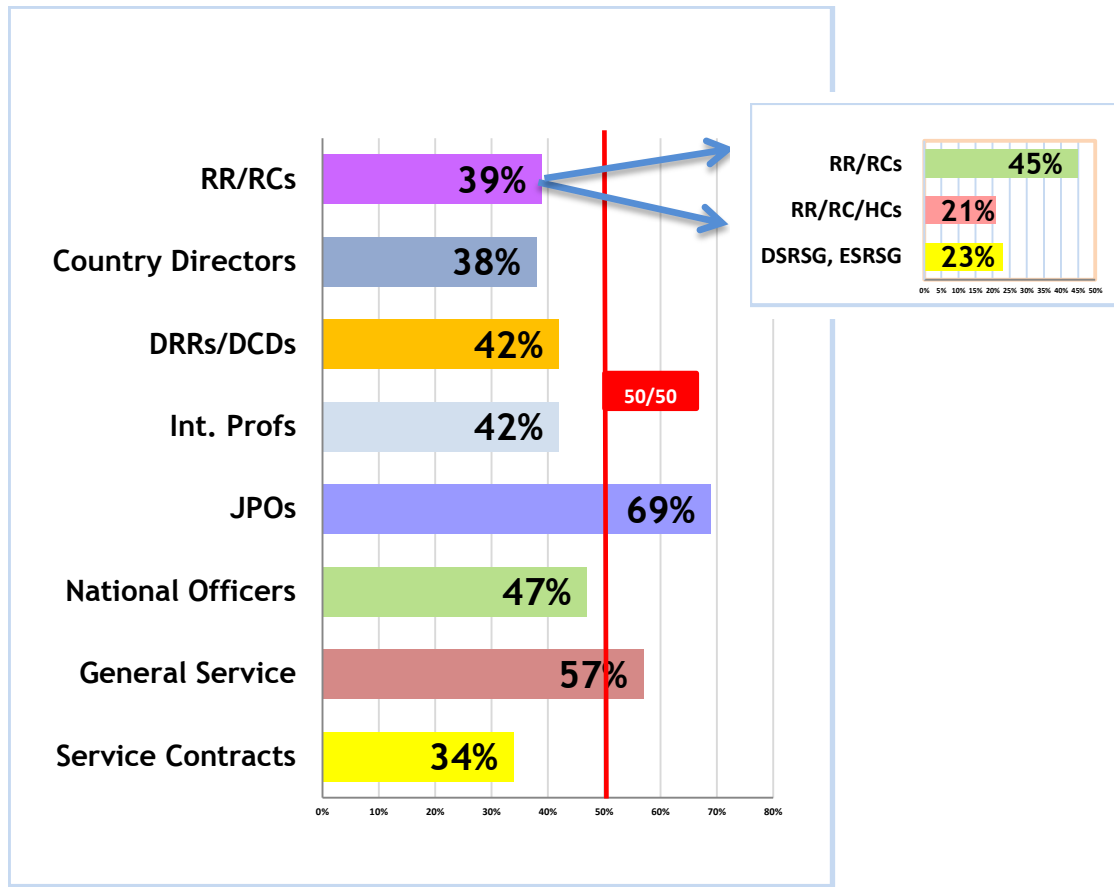


Table 17: Gender Parity Approach

