



Planet 50-50 by 2030
Step It Up for Gender Equality

6 September 2017

Dear Mr. Møller,

I write to thank you and the focal points of the United Nations Office at Geneva (UNOG) for your continued support of, and commitment towards the full implementation of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP).

For the past five years, the framework has propelled progress for gender mainstreaming across the United Nations system, as shown in the attached report of the Secretary-General on Gender Mainstreaming in the UN System (E/2017/57). This report presents the aggregated system-wide UN-SWAP 2016 reporting results by indicator. Furthermore, in the context of gender parity, we are pleased to draw your attention to UN Women's publication on the Status of Women in the United Nations System, (attached hereto and available at <http://www.unwomen.org/en/digital-library/publications/2016/12/status-of-women-in-the-united-nations-system>). A more comprehensive breakdown and analysis of system-wide progress on gender parity will be presented in this year's biennial report of the UN Secretary-General on the Improvement in the Status of Women in the United Nations System (A/72/220), to be published in September 2017.

This letter, and its annex starting on page 4, serves to provide an overview of UNOG's 2016 UN-SWAP reporting results, including a comparison with other Secretariat entities, and with the UN system as a whole. Additionally, detailed information on UNOG's progress towards gender parity, with trends and projections, has also been included.

With specific reference to the 2016 UN-SWAP reporting results of UNOG, permit me to make a few salient points:

Mr. Michael Møller
Director-General
United Nations Office at Geneva
Geneva

First, *UN Women congratulates UNOG in the highest terms for strengthening its contribution to gender equality and women's empowerment by developing and implementing a new Gender Policy.* We note with appreciation that the goal of the gender policy is to encourage all UNOG staff to become gender champions and to ensure accountability for translating this vision into action through, *inter alia*, the adoption of gender-SMART goals in the performance management system. We know from UN-SWAP reporting that gender policies constitute a key driver of institutional change and that entities with gender policies are, on average, "meeting" or "exceeding" requirements for double the number of indicators than those without. UN Women is pleased to have supported the development of this policy and looks forward to the monitoring and implementation of the resulting progress in the years to come.

Second, *we applaud UNOG for ensuring that its staff members benefit from quality capacity development on gender equality and women's empowerment.* In particular, UN Women is pleased to learn that all staff are required to complete mandatory training on professional ethics, and that senior managers are required to complete the "I Know Gender" e-learning module. We are heartened to learn that this course has been introduced as a mandatory training course in 2017 and that compliance therewith will be monitored and reported on. More than 18 000 staff of UN-SWAP reporting entities have completed this course to date. *In addition, we commend UNOG for working with two other Geneva-based entities to deliver leadership training to women at the P-2 to P-4 levels, and for rolling out an action learning programme for women during 2016.* We are confident that these initiatives will not only strengthen capacity development but will contribute to the overall advancement of gender equality and the empowerment of women at UNOG.

Third, *UN Women commends UNOG for its dedication to increase the representation of women at all levels.* We note with appreciation that UNOG continues its efforts to attain gender parity by participating in outreach activities to more women candidates and by regularly and proactively monitoring staff recruitment. *We encourage UNOG to aim for the attainment of parity at the decision-making levels of P-5 and above in particular,* where the representation of women remains low, at 27 per cent (P-5), 38 per cent (D-1) and zero (D-2). As you know, this would align with the pledge of the Secretary General, who has committed the UN system to reach gender parity at the most senior levels (USG/ASG) by the end of 2021, and across the system well before 2030.

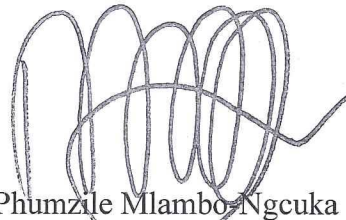
Fourth, and of the utmost importance, *UN Women takes this opportunity to recognize the continued dedication and leadership of Nicole Maguire, Lidiya Grigoreva and Sigrun Habermann-Box who have served the Office as ardent and effective gender champions.* Their commitment and contributions to UNOG's path to gender equality and women's empowerment is much appreciated. Gender equality cannot be achieved unless gender perspectives are mainstreamed into all work and institutional functions, and in this

regard, we congratulate UNOG on continuing its positive performance amongst Secretariat entities.

