REPORT ON THE STATUS OF WOMEN **IN THE UNITED NATIONS OFFICE IN NAIROBI**

Acknowledgements

Foreword

The 2017 Status of Women in the UN Duty Station in Nairobi report was commissioned by UN Women's Regional Office for East and Southern Africa (UN Women ESARO) in February 2018 at the request of the Network of Women Leaders in the UN Nairobi Duty Station to inform efforts to support the realisation of the System-wide Strategy on Gender Parity which was launched by the UN Secretary-General António Guterres on 13 September 2017.

A number of commitments have been made, prior to this strategy, to advance the representation of women within the UN. The first of these was articulated in UN General Assembly Resolution A/RES/25/2715 of 15 December 1970 which urged the UN (including its special bodies and all intergovernmental agencies in the UN system of organizations) to: *"take or continue to take appropriate measures to ensure equal opportunities for the employment of qualified women in senior and other professional positions"*. Subsequent to this, UN Resolutions have been passed, seeking to operationalise the goal set in 1970.[i] In 1995 however, pursuant to the adoption of the Beijing Declaration and Platform for Action, for the first time set out the goal of 50:50 gender balance in the UN at all levels for managerial and decision-making positions by the year 2000, vide UN General Assembly Resolution 50/164. Yet, by December 2015 (15 years after the deadline for the realisation of this commitment), per the 2016 UN Women report on the "Status of Women in the United Nations System"[ii] this goal is yet to be achieved, with notable parity gaps among those in ungraded posts of all levels above D-2, those at D-1 to D-2 levels and P-6/P-7 to P-4 levels, for international professional and higher staff categories. The largest gaps between women and men among national professional staff categories were among those at NOD to NOB levels.

In taking his oath of office, the UN Secretary-General made a commitment to reach parity at senior leadership levels including Under-Secretary-Generals (USGs), Assistant Secretary-Generals (ASGs), Special Representatives to the Secretary-General, (SRSG) and Special Envoys by the end of his mandate. This goal was in fact reached in January 2018 when for the first time in the history of the UN, women constitute 50 per cent of the senior leadership of the organization.

The system-wide strategy is intended to facilitate the attainment of this commitment, across the UN system and provides a roadmap to enable UN entities to reach parity at the senior levels of leadership by 2021, and ultimately in 2028 across the UN system. In terms of the imperative for the realisation of this goal, the strategy highlights two realities. The first is that this goal is now almost two decades old. Secondly, for the UN, within the framework of the Agenda 2030 and the Sustainable Development Goals (SDGs), the attainment of this goal is critical to its credibility as a standard bearer. With regards to the former issue, during consultations with UN staff and management the concern was raised that such efforts "should not weaken the quality of staffing". However, as stated in the strategy, the assumption that the recruitment and promotion of women would somehow lessen standards rather than raise them, is refuted by evidence. Upon marking the first anniversary of the strategy on 14 September 2018, the Secretary-General stated that: "We must be clear that these efforts are not about shifting the rules of our Organization to accommodate half our population. It is in fact about changing the rules so that they no longer only suit half our staff."

In commissioning this report, it is the hope of the Network of Women Leaders in the UN Nairobi Duty station that the findings shall be taken on-board by all entities resident in Nairobi and provide a benchmark for setting targets for themselves towards the realisation of gender parity. It is also hoped that through the report, individual entities will be able to identify areas of focus and opportunities for cross-learning and collaboration to support their efforts. In speaking to the system-wide strategy, the Secretary-General, stated that "*this goal is not just about numbers, but about transforming our institutional culture so that we can access and capitalize on our full potential. It is about creating a working environment that embraces equality, eradicates bias and is inclusive of all staff."[iii]* It is the Network's hope that this report will contribute substantially to the realisation of this vision.

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Acronyms

CSW	Commission on the Status of Women
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
ECTAD	Emergency Centre for Transboundary Animal Diseases, Eastern Africa Office[iv]
FAO Kenya	Food and Agriculture Organization Kenya Country Office
FAO Somalia	Food and Agriculture Organisation Somalia
GEF/SGP	Global Environment Facility/Small Grants Programme
GEWE	Gender Equality and Women's Empowerment
GFP	Gender Focal Point
HR	Human Resources
ICAO ROESA	International Civil Aviation Organisation East and Southern Africa Office
ILO Somalia	International Labour Organisation Somalia
IOM RO	International Organisation for Migration Regional Office
IMO	International Maritime Organisation
OHCHR	Office of the High Commission for Human Rights
OIOS IAD	Office of Internal Audit Services Internal Audit Division
OIOS ID	Office of Internal Oversight Services Investigations Division
OSESG	Office of the Special Envoy of the Secretary-General for the Great Lakes Region
QCPR	Quadrennial Comprehensive Policy Review
SG	Secretary-General
UN	United Nations
UNAIDS Kenya	Joint United Nations Programme on HIV/AIDS Kenya Country Office
UNDP KCO	United Nations Development Programme Kenya Country Office
UNDT	United Nations Dispute Tribunal
UN DSS Kenya	United Nations Department of Safety and Security Kenya
UN DSS Somalia	United Nations Department of Safety and Security Somalia
UNESCO ROEA	United Nations Educational, Scientific and Cultural Organisation Regional Office for Eastern Africa
UN Environment	United Nations Environment Programme
UN HABITAT	United Nations Human Settlements Programme
UNHCR Kenya	Office of the United Nations High Commissioner for Refugees Kenya

UNHCR Somalia	Office of the United Nations High Commissioner for Refugees Somalia
UNICEF KCO	United Nations Children's Fund Kenya Country Office
UNICEF ESARO	United Nations Children's Fund, Eastern and South Africa Regional Office
UNICEF Somalia	United Nations Children's Fund Somalia
UNICIRI	United Nations Interregional Crime and Justice Research Institute
UNIDO KCO	United Nations Industrial Development Organization Kenya Country Office
UNFPA KCO	United Nations Population Fund Kenya Country Office
UNISDR	United Nations Office for Disaster Risk Reduction
UNOCHA ROSEA	United Nations Office for the Coordination of Humanitarian Affairs Regional Office for Southern and Eastern Africa
UNOCHA Somalia	United Nations Office for the Coordination of Humanitarian Affairs Somalia
UNODC ROEA	United Nations Office on Drugs and Crime Regional Office for Eastern Africa
UNON	United Nations Office in Nairobi
UNOPS	United Nations Office for Project Services (East Africa Hub)
UNRCO Kenya	United Nations Resident Coordinator's Office Kenya
UNREDD	United Nations Reducing Emissions from Deforestation and Forest Degradation Programme
USG	Under-Secretary-General
UNSOM	United Nations Assistance Mission in Somalia
UNSOS	United Nations Support Office for Somalia
UN Women ESARO	United Nations Entity for Gender Equality and Empowerment of Women, East and Southern Africa Regional Office
UN Women KCO	United Nations Entity for Gender Equality and Empowerment of Women Kenya Country Office
UNV Kenya	United Nations Volunteers Kenya Field Office
WHO Kenya	World Health Organisation Kenya Country Office
WHO Security	World Health Organisation Security
WFP RBN	World Food Programme Regional Bureau Nairobi
WFP Somalia	World Food Programme Somalia
WMO ESA	World Metrological Organisation East and Southern Africa

Entities covered in this report

ECTAD	Emergency Centre for Transboundary Animal Diseases Eastern Africa Office
FAO Kenya	Food and Agriculture Organisation Kenya Country Office
FAO Regional Office	Food and Agriculture Organisation Regional Office
FAO Somalia	Food and Agriculture Organisation Somalia Office
GEF/SGP	Global Environment Facility/Small Grants Programme
ICAO	International Civil Aviation Organisation East and Southern Africa Office
ILO Somalia	International Labour Organisation Somalia
IOM RO	International Organisation for Migration Regional Office
IMO	International Maritime Organisation
OHCHR	Office of the High Commission for Human Rights
OIOS IAD	Office of Internal Oversight Services Internal Audit Division
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OSESG	Office of the Special Envoy of the Secretary -General for the Great Lakes Region
UNAIDS Kenya	Joint United Nations Programme on HIV/AIDS Kenya Country Office
UNDP KCO	United Nations Development Programme Kenya Country Office
UNDT	United Nations Dispute Tribunal
UN DSS Kenya	United Nations Department of Safety and Security Kenya
UN DSS Somalia	United Nations Department of Safety and Security Somalia
UNESCO ROEA	United Nations Educational, Scientific and Cultural Organisation Regional Office for Eastern Africa
UN Environment	United Nations Environment Programme
UN HABITAT	United Nations Human Settlements Programme
UNHCR Kenya	Office of the United Nations High Commissioner for Refugees Kenya
UNHCR RSC	Office of the United Nations High Commissioner for Refugees Regional Service Centre
UNHCR Somalia	Office of the United Nations High Commissioner for Refugees Somalia
UNICEF KCO	United Nations Children's Fund Kenya Country Office

UNICEF ESARO	United Nations Children's Fund Regional Office for Eastern and Southern Africa
UNICEF Somalia	United Nations Children's Fund Somalia
UNICIRI	United Nations Interregional Crime and Justice Research Institute
UNIDO KCO	United Nations Industrial Development Organization Kenya Country Office
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UNRCO Kenya	United Nations Resident Coordinator's Office Kenya
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WHO Security	World Health Organisation Security
WFP RBN	World Food Programme Regional Bureau Nairobi
WFP Somalia	World Food Programme Somalia
WMO ESA	World Metrological Organisation East and Southern Africa

INTRODUCTION

Highlight of Key Findings

Current trends indicate that Nairobi Duty Station is unlikely to attain gender parity by 2021 with a variance of 12 percentage points between male and female staff.

In 2017, ten entities attained gender parity or were found to be close to attaining the same as per the system-wide strategy.

Based on the overall picture, targeted efforts to advance women's representation are required across majority of staff categories.

P4 remains the 'glass ceiling' for women in international positions with significantly better performance in more senior-level positions in the general services.

To attain gender parity sooner, Special Measures must be employed by respective entities by creating an enabling environment.

Unconscious biases must be addressed and concerted efforts made towards identifying women through enhanced transparency in hiring procedures.

Background Information

The UN's commitment to gender equality is articulated in a number of critical legislative and institutional frameworks developed since the founding of the United Nations (UN) in 1945. These frameworks include the Charter of the United Nations (1945), the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) (1979), various Resolutions of the General Assembly, the Beijing Declaration and Platform for Action (1995), and the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (2015) most recently.

Prior to 1995, the UN General Assembly had adopted a number of resolutions targeting the increased representation of women within the UN system, which took an incremental approach and targeted progress in specific professional staff categories. However, among the areas of concern highlighted within the Beijing Declaration in 1995, the document referred to the under-representation of women in decision-making levels within the UN Secretariat and the specialized agencies. Pursuant to this, Paragraph 193 of the Platform for Action called upon the UN to take certain strategic actions "in order to achieve overall gender equality, particularly at the Professional level and above, by the year 2000, with due regard to the importance of recruiting staff on as wide a geographical basis as possible and in line with Article 101 of the UN Charter". Following this, the UN General Assembly adopted a resolution to have women hold 50 per cent of managerial and decision-making positions by the year 2000[v].