Finally, let me reiterate my appreciation for the continued partnership between UNOG and UN Women to accelerate gender equality within the UN system. With only a few months of UN-SWAP implementation remaining, I look forward to the continued partnership between UNOG and UN Women as we roll out the updated UN-SWAP (UN-SWAP 2.0) in January 2018, which builds on and refines existing indicators, and contextualizes the framework within the 2030 Agenda.

As in the past, Aparna Mehrotra and her team, who lead the UN-SWAP, remain available to strengthen and support this common endeavor for gender equality and the empowerment of women. They may be reached at Aparna.Mehrotra@unwomen.org.

Yours sincerely,

A handwritten signature in black ink, consisting of several overlapping loops and a trailing line, positioned above the printed name.

Phumzile Mlambo-~~Ngcuka~~
Under-Secretary-General and Executive Director

Analysis of UNOG's 2016 UN-SWAP report

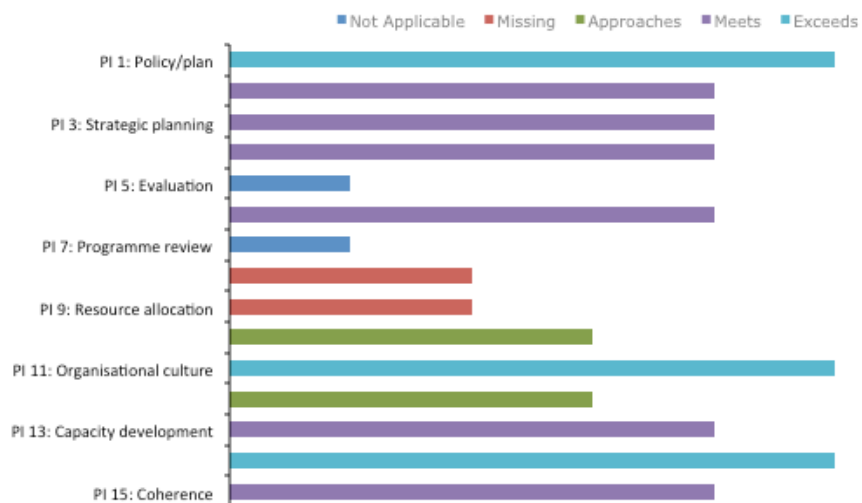
Breakdown of UNOG's ratings for all Performance Indicators

- UNOG's performance towards meeting UN-SWAP indicators in 2016 showcased significant progress, with 2 more indicators "exceeding" requirements than in 2015. Commendably, no indicators regressed since 2015.
 - PI 1: Policy/plan, advanced its rating from "approaches" to "exceeds" requirements;
 - PI 11: Organisational Culture, increased its rating from "meets" to "exceeds" requirements.
- UNOG currently "meets" or "exceeds" a commendable 9 out of 15 indicators, a 7 percentage point increase since last year, when it was "meeting" or "exceeding" requirements for 8 indicators.
- Since the inception of the UN-SWAP, UNOG has demonstrated increasing and impressive gains overall: in 2012, UNOG was only "meeting" requirements for 3 indicators and did not "exceed" requirements for any indicator. UNOG has since advanced to "meeting" requirements for 6 indicators and "exceeding" requirements for 3 indicators in 2016.
- To maintain the gains UNOG has made to date, and to meet all requirements of the UN-SWAP in its final year, UN Women encourages UNOG to focus on the following areas in which it is currently "missing" or "approaching" requirements, namely:
 - PI 8: Resource tracking
 - PI 9: Resource allocation
 - PI 10: Gender architecture and parity
 - PI 12: Capacity assessment
- In particular:
 - **PI 8 Resource Tracking:** Currently, 24 entities track resources for gender equality and the empowerment of women, including funds and programmes, entities with a technical focus, specialized entities, training and research institutes and UN Secretariat entities. UN Women has

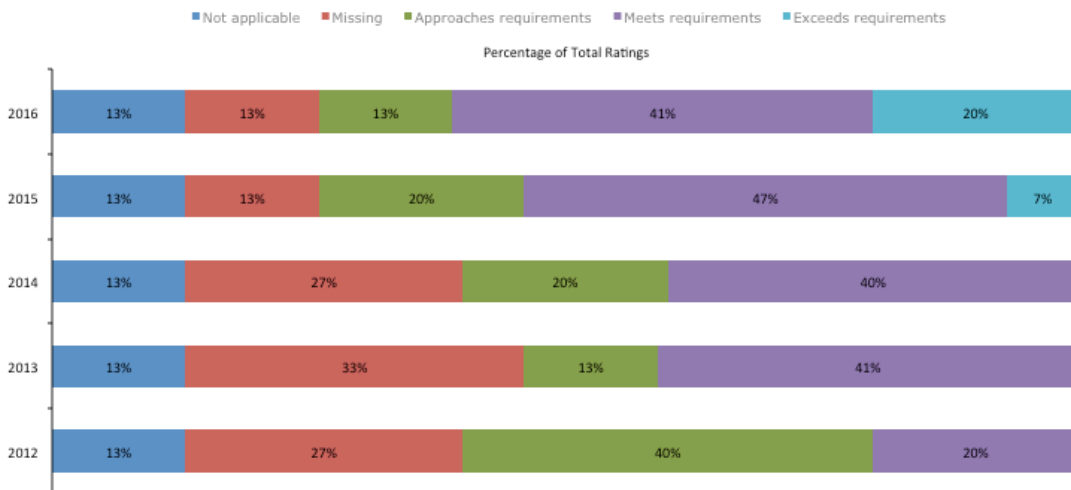
prepared capacity development resources available free of charge to the UN system. These include two e-modules on Gender Equality Markers within the “I Know Gender – How-To Series” and guidance notes for the development and implementation of the gender marker at both the corporate and UNCT level. Through the UN Finance and Budget Network, and resource permitting, UN Women is pleased to support entities in establishing gender markers.

- **PI 9 Resource Allocation:** Allocating and monitoring financial resources ensures the systemization and prioritization of gender equality work. UN Women encourages UNOG to make every effort to establish a financial benchmark for disbursements for gender equality and the empowerment of women. Good practices by UN system entities, including the establishment of a 15% resource allocation benchmark, are available on the UN-SWAP knowledge hub.
- **PI 10: Gender architecture and parity:** Senior leadership support and an inclusive organizational culture are critical to meeting the requirements for this indicator, which operationalizes the recommendation of the System-wide Task Force on Gender Parity promoted by the Secretary General.
- **PI 12 Capacity Assessment:** We appreciate UNOG’s commitment to conduct a capacity assessment through a staff survey and the use of other tools developed by UN Women in order to evaluate the gender-related knowledge and competencies of UNOG staff. Determining the baseline of UNOG’s staff capacity on gender equality and women’s empowerment is foundational to developing an entity-wide capacity development plan. Currently 31 entities have developed and administered gender responsive capacity assessments of staff. The generic capacity assessment tool developed by UN Women is available at <http://www.unwomen.org/en/digital-library/publications/2014/6/gender-equality-capacity-assessment-tool>.