Today the goal of 50:50 gender parity applies to all categories of UN staff posts within the UN system. But, progress towards these targets has been slow and uneven, across the UN system. The adoption of the Agenda 2030 in September 2015 can, however, be described as having constituted a critical milestone in efforts to advance accountability towards the advancement of gender equality and the empowerment of women (GEWE) globally - and within the UN system. In addition to the inclusion of a stand-alone Sustainable Development Goal (SDG) on gender equality i.e. SDG 5 which aims to "ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life", eleven of the other 17 SDGs also contain gender-related targets, thereby providing a stronger, more integrated imperative for the global community to frame its efforts to address GEWE– within broader development initiatives. In line with this, the Quadrennial Comprehensive Policy Review (QCPR) (2016-2020), called for all entities of the UN to promote GEWE by enhancing gender mainstreaming, through the full implementation of the System-wide Action Plan on GEWE as well as the UN Country Team

performance indicators for GEWE, in particular with regard to gender-responsive performance management and strategic planning, the collection and use of sex-disaggregated data, reporting and resource tracking, to assist in mainstreaming gender equality in the preparation of the United Nations Development Assistance Framework, or equivalent planning framework.

In terms of the representation of women in leadership, UN Member states stressed the need to ensure equal and fair distribution based on gender balance and on as wide a geographical basis as possible". Paragraph 73 of the QCPR (2016-2020) calls upon UN entities to continue efforts "to achieve gender balance in appointments within the United Nations system at the global, regional and country levels for positions that affect operational activities for development, including appointments to resident coordinator and other high-level posts, with due regard to the representation of women from programme countries, in particular developing countries, while keeping in mind the principle of equitable geographic representation".

To facilitate the realization of this goal, in January 2017, a System-Wide Task Force was convened to develop a strategy comprising almost 40 UN entities. This Task Force developed a road map structured around targets and accountability, special measures, field and mission settings, senior appointments and an enabling environment in consultation with key stakeholders[vi]. The Task Force recommended a 2026[vii] target for the system as a whole. The Task Force also recommended that entities that are already on track be ambitious and aim to achieve parity by 2021 or as soon as possible thereafter. The Task Force finalised the strategy following feedback provided, and the system-wide strategy on gender parity was launched by the Secretary-General on 13 September 2017. The strategy provides a roadmap to enable UN entities to reach this goal, setting out targets and accountabilities; special measures; guidance on promoting an enabling environment; senior appointments; and mission settings – with recommended actions. These are supposed to inform the revision or creation of entity-specific plans, that are grounded in the specific contexts, challenges and starting points for each entity.

In the first phase, the targets apply only to international staff (i.e. P1 level and above)[viii]. However, monitoring of data should from the onset include general and national professional staff, and temporary appointments. In the case of temporary appointments, it was considered important for entities to document and include data on the same to better understand whether they are being used more by women or men, and the reasons for the same. The strategy does not, however, cover uniformed personnel, as this category is regulated by a different system than staff.

UN Women staff interact with community members

Parameters of the report

This report on the Status of Women in the UN Nairobi Duty Station was commissioned in 2018 by UN Women's Regional Office for East and Southern Africa (UN Women ESARO) on behalf of the Network of Women Leaders in the UN Nairobi Duty Station. The report is based on data and information covering 2017 records. The Network of Women Leaders was established in 2013 to bring together senior women leaders committed to the promotion of GEWE within the UN Duty Station in Nairobi, in recognition of the challenges many women face in their efforts to advance their careers. Since its establishment, the Network has been co-chaired by the Under-Secretary-General (USG) and Director General (DG) of the UN Nairobi Duty Station, and the Regional Director (RD) for UN Women ESARO. UN Women ESARO also serves as the Network's Secretariat. In line with its mandate to support the implementation of this strategy, the Network requested UN Women ESARO to commission this report to inform their efforts.

In terms of parameters, this report would be informed by the UN Women report titled "Status of Women in the United Nations System" published in 2016 which focusses on staff.[ix] The objectives of the report are:

i)   To determine the rates of representation of women among national and international staff (respectively) i.e. professional and general services categories for entities (agencies/funds/programs) resident in the UN Nairobi Duty Station including field-based staff[x];

ii) Identify individual entities' organisational arrangements to support the realisation of the gender parity agenda including a conducive organisational culture which is facilitative of the advancement of women and good practices in promoting gender parity which can be adopted and/or replicated.

Methodology

Data collection for this report was undertaken using two approaches. Firstly, UN entities were requested to provide quantitative data on their national and international staff, disaggregated by sex and different staff levels (general and professional staff categories). A total of 46 out of 60 UN entities targeted, provided data for this part of the report between March and April 2018 (analysed data was for 2017). UN entities were requested to fill in an online questionnaire with 25 questions which aimed to collect data on individual UN entities' organisational policies and/or programs or interventions undertaken to facilitate the increased recruitment, retention and career progression of women including from general to professional categories. Additionally, the questionnaire also requested individual entities to indicate if they had received reports of incidences of sexual harassment. 30 entities responded to the questionnaire. The preliminary data was processed, and the findings were presented at a Town Hall meeting presided over by the Network of Women Leaders on 8 March 2018, International Women's Day.

The second phase of data collection entailed follow up key informant interviews which targeted senior HR and Senior Gender Advisors and/or Gender Focal Point (GFPs). Sampling for these follow up qualitative interviews was informed by results of the data collected in the first phase, the goal being to identify good practices. Ten entities were targeted in these follow-up semi-structured interviews and a total of 17 interviewees participated in this.

Report Overview

The first part of this report showcased the findings of the quantitative data provided by the 46 UN entities that contributed data for this report and covering 2017 period. Data was collected for general, international and national staff i.e. personnel on fixed-term, continuous or permanent/indefinite appointments.

The second and third parts of the report focus on selections, appointments, career advancements and separations. This section also looks at facilitative policies and strategies adopted by different entities to promote an inclusive organisational culture. Anti-harassment and anti-discrimination policies are also discussed. The report ends with a section that puts forward recommendations for entities located in the UN Duty Station in Nairobi.

PART 01

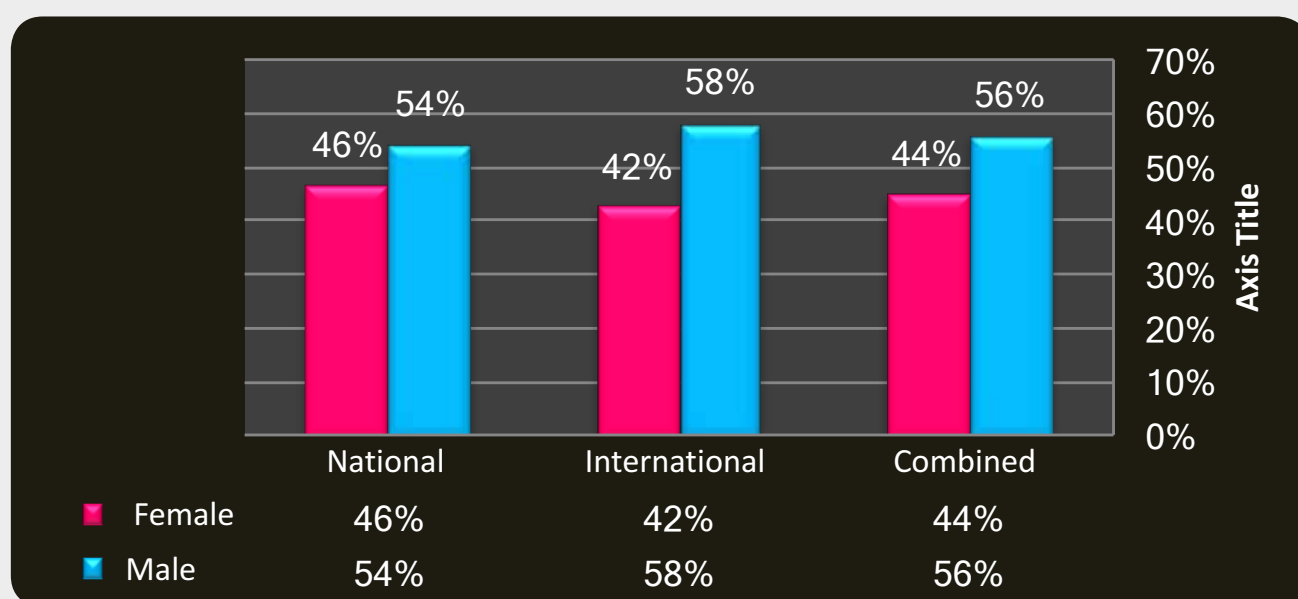**REPRESENTATION OF WOMEN IN
THE UN DUTY STATION IN NAIROBI**

Women's representation within the UN Nairobi Duty Station in 2017

In 2017, women represented 44 per cent of all staff in the UN Nairobi Duty Station, compared to men at 56 per cent, as provided in Figure 1 below. Of women's representation among international staff, this was found to be 42 per cent relative to men at 58 per cent, representing a difference of 16 per cent. Among national and general staff, the difference was lower, women represented 46 per cent compared to men who made up 54 per cent of the same i.e. a difference of 9 percentage points.

Figure 1: The global picture on gender parity for entities located in the UN Nairobi Duty Station

	National	International	Combined
Female	46%	42%	44%
Male	54%	58%	56%

Women's representation by different staff categories in 2017

The overall picture in 2017 across the different staff categories, showed that there is need for targeted efforts to advance women's representation across the majority of the staff categories. Men were more strongly represented in more senior level general and national professional staff categories, relative to women in international professional staff categories. Among international staff, as provided in Figure 2 below, in 2018 women represented 47 per cent of those at P-1 and P-2 level (combined), and 48 per cent of those at P-3 level. However, there was a notable decline i.e. an 11 per cent drop in the representation of women in higher professional categories i.e. to 39 per cent at P-4 level and 34 per cent at P-5 level. This pattern continued up to D-1 level with women's representation dropping to 33 per cent. Better performance was noted among women at D-2 level i.e. 41 per cent. The data also captures ungraded posts i.e. posts above D-2 level, including Assistant Secretary-General (ASG), Director-General (DG), Deputy Director-General, Assistant Director-General, and Under-Secretary-General (USG) within the UN Nairobi Duty Station. However, recruitments at this level are carried out through the Executive Office of the Secretary-General.

Figure 2: International staff by level, 2017

International Staff Representation by Level

	P1-P2	P3	P4	P5	D1	D2	ASG	USG
■ Male	53%	52%	61%	66%	67%	59%	71%	67%
■ Female	47%	48%	39%	34%	33%	41%	29%	33%

■ Male ■ Female
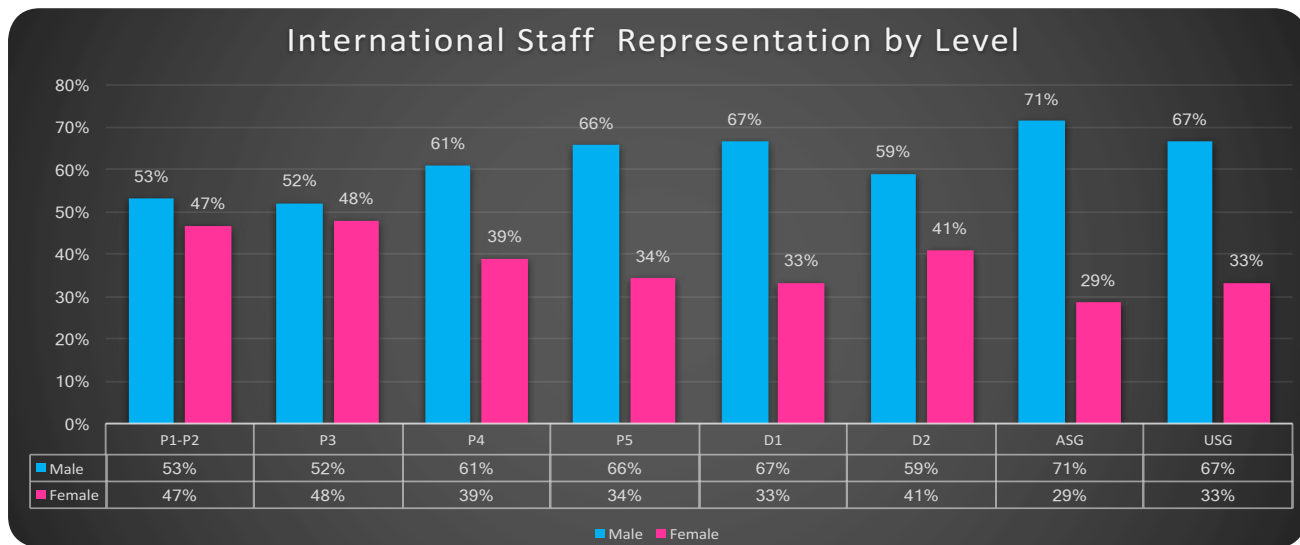
Women's representation by different staff categories in 2017- General and national professional staff

In terms of women's representation in the general and national professional staff categories, *Figure 3* provides the findings based on the data that was provided. Women at G1 –G4 levels (combined) represented 31 per cent of staff at this level. However, the situation was found to be reversed in higher general staff categories, with a significant increase in women's representation noted at G5-level to 57 per cent, 60 per cent at G-6 level and 59 per cent at G-7 level. Therefore, women were found to have performed significantly better in more senior-level positions in the general services.

Figure 3: General and national professional staff categories by level, 2017

National Staff Representation by Level

	G1-G4	G5	G6	G7	NOA-NOB	NOC	NOD
■ Male	69%	43%	40%	41%	65%	54%	42%
■ Female	31%	57%	60%	59%	35%	46%	58%

■ Male ■ Female
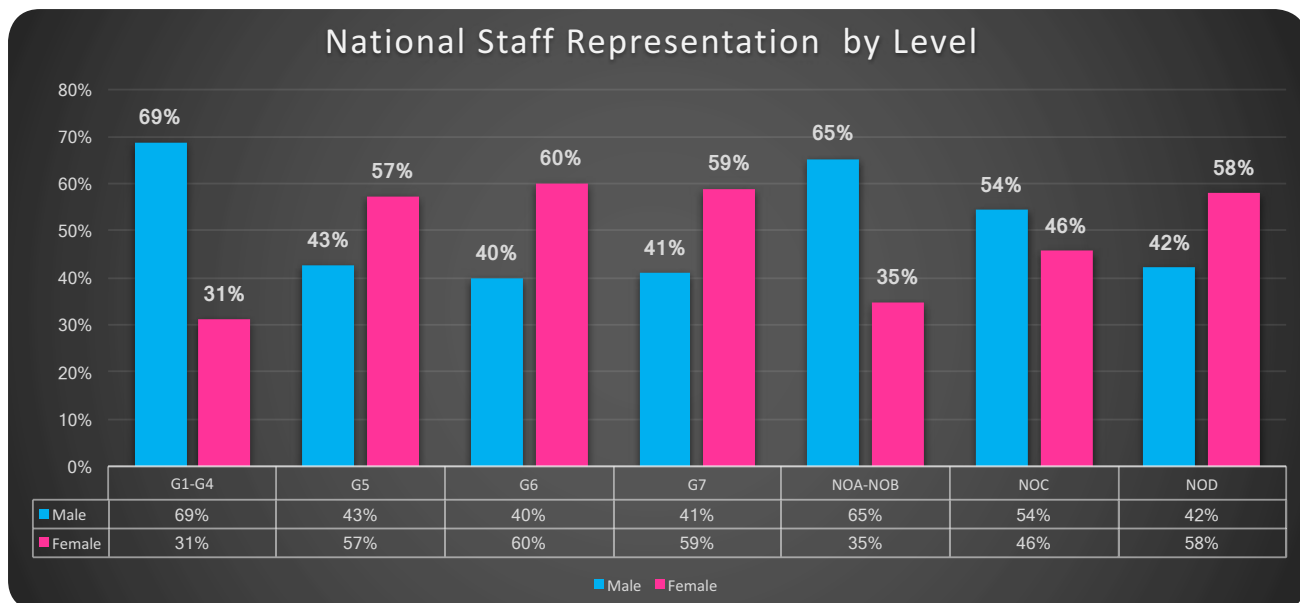
However, there was a substantial drop in female representation between G-7 level and NOA to NOB levels i.e. a drop of 14 per cent, as among national professional staff categories, women represented 35 per cent of those at NOA to NOB levels (combined). There was a notable increase in the representation of women at NOC level to 46 per cent- relative to men at 54 percent, and at NOD level with women representing 58 per cent of staff in this category, as shown in Figure 3.

Women's representation in Nairobi, relative to the field in Kenya in 2017

On women's representation in Nairobi relative to field stations outside of Nairobi among general and national professional staff, the study found that women surpassed their male colleagues by six percentage i.e. at 54 per cent, relative to 46 per cent for male staff. However, in the field, women represented only 34 per cent of staff, relative to men at 66 per cent, per Figure 4 below.

Figure 4: Nairobi and field-based general and national professional staff, 2017

Nairobi and Field Based Staff

- Males Nairobi
- Males Field
- Females Nairobi
- Females Field

34%, 372, 46%, 803, 926, 54%, 710, 66%
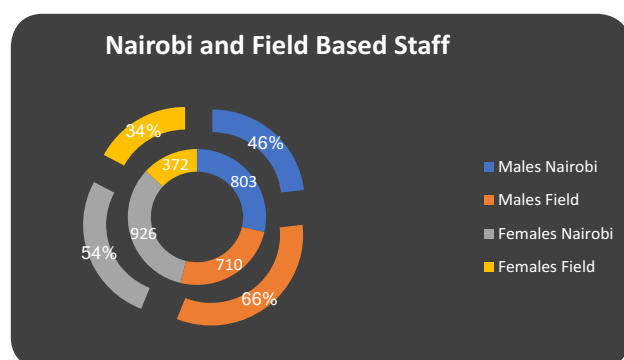
The variance between Nairobi-based women international staff relative to their male colleagues was found to be slightly lower, in comparison to their national counterparts. Women's representation among international staff in Nairobi was 49 per cent, relative to men at 51 per cent. The situation of women international staff in the field was found to be slightly better than that of their national counterparts with male representation among international field staff at 64 per cent relative to women at 36 per cent.
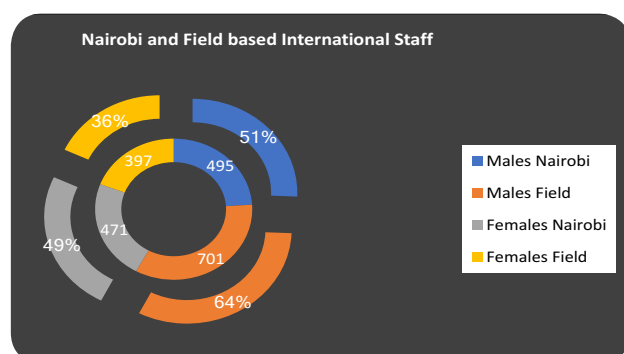
Figure 5: Nairobi and field-based international staff, 2017

Nairobi and Field based International Staff

- Males Nairobi
- Males Field
- Females Nairobi
- Females Field

36%, 397, 51%, 495, 471, 49%, 701, 64%

Overall, however, the findings show women to be significantly less represented in field stations. Several factors have been attributed to the disparities. For example, few field operations are gender sensitive in their design including in the placement of sanitation points, lighting, availability of medical services including gynaecological facilities and other similar issues.[xi] To narrow the variance and address current disparities, strategies should be put in place to ensure an enabling environment in field stations for women staff. This will not only significantly address overall numbers, but it will also ensure that the UN has a more representative and therefore credible face with the populations it serves in the field.[xii] Key interviewees also recommended action by individual entities to address unconscious biases, as well as concerted efforts in identifying women and enhanced transparency in hiring procedures.

Progress towards gender parity by individual entities in 2017

According to the system-wide strategy, the target for gender parity will be set for each level of each Secretariat Department and UN entity. The goal is a 50:50 gender equality planet, for the purposes of the strategy, parity is considered to be within the 47-53 per cent range. Entities have been encouraged to be ambitious, and for those that are already on track, to aim to achieve the goal of parity by 2021, but for the system as a whole the system-wide target is 2026 (2028 for those who are significantly behind). To support system-wide monitoring and reporting, a public website will be developed in which entities will upload information on "current demographics, targets and progress made at each level". System-wide monitoring will not be geographically disaggregated but entities are encouraged to independently disaggregate by location, to enable them to collect information that can support tailored interventions to address contextual challenges.

Table 1 below provides the data from the 46 entities that contributed to this report. Based on the same, ten entities were found to have attained parity or to be close to attaining the same as per the system-wide strategy. Conversely, 18 entities had a women's representation rate of 44 per cent and below relative to another 18 entities which had a women's representation rate of above 53 per

cent. Three of these i.e. IOM Regional Office (IOM RO), UNFPA Kenya Country Office (UNFPA-KCO), UNICEF Somalia and World Food Program-Regional Bureau Nairobi (WFP-RBN) had a women's representation rate of between 54 -55 per cent. It is important to note that these being aggregate percentages, they do not speak to how well the different entities performed in terms of women's representation in mid and senior level positions.

Table 1: Representation of women to men (%) in 2017

(Above 53%)	(50%-53%)	(50%/50%)	(45% - 49%)	(44%-31%)	(Below 30%)
UNISDR	UN HABITAT	UN DSS Kenya	UNICEF KCO	UN DSS Somalia	UNSOS
UNOCHA Somalia	UN Women ESARO	UNRCO Kenya	UNESCO ROEA	UNDP Kenya	UNHCR Somalia
UNICIRI	UNOCHA ROSEA	UNON	UNHCR RSC	WHO Kenya	ICAO ROESA
UN Women KCO		OIOS IAD		UNSOM	OIOS ID
UN Environment				OSESG	WFP Somalia
WFP - RBN				UNHCR Kenya	UNIDO Kenya
UNICEF ESARO				FAO Kenya (incl. ECTAD)	FAO Somalia
UNICEF Somalia				WMO ROSEA	UNOPS
IOM RO				ILO Somalia	WHO Security
UNAIDS KCO					
IMO					
UNDOC ROEA					
GEF/SGP					
UNDT					
UNDREDD					
UNV					
OHCHR					
UNFPA-KCO					
18	**3**	**4**	**3**	**9**	**9**

PART 02

**SELECTION, APPOINTMENTS, CAREER ADVANCEMENT AND SEPARATIONS**

An online questionnaire was distributed, as part of the data collection process for this report, to collect information on efforts being undertaken by individual UN entities including organisational policies and/ or programs or interventions undertaken to facilitate the increased recruitment, retention and career progression of women (including from general to professional staff categories). The questionnaire also asked individual UN entities to indicate the kinds of organisational arrangements they have in place to support the design, implementation and/or monitoring of GEWE policies and practices including a conducive organisational culture that is facilitative of the advancement of women rights. Accordingly, 30 entities responded to this questionnaire and below are the findings of the same.

Staff selection

Per the responses received, individual entities are employing different approaches to encourage more women applicants to apply for advertised positions.

Almost all entities indicated that they made efforts to target women applicants for advertised vacancies. Three out of the 30 respondents selected "not applicable" response rather than indicating that they employ 'other' methods of outreach. The most common approach indicated by 25 of the 30 entities was to include in the job advertisements statements encouraging qualified women to apply (per Figure 6). Another approach indicated by two entities was to feature women and/or gender balance on their website images. Respondents suggested other ways in which such efforts can be enhanced. For example, outreach could target professional associations and academia among other institutions. Additionally, entities can invest in building the capacities of qualified women, to enable them to successfully compete for opportunities as they arise. While recognising that different entities may have specific requirements based on their respective mandates, the system-wide strategy recommends that entities collaborate in the creation and sharing databases of qualified women.