UNOG (2016): Distribution of Entity's Rating by Performance Indicator



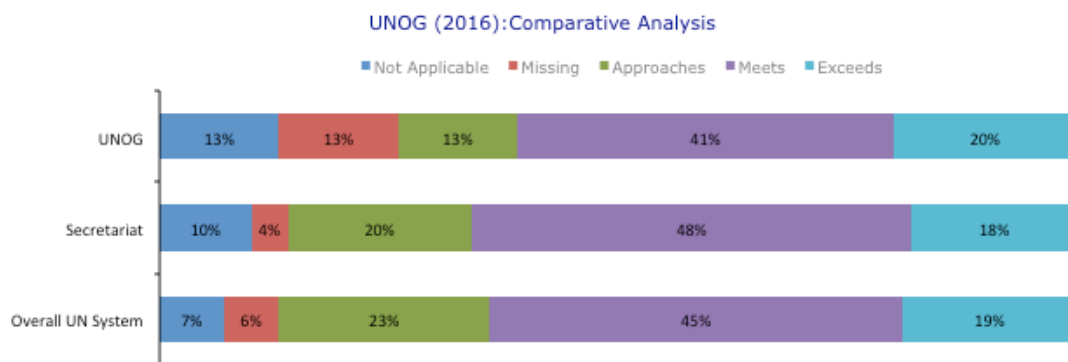
UNOG: Comparative Analysis of Ratings by Year



Comparative Analysis of UNOG's performance

- UNOG's UN-SWAP related progress has improved but is still slightly below average relative to the performance of the UN Secretariat and the overall UN System. UNOG "meets" or "exceeds" requirements for 61 per cent of indicators, while the UN Secretariat and the overall UN System "meet" or "exceed" them for 66 per cent and 64 per cent, respectively.

- However, UNOG “exceeds” requirements for more indicators (20 per cent) than the Secretariat entities (18 per cent), and the overall UN System (19 per cent).
- UNOG reports more “not applicable” indicators (13 per cent), than the UN Secretariat (10 per cent) and the overall UN System (7 per cent).
- In addition, UNOG reports 13 per cent of indicators as “missing” requirements, compared to 4 per cent of Secretariat entities, and 7 per cent for the overall UN System.



Performance in the area of gender parity

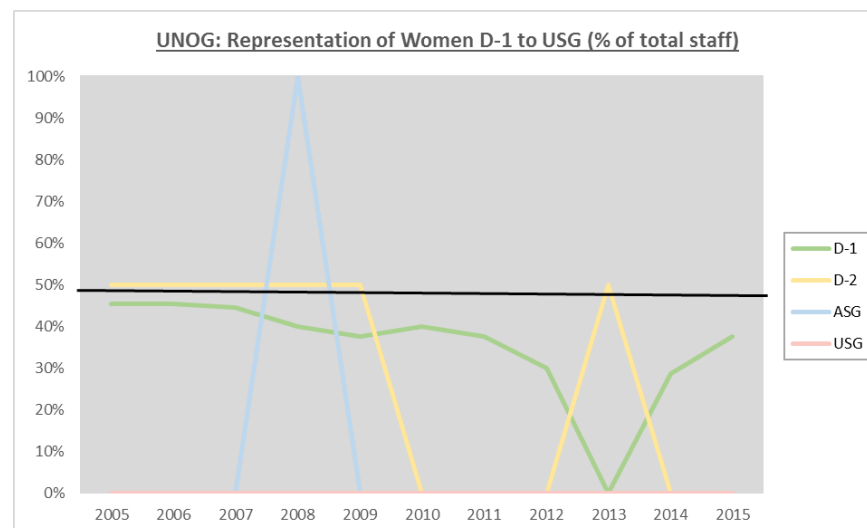
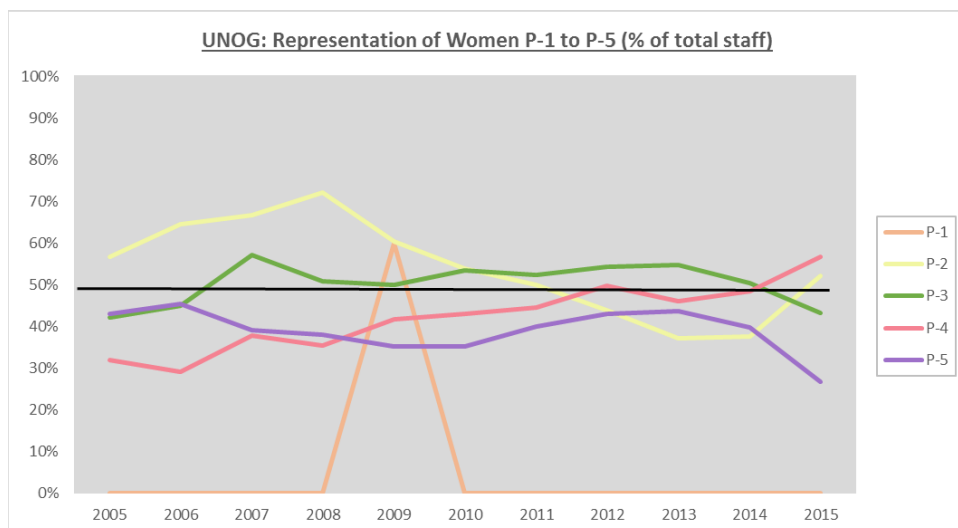
(The analysis below reflects on the most recent available CEB verified data from 31 December 2015 only)