Figure 6: Approaches taken to target women applicants

Which methods does your entity employ to target women for vacancy announcements?
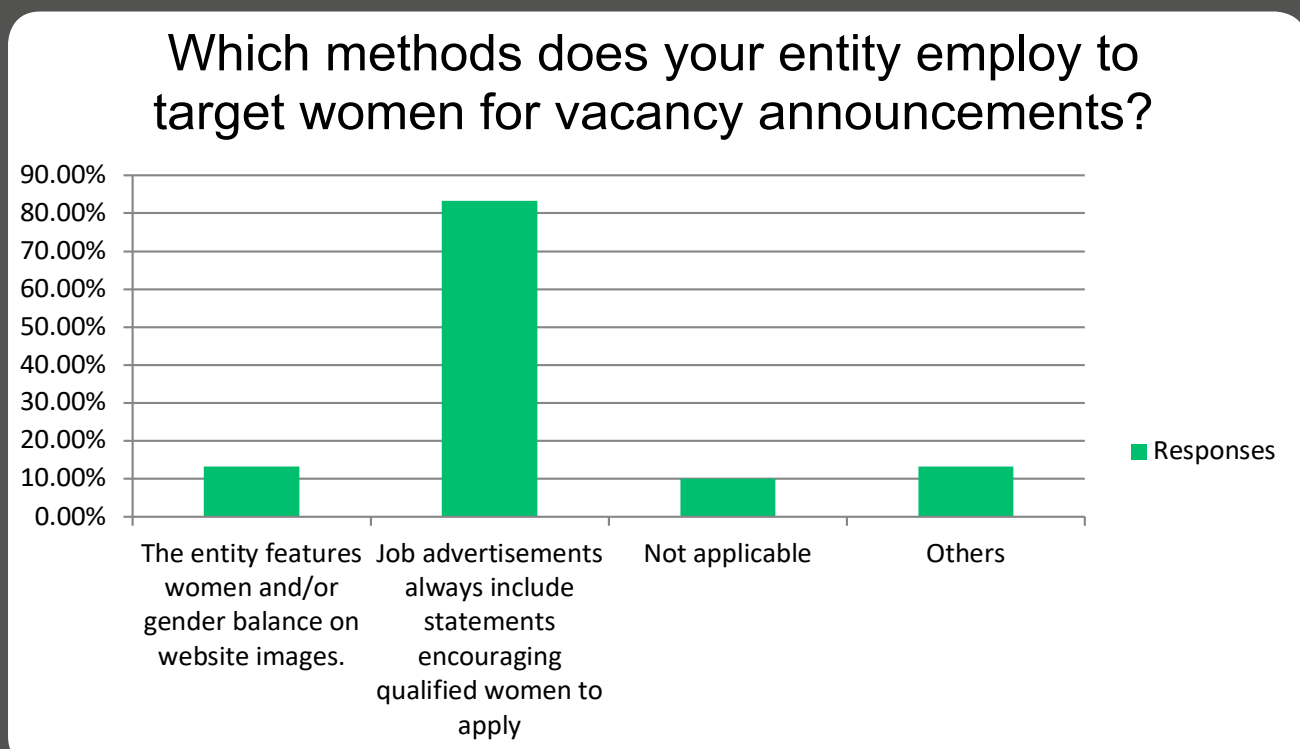
During the follow-up through key informant interviews which targeted the Head of the Human Resources (HR) units and Gender Focal Points (GFPs), most interviewees indicated that they ensure that women are represented in their selection and/or interview panels. Having gender-balanced panels at each stage of the selection process was perceived as one way of ensuring that women applicants are assessed fairly. Interviewees spoke of the need to be aware of how unconscious gender biases impact upon selection processes, and for interview panels to be sensitized about these biases. One interviewee also spoke of the importance of hiring managers ensuring that qualified women are identified at each stage of the selection process. Other recommended actions to address these biases are highlighted in the system-wide strategy, and these are said to be able to influence the evaluation of curricula vitae, assessments, interview performance, letters of recommendation and in-job performance assessments[xiii].

Appointments

Entities were asked to indicate if they have employing planning tools to inform their staffing decisions. As indicated in Figure 7 below, 80 per cent of the responding entities were employing different Staff Planning Tools (STPs) to support their HR planning. However, a fifth of respondents representing 20 per cent, did not have SPTs in place.

Figure 7: % of entities employing Staff Planning Tools (SPTs) to inform staffing decisions, 2017
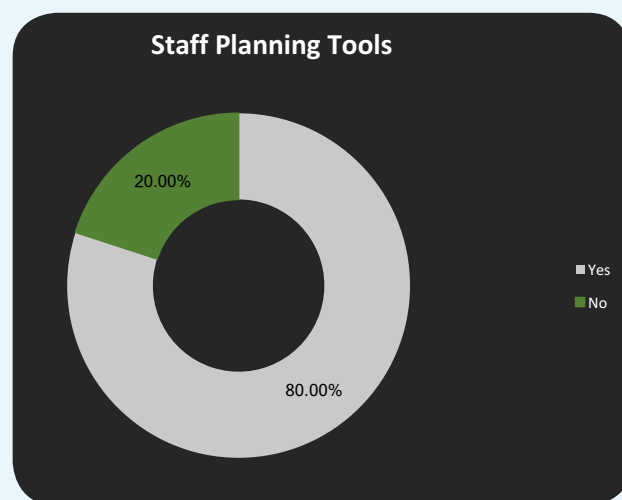
Among those entities that answered that they employ specific SPTs to inform staffing decisions identified some of these tools (seen below in Figure 8). In order of popularity, the approaches used included: up to date sex-disaggregated data on staff by grade (53.3 per cent), rosters (46.7 per cent), succession plans for staffing changes including anticipated retirements and vacancies (36.67 per cent), Business Intelligence Tools (36.7 per cent), and hiring targets progressing towards gender parity (30 per cent). However, 20 per cent of the 30 (6 entities) responded to this question by selecting the answer "not applicable".

REPORT ON THE STATUS OF WOMEN **IN THE UNITED NATIONS OFFICE IN NAIROBI**

The core focus of this current study was largely on UN Staff with over one year's contract. Among the senior managers who provided feedback on the study, there were recommendations that future studies should accord due attention to UN Volunteers, Interns and Consultants given their crucial roles in respective Agencies. Among other viewpoints expressed was the transition of consultants to staff positions often hindered by the Secretariat's rule of mandatory break between contracts (ST/A1/2013/4). In the spirit of leaving no one behind towards attainment of gender parity, the Secretariat should consider this restriction under Temporary Special Measures (TSM). Entities too need to establish mechanisms for regularizing consultants undertaking staff tasks for years through incorporating a clause in respective Staff Planning Tools without contradicting staffing rules.

Figure 8: Examples of Staff Planning tools employed, 2017

Staff Planning Tools

- Succession plans for staffing changes (incl. likely...): 36.67%
- Hiring targets progressing towards gender parity: 30.00%
- Up-to-date sex-disaggregated data on staff by grade: 53.33%
- Business intelligence tools such as Dashboards: 36.67%
- Rosters: 46.67%
- Not applicable: 20.00%
- Other: 6.67%

Responses
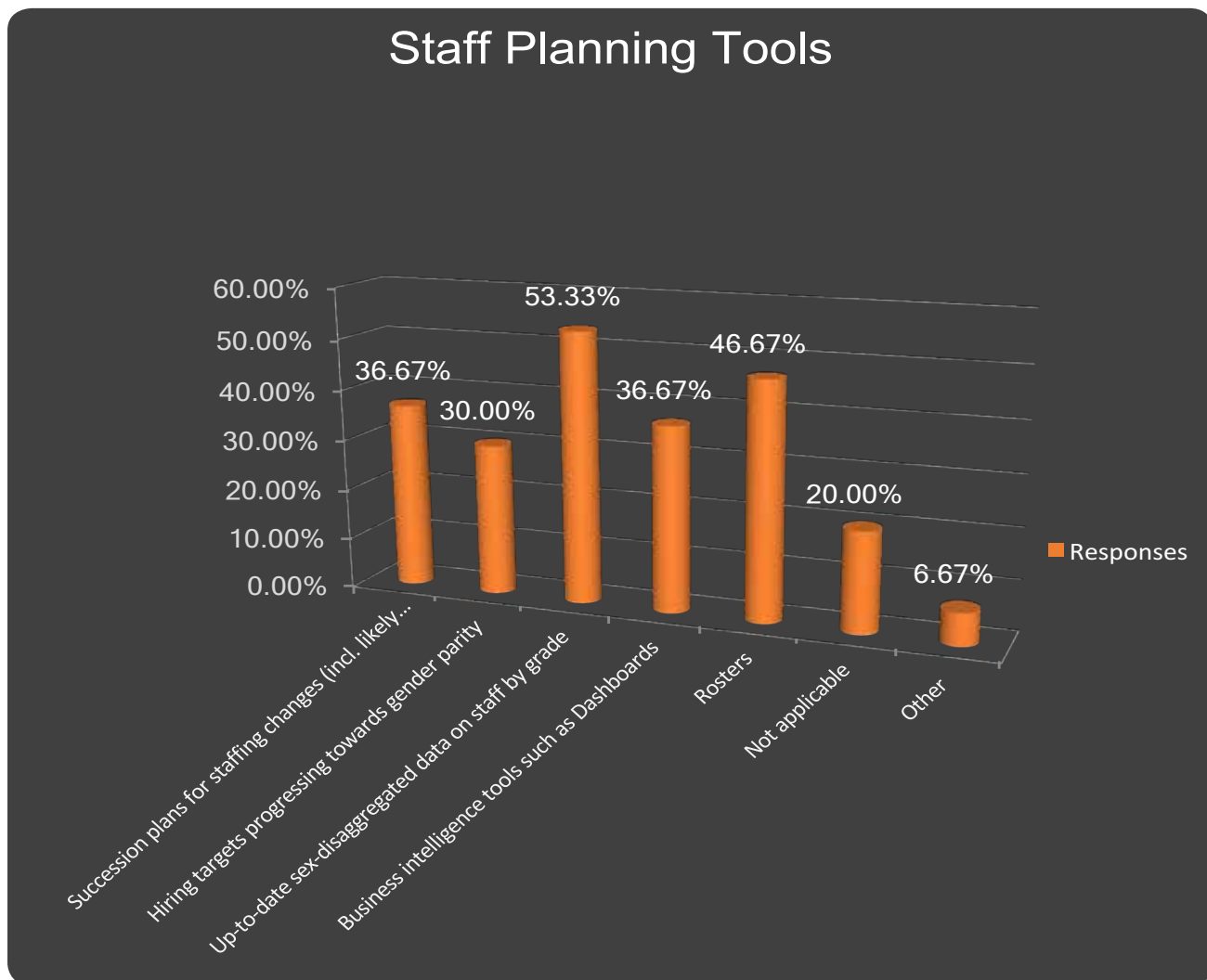
Temporary Special Measures (TSMs)

Since the adoption of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) (1979), TSMs have in the past been promoted within the UN system and adopted incrementally by UN entities as a mechanism for advancing gender parity[xiv]. However, these efforts have faced challenges, ranging from the fact that they have in certain instances been perceived to contradict existing staffing practices. Entities that did not have such measures in place referred to: lack of political will and/or poor understandings of the special measures, among others.

Per the online survey provided in Figure 9 below, 73 per cent (22 of the respondent entities) indicated that they applied different TSMs to promote the attainment of gender parity. However, 26 per cent of respondents (eight entities) answered that they did not have any TSMs in place. The most popular measures taken, included: having gender-balanced selection panels (67 per cent); having a requirement that at least one woman be shortlisted for posts at levels which have not attained gender parity (50 per cent); having a requirement that justifications be provided if no women are shortlisted and/or selected for posts/levels that have not attained gender parity (40 per cent). Less popular measures entailed: having a stipulation that preference be given to the under-represented sex provided the candidate is qualified (37 per cent), and re-issuing vacancies that do not attain 20 per cent minimum requirement of qualified women candidates (10 per cent).

Figure 9: Examples of Temporary Special Measures (TSMs)
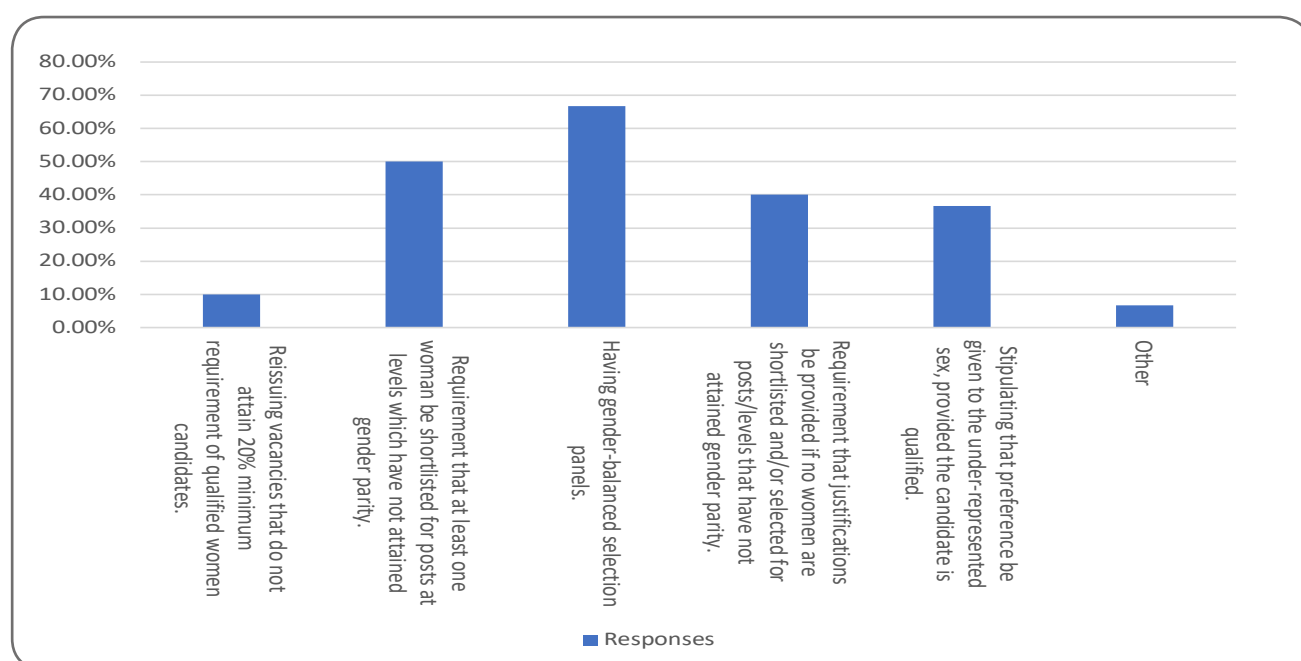
According to the system-wide strategy, where entities are not on track for their targets, a second tier of stronger special measures should be instituted to bring these entities within reach of their targets. Where these fail, a third level of special measures should automatically come into effect, which would include the mandatory selection of qualified women as outlined in a Memo issued by the Secretary General's Office February 2019[xv].

Monitoring efforts towards gender parity

To assess the progress towards the realization of gender parity, 87 per cent of the respondents comprising 26 entities, indicated that they had in place different monitoring mechanisms. Figure 10 below provides examples of the mechanisms they employed. Of these, 63 per cent utilised up-to-date sex-disaggregated data on staff by grade; 47 per cent indicated that they employed hiring targets progressing towards gender parity, while 43 per cent used business intelligence tools such as dashboards. Over one third of the respondents (10 entities) indicated that they employed succession plans for staffing changes, including likely retirements and vacancies.

Figure 10: Mechanisms for monitoring

Mechanisms for Monitoring Gender Parity

- Succession plans for staffing changes including likely retirements and vacancies: 33.33%
- Hiring targets progressing towards gender parity: 46.67%
- Up-to-date sex-disaggregated data on staff by grade: 63.33%
- Business intelligence tools such as Dashboards: 43.33%
- Not applicable: 16.67%
- Other (please specify): 6.67%

Responses
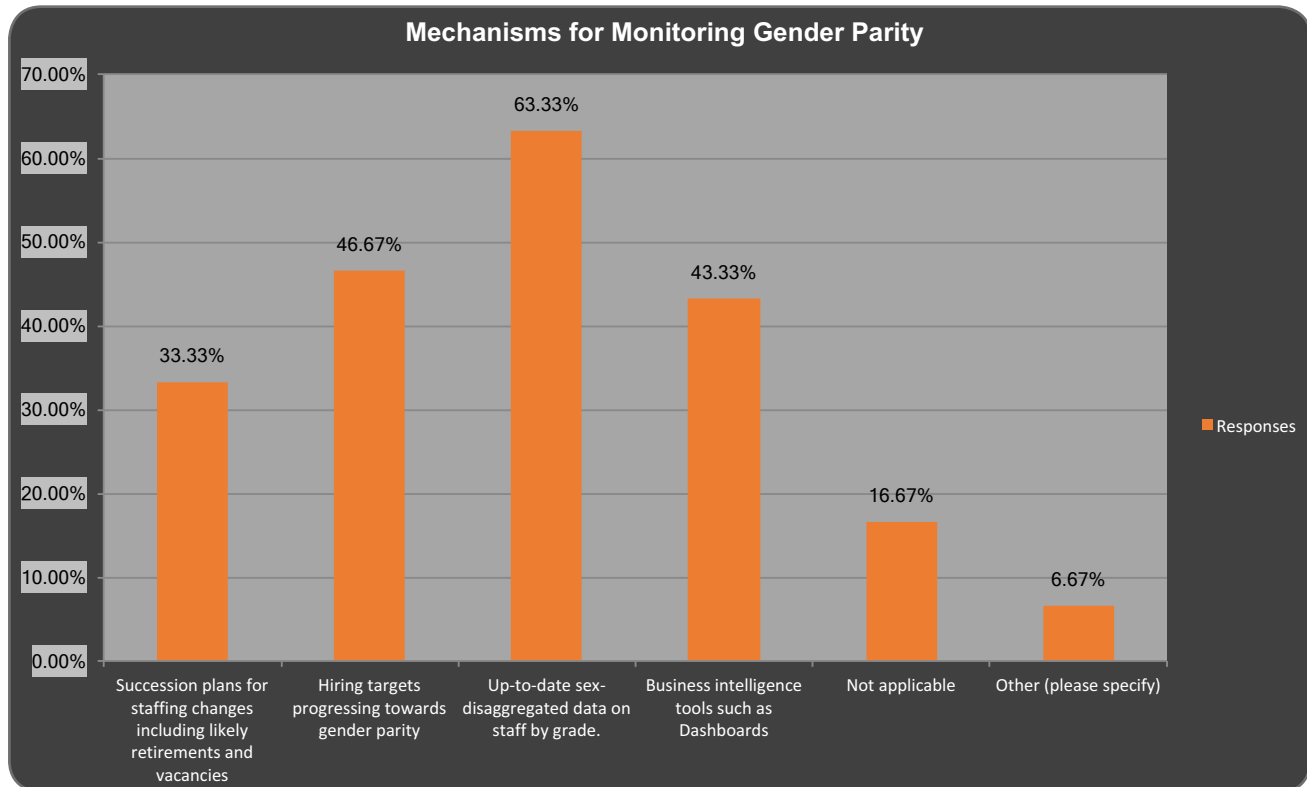
Career advancement

Mechanisms for nurturing and managing talent have also been recommended within the system-wide strategy, to support the realisation of gender parity, by helping to increase the pool of available qualified women.

- Leadership or management trainings, and support for mentorship programs for women leaders

The on-line questionnaire asked how many entities had such institutional systems in place, and the following are the responses that were received. Respondents were asked if their entities promoted access to leadership or management trainings for their women staff. Additionally, they were asked if they currently support a mentorship program for their women leaders.


UN Women Group

According to Figure 11 below, 80 per cent of the entities (24 out of 30) indicated that they have provided women staff with access to leadership/management trainings to support their career progression. In terms of providing access to mentorship support, only 47 per cent of responding entities (14 out of 30) were promoting access to mentorship programmes for women leaders.

Figure 11: Leadership training for women
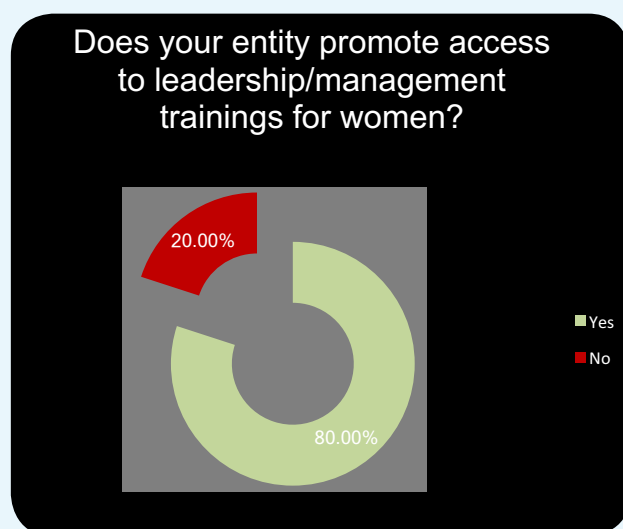
Figure 12: Mentorship programmes
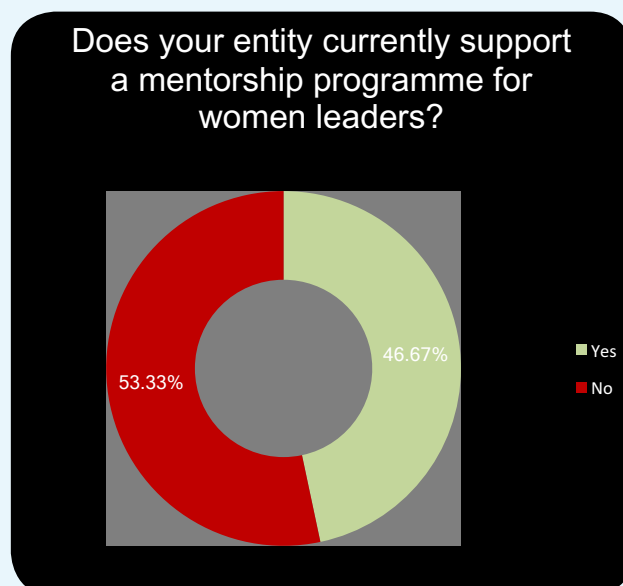
Interviewees for this report shared the following observations regarding the above:

i)   Mentorship programmes should target both women and men;
ii)   Candidates for mentorship programmes should be identified through interviews;

iii)   Mentors and mentees should be matched through a clear and transparent process and clarity provided on the expectations on the parts of both mentors and mentees;
iv)   It is important to ensure that a system is in place for monitoring and measuring the impacts of these efforts.

The interviewees also recommended the following:

i)   Face-to-face training should be promoted, compared to virtual trainings, since the former is more effective than the latter;
ii)   UN entities should standardize mentorship programmes as currently different entities have adopted varying approaches;
iii)   Entities should establish mechanisms for inter-agency mentoring as would be applicable and commit to pool resources to support the same;
iv)   They should establish a forum for sharing experiences as important for both female and male staff.