- As of 31 December 2015, the overall representation of women at the Professional and above levels in UNOG stood at 45 per cent, a 1 percentage point decrease since 2014 and a 5 percentage point increase since 2005.
- This progress amounts to an average annual increment of 0.6 percentage points per annum between 2005 and 2015.
- In 2015, UNOG had attained parity at the P-2 and P-4 levels.
- *The P-2, P-4 and D-1 levels witnessed improvements in the representation of women between 2014 and 2015. In particular:*

- The P-2 level increased from 38 to 52 per cent in 2015, reattaining parity after regressing between 2012 and 2014.
- Similarly, the P-4 level attained parity by advancing from 48 per cent to 57 per cent by the end of 2015. Commendably, this is the highest representation of women achieved at this level since 2005.
- *The D-1 level has also advanced since 2014, increasing by a laudable 9 percentage points, from 29 to 38 per cent. However, this remains lower than in 2005, when this level stood at 45 per cent.*
- *In contrast, the P-3 and P-5 levels both witnessed declines in the representation of women since 2014:*
 - The P-3 level regressed from 50 to 43 per cent, dipping below parity for the first time since 2007.
 - The P-5 level regressed by a disconcerting 13 percentage points in 2015, from 40 per cent to 27 per cent. This is the lowest representation of women at this important level in a decade. *It may be recalled that the P-5 level serves as an important pool and pipeline for the attainment of parity at the highest levels within an organization.*
- *In addition, whereas parity had been attained and sustained at the D-2 level between 2005 and 2009, no women have been appointed at this senior decision-making level since 2010.*
- *Given the considerable gaps still remaining for the achievement of gender parity at all levels, concerted efforts are needed, in particular at the most senior levels in UNOG. It is noteworthy (as the trends shown below indicate) that without continued vigilance gains are easily lost and/or stagnation sets in.*

Attaining and sustaining progress in the equal representation of women requires a shift in culture and a strengthening of staff capacities to integrate gender equality throughout the organization and its work. Gender equality and the empowerment of women, for the United Nations, is a mandate on par with any other such as poverty alleviation or environmental protection. As such, sensitivity and a commitment to gender equality should form a core competency of all staff.

UNOG: Representation of Women (P-1 to UG) 2005 to 2015, on contracts of a year or more, at all locations