Separations

The monitoring of data on reasons by separations at individual entity level, by sex and location can also be useful for promoting interventions for advancing the goal of gender parity and/or sustaining any gains that have been made. In this regard, entities were asked to indicate the most common reasons male and female staff separated from their entities, between January and December 2017. The question allowed responding entities to provide multiple responses. The data in Table 2 below therefore speaks to the frequency of specific responses. It shows that the most common reason for separating for both men (70 per cent) and women (80 per cent) respectively, was the expiry of appointments. This was followed by resignations (70 per cent for both women and men). On the differences, based on the data provided, among those who had separated over the reported period, significantly more men served until retirement representing 70 per cent, relative to women who registered 57 per cent. This statistic points to a finding that women exit the UN system earlier than men, with negative implications for their career progression within the system. Linked to the above point, the data also showed more men separating due to inter-agency transfers at 67 per cent, relative to 57 per cent women.

Table 2: Reasons for separations

Answer Choices	Male		Female	
Expiry of appointment	70.00%	21	80.00%	24
Retirement	70.00%	21	56.67%	17
Inter-agency transfers	66.67%	20	56.67%	17
Resignation	70.00%	21	70.00%	21
Agreed termination	60.00%	18	60.00%	18

During the key informant interviews, interviewees referred to the fact that important information is lost when entities do not conduct exit interviews, as these can shed light on some of the underlying reasons for the differences noted in the data.

The UN Secretary General interacts with senior women staff members at UNON

PART 03

ORGANIZATIONAL CULTURE

Working environment is also key to the realisation of gender parity. According to the system-wide strategy, achieving an enabling environment requires a clear commitment, formalized through a strategy, consistent policies and mechanisms for implementation, enforcement and accountability[xvi]. An understanding of efforts that entities have put in place to promote an inclusive and gender-friendly working environment was therefore sought through the on-line questionnaire. The findings are provided below.

Gender Focal Points (GFPs)

While the specificities of the role a Gender Focal Point (GFP) may vary between entities, depending on their respective mandates, GFPs play a critical role in supporting institutional efforts to implement, monitor and report on organizational gender policies, strategies and agreed actions, including those relating to the working environment. Per Figure13 below, 73.3 per cent of the respondents representing 22 out of the 30 entities, indicated that they had a member of personnel who serves as their entity's GFP. This is relative to 26.7 per cent of the entities who did not have such a function within their offices.

Figure 13: Entities with staff serving as Gender Focal Points
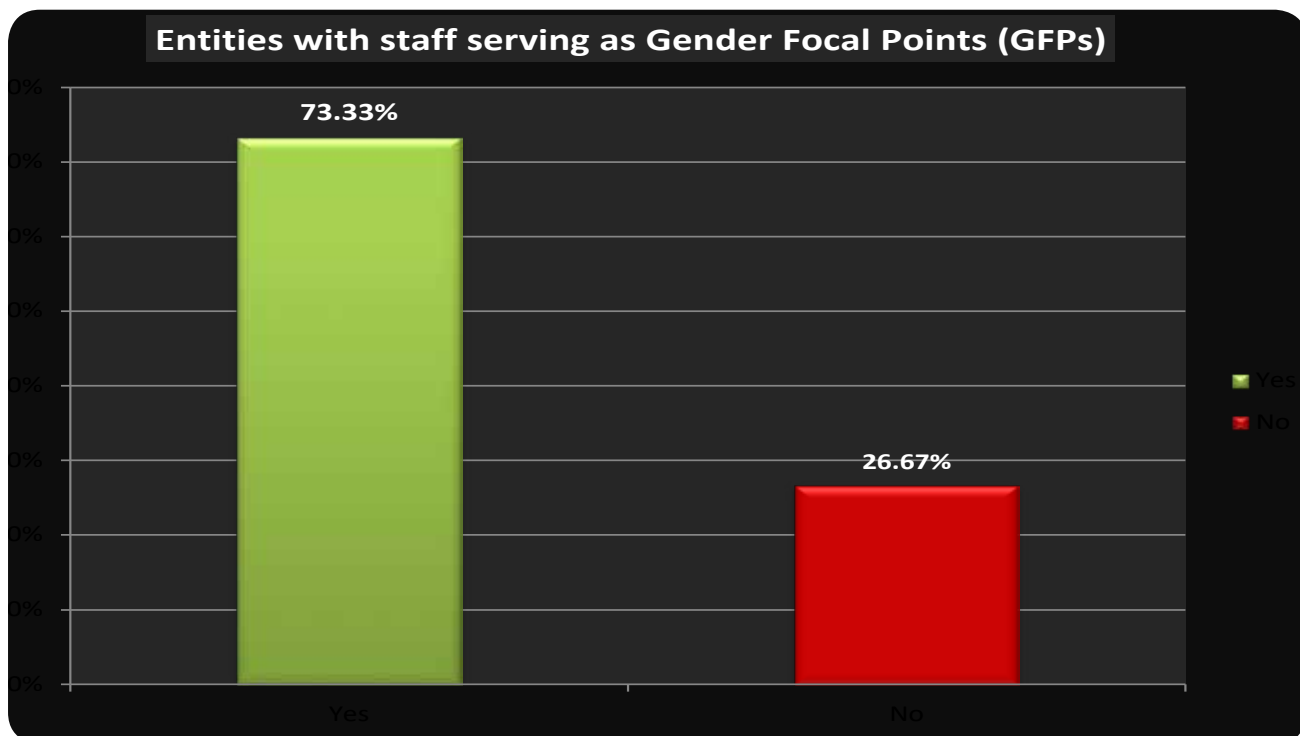
The kind of personnel forming these GFPs is important, as these speak to the level of investment being made by an entity (or office in this case) and is linked to their technical expertise and ability to be able to advance an office's efforts and/or promote accountability within the office on these policies and strategies, or influence decisions on the same. As per Figure 14 below, the majority (20 per cent) of GFPs were at NOA or NOB level. 16.7 per cent were at NOC level, and another 16.7 per cent at P-5 level or above. 13.3 percent were at P-4 level, 10 per cent at P-3 level and 3 percent were general services staff.

Figure 14: Personnel categories of GFPs
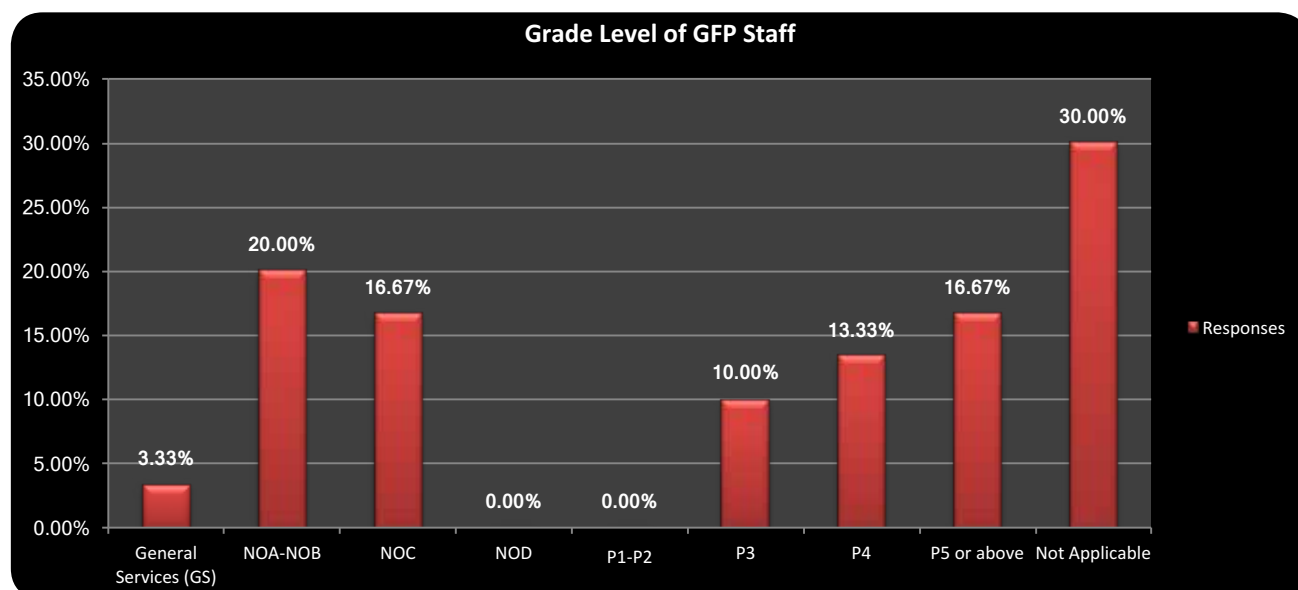
Certain cross-cutting challenges were, however, noted with having a GFP to promote institutional awareness and engagement in efforts to advance GEWE. Some interviewees stated that the responsibilities that GFPs assumed were not usually reflected within their official job descriptions and performance documents. In fact, over 50 per cent of designated GFPs that were interviewed stated that their role was not captured in their job descriptions. Interviewees also stated that for GFPs to be effective, they need to dedicate up to 50 per cent of their time towards this function, but many are juggling other competing responsibilities. GFPs who participated in the interviews recommended that their entities allocate adequate resources to support their work. They also underscored the critical need for capacity enhancement and institutional support, to enable them to deliver on this role.

Flexible Work Arrangements (FWAs)

The UN has emphasized the implementation of FWAs as one of a number of strategies for promoting an inclusive working environment. Flexibility in work times has been shown to improve morale, productivity and sense of well-being of the employees and loyalty to the organisation.[xvii] 83 per cent of the entities that responded to the questionnaire indicated that they have put in place various FWAs, relative to 17 per cent, as indicated in Figure 15 below.

Figure 15: Flexible Work Arrangements
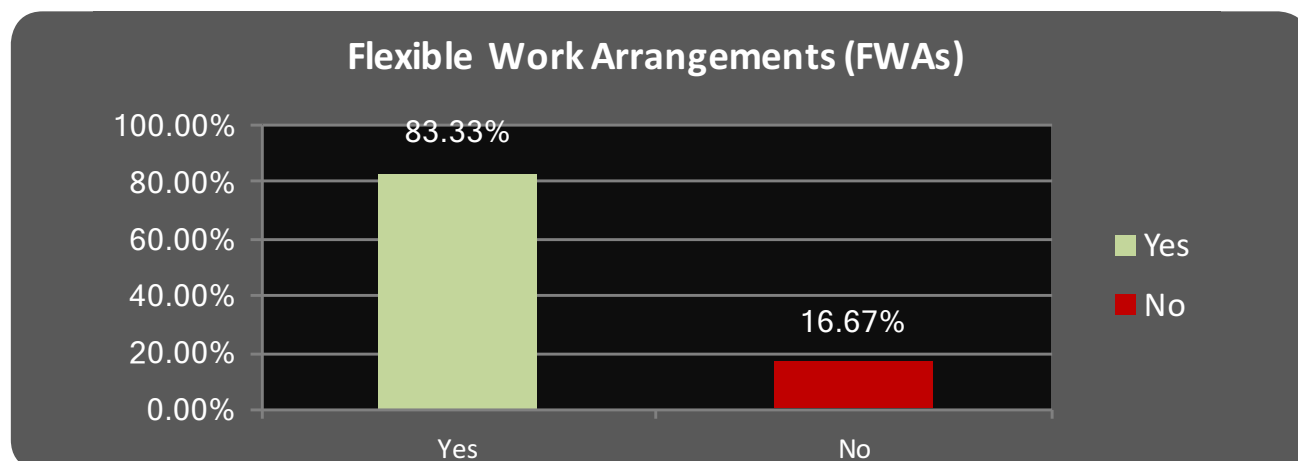
Among the different FWAs being applied as provided in Table 3 below, the most commonly applied were telecommuting (60 per cent) and staggered working hours (56.67 percent). Less popular were scheduled breaks for extended learning activities (36.67 per cent) and compressed work schedules (30 per cent). Least applied was working on part-time basis as represented by 20 per cent of the respondents.

Table 3: FWAs practiced by entities

Answer Choices	Responses	
Staggered working hours	56.67%	17
Compressed work schedule	30.00%	9
Scheduled breaks for extended learning activities	36.67%	11
Telecommuting	60.00%	18
Work on part-time basis	20.00%	6
Other	26.67%	8

Different approaches were used to facilitate the monitoring of these FWAs, the most common of which was through written approvals (80 per cent) followed by request forms (30 per cent) as indicated in Table 4 below. However, as noted by both the interviewees, the uptake is a challenge due to concerns over stigma associated with requests or the denial of the same [xviii]. Among senior managers who contributed to this study observed that FWAs are often misinterpreted as lack of commitment to work. On the contrary, FWAs not only results in a more motivated and happy work force but promotes work/life balance. Further, they noted that FWAs should not be used to penalise those especially women who have care responsibilities.

Table 4: Monitoring of FWAs

Answer Choices	Responses	
Written approvals	80.00%	24
Online card system	3.33%	1
Request forms	30.00%	9
Time sheets	26.67%	8
Informal monitoring	26.67%	8
Electronic monitoring systems	13.33%	4

Facilitative Policies

This report also looked at entity-level facilitative policies and practices covering: breast feeding, childcare.

- Breastfeeding and on-site childcare

Among the responding entities, up to 90 per cent allowed their staff daily time off for breastfeeding as indicated in Figure 16 below. In terms of the availability of designated breastfeeding spaces for lactating mothers, however, only 16.67 per cent of these entities had such facilities, compared to 17 per cent per Figure 17 below.
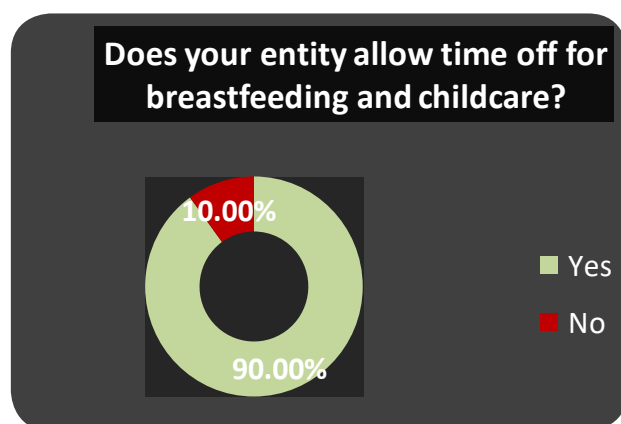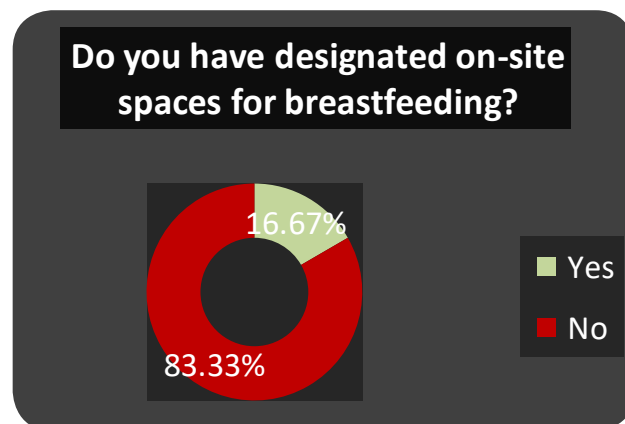
Figure 16: Time-off for breastfeeding & child care

Does your entity allow time off for breastfeeding and childcare?

10.00%

90.00%

■ Yes
■ No

Figure 17: Designated breastfeeding spaces

Do you have designated on-site spaces for breastfeeding?

16.67%

83.33%

■ Yes
■ No

Sexual Harassment, Exploitation and Abuse of Authority

The UN has also adopted system-wide policies on: protection from sexual exploitation and sexual abuse [ST/SGB/2003/13] (9 October 2003)[xix]. UN entities are also required to implement policies on the prevention and prohibition of discrimination and harassment, including sexual harassment[xx]. These terms are all comprehensively defined within the respective policies and it is important to understand what they mean.

Briefly, "discrimination" is any unfair treatment or arbitrary distinction based on a person's race, sex, religion, nationality, ethnic origin, sexual orientation, disability, age, language, social origin or other status. "Abuse of authority" refers to the improper use of a position of influence, power or authority against another person. The term applies to both isolated events and a pattern of events, and whether it affects an individual or a group. "Harassment" on the other hand is defined as any improper and unwelcome conduct that might reasonably be expected or be perceived to cause offence or humiliation to another person." "Sexual harassment" refers to prohibited conduct in the work place or in connection with work and can be committed against UN staff and related personnel. The term applies to any unwelcome sexual advance, request for sexual favour, verbal or physical conduct or gesture of a sexual nature, or any other behaviour of a sexual nature that might reasonably be expected or be perceived to cause offence or humiliation to another, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. Both males and females can be either the victims or the offenders. Sexual harassment is distinct from sexual exploitation and sexual abuse respectively. It is premised on the perspective of the victim and the response to this type of behaviour is determined by the wishes of the victim - whether to report the behaviour formally or have it managed informally. Sexual exploitation and abuse on the other hand, must be reported formally regardless of the wish of the victim. "Sexual exploitation" encompasses any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another. "Sexual abuse" refers to the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.

The UN Secretariat also promulgated a policy on "Protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations" [ST/SGB/2017/2/Rev.1] on 28 November 2017. This policy covers any direct or indirect detrimental action that adversely affects the employment or working conditions of an individual, where such action has been recommended, threatened or taken for the purpose of punishing, intimidating or injuring an individual because that individual engaged in an activity protected by the policy"[xxi].

According to the responses from the online questionnaire provided in Figure 18 below, 66.7 per cent had policies addressing harassment (including sexual harassment), 56.7 per cent had policies addressing discrimination, 40 per cent had policies addressing abuse of authority and 40 per cent had policies against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations. 73.3 percent had composite policies that addressed all of the above.

Figure 18: Institutional policies addressing the prohibition and prevention of discrimination, harassment (including sexual harassment), and abuse of authority
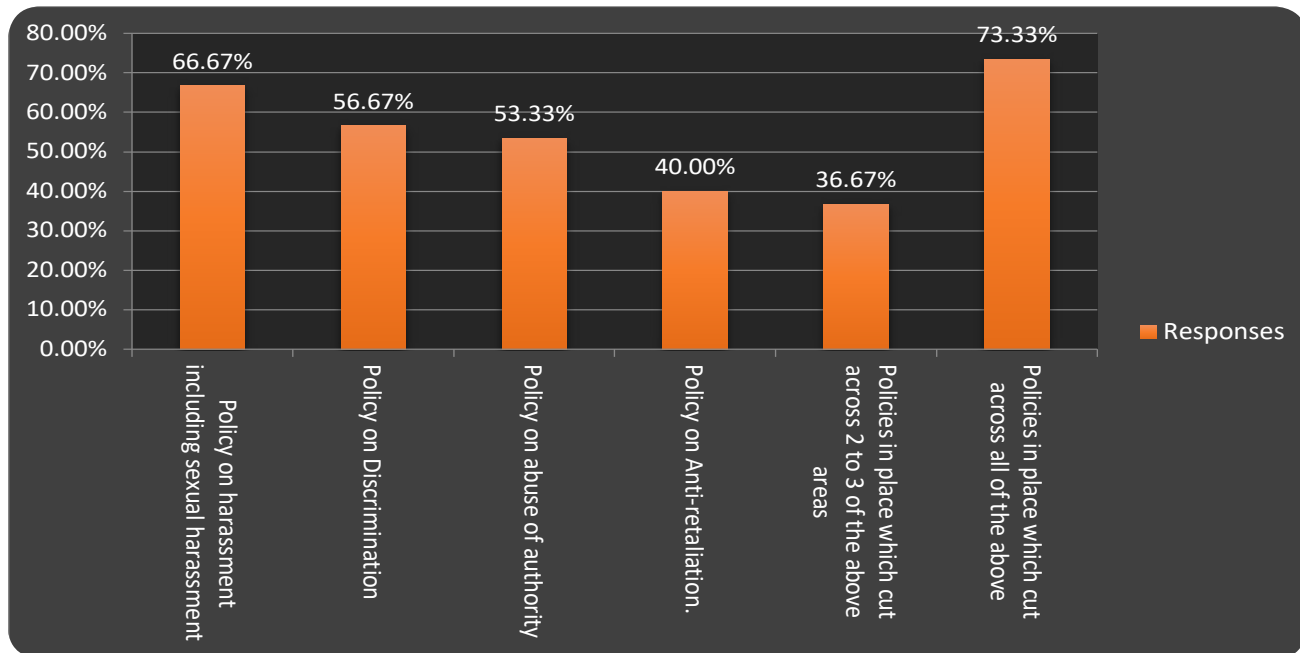
Respondents were also asked to indicate the number of reported incidences of abuse of harassment and/ or abuse of authority received by their HR units between January and December 2017, disaggregated by the sex of the person who reported the incidence. Here, four out of 23 entities (13 per cent) indicated that they had received such reports of six incidences from male members of staff. This is relative to six entities that indicated they had received eight reports from women staff members. On the reporting incidences, it is important to note that these kinds of prohibited conduct can be dealt with informally by different offices/ members of personnel such as the Office of the Ombudsman, and managers. HR is one of the channels for addressing such concerns. As such, the information reported by the HR units, may not reflect a true picture of all reports of harassment/abuse of authority.

Some of the recommendations that were received to enhance efforts to address the above (collectively referred to as "prohibited conduct"), interviewees stated that:

i)   Procedures for reporting and tracking should be streamlined across UN entities;

ii)   Cases, once recommended for further investigations, should be followed through within a specified time frame as opposed to the current open-ended practices;

iii) Efforts should be made to create awareness on reporting procedures and protocols and a clear roadmap provided for the handling of reports, once they are received, with timelines.

RECOMMENDATIONS

The following recommendations focus on actions that can be undertaken by UN entities located in the UN Nairobi Duty Station to collectively, effectively advance the UN System-wide Gender Parity Strategy (2017).

1. Leadership level initiatives

The leadership of UN entities in the UN Nairobi Duty Station have, demonstrated both a commitment to the UN System-wide Gender Parity Strategy (2017) and a willingness to collaborate to promote accountability towards the realization of this agenda by contributing to this study. Commitment was demonstrated at the highest level in 2018 when the then Director General of the UN Nairobi Duty Station Madam Sahle-Work Zewde presided over a Town Hall on 8 March 2018 i.e. International Women's Day, during which, together with UN Under-Secretary-General and Executive Director Erik Solheim for UN Environment, Maimunah Mohd Sharif, UN Under-Secretary-General and Executive Director, and the UN Resident Coordinator in Kenya, Siddharth Chatterjee, these leaders each spoke to the measures they would be taking towards promoting the realisation of this goal of agenda, within their respective institutions.

Following from the above, the first recommendation of this report is for the senior leadership within the UN Nairobi Duty Station to build on the goodwill that has been demonstrated, to collectively agree on ways of supporting the visibility of this strategy, of promoting collective awareness, understanding and buy-in of this agenda, and identifying ways of promoting cross-collaboration aimed at enhancing efforts by individual entities including: areas where joint advocacy is required[xxii] and related advocacy initiatives; periodic joint progress reporting (and related parameters and protocols); and the pooling of collective resources (technical and financial), to advance efforts within the duty station.