YEAR	P-1			P-2			P-3			P-4			P-5			D-1			D-2			ASG			USG			TOTAL			
	M	F	% F	M	F	% F	M	F	% F	M	F	% F	M	F	% F	M	F	% F	M	F	% F	M	F	% F	M	F	% F	M	F	TOTAL	% F
2005	0	0	0%	13	17	57%	73	53	42%	96	45	32%	32	24	43%	6	5	45%	1	1	50%	0	0	0%	1	0	0%	222	145	367	40%
2006	0	0	0%	11	20	65%	71	58	45%	93	38	29%	30	25	45%	6	5	45%	1	1	50%	0	0	0%	1	0	0%	213	147	360	41%
2007	0	0	0%	7	14	67%	40	53	57%	48	29	38%	25	16	39%	5	4	44%	1	1	50%	0	0	0%	2	0	0%	128	117	245	48%
2008	0	0	0%	7	18	72%	60	62	51%	90	49	35%	44	27	38%	6	4	40%	1	1	50%	0	1	100%	2	0	0%	210	162	372	44%
2009	2	3	60%	17	26	60%	63	63	50%	90	64	42%	46	25	35%	5	3	38%	1	1	50%	0	0	0%	2	0	0%	226	185	411	45%
2010	0	0	0%	18	21	54%	69	79	53%	82	62	43%	46	25	35%	6	4	40%	4	0	0%	0	0	0%	2	0	0%	227	191	418	46%
2011	0	0	0%	17	17	50%	70	77	52%	80	64	44%	39	26	40%	5	3	38%	2	0	0%	0	0	0%	2	0	0%	215	187	402	47%
2012	0	0	0%	18	14	44%	65	77	54%	79	78	50%	40	30	43%	7	3	30%	2	0	0%	0	0	0%	1	0	0%	212	202	414	49%
2013	0	0	0%	22	13	37%	69	83	55%	83	71	46%	40	31	44%	7	0	0%	2	2	50%	0	0	0%	0	0	0%	223	200	423	47%
2014	0	0	0%	25	15	38%	78	79	50%	80	75	48%	44	29	40%	5	2	29%	3	0	0%	0	0	0%	1	0	0%	236	200	436	46%
2015	0	0	0%	12	13	52%	29	22	43%	16	21	57%	11	4	27%	5	3	38%	2	0	0%	0	0	0%	1	0	0%	76	63	139	45%

Source: CEB HR Report (2005-2014), OHRM (2015). Prepared by the Focal Point for Women, UN System Coordination Division.

TRENDS and PROJECTIONS for Gender Parity: UNOG

Representation of women as of 31 December 2005 and 31 December 2015, on contracts of a year or more, at all locations

Representation of women: Trends for 31 December 2005– 31 December 2015

	P-1		P-2		P-3		P-4		P-5		D-1		D-2		ASG		USG		Total		
	2005	2015	2005	2015	2005	2015	2005	2015	2005	2015	2005	2015	2005	2015	2005	2015	2005	2015	2005	2015	
Representation of women (% of total staff)	0.0	0.0	56.7	52.0	42.1	43.1	31.9	56.8	42.9	26.7	45.5	37.5	50.0	0.0	0.0	0.0	0.0	0.0	0.0	39.5	45.3
Change in Representation of women (% points)	0.0		-4.7		1.1		24.8		-16.2		-8.0		-50.0		0.0		0.0		5.8		
Average annual increment (% points)	0.0		-0.5		0.1		2.5		-1.6		-0.8		-5.0		0.0		0.0		0.6		

Projections for reaching gender parity at current average annual increment (31 December 2005 – 31 December 2015)

	P-1	P-2	P-3	P-4	P-5	D-1	D-2	ASG	USG	Total
Year at which gender parity will be reached	N/A	Attained	2079	Attained	Never	Never	Never	N/A	Never	2023
Number of years to reach parity	N/A	Attained	64	Attained	Never	Never	Never	N/A	Never	8

Average annual increment required to achieve 50/50 gender balance by 2021* (% points)

P-1	P-2	P-3	P-4	P-5	D-1	D-2	ASG	USG	Total
N/A	Attained	1.1	Attained	3.9	2.1	8.3	N/A	8.3	0.8

If a year is not provided, projections for gender parity are as follows:

"Attained" = A representation of women of 50% or higher

"Never" = Grade has a negative average annual increment or no growth

"N/A" = "Not Applicable", i.e. no staff, male or female, are present at grade

*2021 marks the end of Secretary-General Antonio Guterres' first term.

Source: OHRM, Prepared by the Focal Point for Women, UN System Coordination Division. (Note: Allow for 0.1 discrepancies due to rounding) Website: <http://www.unwomen.org/en/how-we-work/un-system-coordination/women-in-the-united-nations/current-status-of-women>