2. Leveraging existing initiatives

The Network of Women Leaders within the UN Nairobi Duty Station which comprises of senior women managers in Nairobi, was also recognised within the system-wide strategy as providing an opportunity for peer support to women leaders in senior management. This report is an initiative of this Network and the recommendations of the same will be used to inform their efforts, including their engagement with senior leadership team within the duty station, and existing coordination mechanisms to advance gender equality i.e. the UN Country Team's Gender Working Group, the Regional/East and Southern Africa UN Sustainable Development Group's Gender Working Group and UNON's Gender Focal Point system.

3. Learning platform for good practices including on facilitative policies, strategies and actions for promoting and sustaining gender parity gains (including in target setting and monitoring, recruitments and talent management)

The UN System-wide Gender Parity Strategy (2017) is supposed to provide the basis for entity-specific implementation plans which are guided by the specific contexts in which they operate, their starting points and the unique challenges that these entities are grappling with. The presence of a number of UN entities within the Nairobi Duty station provides an opportunity to promote cross- learning between entities i.e. on leadership and HR initiatives to advance gender parity. This can be facilitated through the development of an online platform that allows entities to upload their targets and related policies, strategies (including examples of TSMs), and related resources (for example tools (including SPTs), guidance notes, Information, Education and Communication (IEC) materials). Through sharing practices, the leadership and HR-leads within respective entities will also be able to propose ways in which specific policies can be enhanced and/or harmonised across entities to better facilitate progress towards gender parity.

4. Joint capacity development initiatives

Opportunities also exist for rolling out joint capacity development initiatives to promote entities' efforts to advance gender parity. Key among these, would be capacity development of HR units on addressing unconscious biases in recruitment and in-job managerial processes (including performance management). Here opportunities exist for cross-learning, and the joint development of training packages and joint learning events.

Another area that was flagged for capacity development is in the development and implementation of key HR and other policies i.e. policy on breastfeeding, parental leave, on protection from sexual exploitation and sexual abuse; prohibition of discrimination, harassment, including sexual harassment, and abuse of authority and protection against retaliation (and related protocols). Target beneficiaries would be management staff, HR units and Gender Focal Points, as key to the operationalization of these policies.

Additionally, entities can facilitate access to their respective leadership/management trainings and mentorship programmes, and/or support entities in development tailored programmes for their women personnel. In terms of the opportunities available to support such initiatives, the Network of Women Leaders within the UN Nairobi Duty Station, was also recognised within the system-wide strategy as providing an opportunity for peer support to women leaders in senior management. Their presence within the duty station as a resource for leadership and/or management trainings and mentorship programmes, should be leveraged.

5. Re-positioning of Gender Focal Points

The ability of Gender Focal Points to deliver on their roles and responsibilities is defined by their position and level of influence within their offices, and clarity across the entity on the same. These responsibilities also need to be captured in the job description and performance documents of these staff. Additionally, they should have sufficient time accorded to them to deliver on the same. The capacities of such staff to operationalise institutional gender policies and strategies should also be supported with the introduction of new policies.

Valarie

Annexures

Annexe 1: Qualitative Interview Respondents

Entity	March 2018	No. of Interviewees
UN HABITAT	20	2
IOM RO	22	1
UNESCO ROEA	22	1
UNICEF ESARO	22	2
UN OCHA ROSEA	22	3
UN OCHA Somalia	22	1
UN Women ESARO	22 & 23	3
UN Environment	27	2
	April 2018	
UNICEF ESARO	03	1
UNON	10	1

Gift Malunga

Annexe 2: Data on staff by entity provided for the report

UN Entity	Sex	National	International	Totals	Parity Levels
UN DSS SOMALIA	Male	126	7	133	69%
	Female	57	4	61	31%
	Entity totals	183	11	194	
UNISDR	Male	4	0	4	40%
	Female	2	4	6	60%
	Entity totals	6	4	10	
UNOCHA SOMALIA	Male	10	2	12	40%
	Female	14	4	18	60%
	Entity totals	24	6	30	
UNDP KENYA	Male	26	7	33	59%
	Female	20	3	23	41%
	Entity totals	46	10	56	
UN HABITAT	Male	36	101	137	47%
	Female	85	70	155	53%
	Entity totals	121	171	292	
UNICIRI	Male		0	0	0%
	Female		2	2	100%
	Entity totals		2	2	
UN DSS KENYA	Male	0	5	5	50%
	Female	2	3	5	50%
	Entity totals	2	8	10	
WHO Kenya	Male	31	3	34	69%
	Female	13	2	15	31%
	Entity Totals	44	5	49	
UN Women Kenya	Male	0	0	0	0%
	Female	4	3	7	100%
	Entity totals	4	3	7	
UN SOM	Male	63	89	152	68%
	Female	16	55	71	32%
	Entity totals	79	144	223	
UN SOS	Male	71	221	292	74%
	Female	19	85	104	26%
	Entity totals	90	306	396	
SESG	Male	4	9	13	59%
	Female	3	6	9	41%
	Entity totals	7	15	22	
UN Environment	Male	116	348	464	39%
	Female	361	350	711	61%
	Entity totals	477	698	1175	
WFP - RBN	Male	18	16	34	46%
	Female	22	18	40	54%
	Entity totals	40	34	74	
UNICEF - KCO	Male	76	21	97	52%
	Female	76	14	90	48%

UN Entity	Sex	National	International	Totals	Parity Levels
	Entity totals	152	35	187	
UNICEF ESARO	Male	6	34	40	37%
	Female	29	39	68	63%
	Entity Totals	35	73	108	
UNICEF SOMALIA	Male	25	24	49	45%
	Female	40	19	59	55%
	Entity totals	65	43	108	
UNDP RCO	Male	1	4	5	50%
	Female	4	1	5	50%
	Entity totals	5	5	10	
UNHCR Somalia	Male	81	37	118	78%
	Female	26	8	34	22%
	Entity totals	107	45	152	
OCHA-ROSEA	Male	10	6	16	47%
	Female	10	8	18	53%
	Entity totals	20	14	34	
UNON	Male	139	24	163	50%
	Female	141	24	165	50%
	Entity totals	280	48	328	
UNHCR KENYA	Male	206	45	251	65%
	Female	109	28	137	35%
	Entity totals	315	73	388	
IOM RO	Male	7	10	17	46%
	Female	13	7	20	54%
	Entity totals	20	17	37	
UNESCO	Male	11	5	16	55%
	Female	6	7	13	45%
	Entity Totals	17	12	29	
UN WOMEN ESARO	Male	7	2	9	47%
	Female	4	6	10	53%
	Entity totals	11	8	19	
ICAO	Male	2	14	16	70%
	Female	7	0	7	30%
	Entity Totals	9	14	23	
UNAIDS	Male	2	2	4	29%
	Female	6	4	10	71%
	Entity Totals	8	6	14	
FAO - KENYA RO & ECTAD	Male	67	9	76	66%
	Female	36	3	39	34%
	Entity totals	103	12	115	
OIAS IAD	Male	0	5	5	50%
	Female	2	3	5	50%
	Entity totals	2	8	10	
ID OIOS	Male	1	5	6	86%
	Female	0	1	1	14%
	Entity totals	1	6	7	
IMO	Male	0	1	1	33%

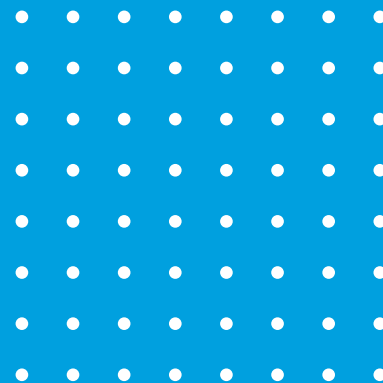| UN Entity	Sex	National	International	Totals	Parity Levels
	Female	2	0	2	67%
	Entity totals	2	1	3	
UNDOC	Male	8	6	14	38%
	Female	17	6	23	62%
	Entity totals	25	12	37	
GEF/SGP	Male	0	0	0	0%
	Female	1	0	1	100%
	Entity totals	1	0	1	
UNHCR, RSC	Male	24	29	53	52%
	Female	17	31	48	48%
	Entity totals	41	60	101	
UNOPS	Male	143	53	196	75%
	Female	43	24	67	25%
	Entity Totals	186	77	263	
WHO Security	Male	0	3	3	75%
	Female	1	0	1	25%
	Entity totals	1	3	4	
WMO ROSEA	Male	1	2	3	60%
	Female	2	0	2	40%
	Entity totals	3	2	5	
WFP Somalia	Male	170	26	196	72%
	Female	61	15	76	28%
	Entity totals	231	41	272	
UNDT	Male	0	1	1	17%
	Female	2	3	5	83%
	Entity totals	2	4	6	
UNDREDD	Male	0	0	0	0%
	Female	0	2	2	100%
	Entity totals	0	2	2	
UNV	Male	0	0	0	0%
	Female	2	0	2	100%
	Entity totals	2	0	2	
UNIDO	Male	1	2	3	75%
	Female	1	0	1	25%
	Entity Totals	2	2	4	
OHCHR	Male	1	0	1	20%
	Female	3	1	4	80%
	Entity totals	4	1	5	
FAO SOMALIA	Male	0	14	14	82%
	Female	0	3	3	18%
	Entity Totals	0	17	17	
UNFPA-KCO	Male	13	1	14	45%
	Female	15	2	17	55%
	Entity totals	28	3	31	
ILO Somalia	Male	6	3	9	69%
	Female	4	0	4	31%
	Entity totals	10	3	13	

Endnotes

i.   (a)1985: UN Resolution 40/258 B provided for a target of an overall participation rate of 30 per cent of the total by 1990 for women in posts subject to geographical distribution;

    (b) 1990: UN Resolution 45/239 C provided a target of an overall participation rate of 30 per cent of the total by 1990 and, to the extent possible, of 35 per cent by 1995, and for D-1 level and above, 25 per cent of the total within the overall participation rate of women in 35 per cent of posts subject to geographical distribution by 1995.

    (c) 1995: UN Resolution 50/164 which followed the 1995 Beijing Declaration and Platform for Action, set a goal of women to hold 50 per cent of managerial and decision-making positions by 2000;

    (d) 1996: UN Resolution 51/67 provided for overall gender equality, particularly at the Professional level and above, by the year 2000.

ii. Available from http://www.unwomen.org/en/digital-library/publications/2016/12/status-of-women-in-the-united-nations-system (accessed on 6 February 2019)

iii. https://www.un.int/news/sg-message-one-year-anniversary-gender-parity-strategy

iv. ECTAD Eastern Africa is under the jurisdiction of FAO Kenya.

v. A/RES/50/164 available at: https://documents-dds-ny.un.org/doc/UNDOC/GEN/N96/764/35/PDF/N9676435.pdf?OpenElement (accessed on 6 February 2019)

vi. Including the Senior Management Group, UN System Chief Executives Board for Coordination, UN Staff Councils, the Human Resources Network, senior management and staff.

vii. However, it is recognized that there are some outliers who have starting points that may make this goal not possible even with the best of efforts. For these the end goal should be set at 2028 (2026 is referred to below as it represents the system-wide target but encompasses equally the 2028 target for those few furthest behind).

viii. In 2018 the Office for Human Resources Management (OHRM) was to initiate phase 2 of the strategy which focusses on general and national staff.

ix. Staff are defined as: those on fixed-term, continuous, or permanent/indefinite appointments. This report therefore does not cover gender parity gaps among personnel on temporary appointments, and how they are used between men and women.

x. Defined for the purposes of this Report as positions for entities based in the Nairobi Duty Station but located outside of Nairobi (but in Kenya).

xi. System-Wide Strategy on Gender Parity p. 22: Similar concerns were raised as factors contributing to fewer field based female staff.

xii.   System-Wide Strategy on Gender Parity, p. 21.

xiii. System-wide Strategy, p. 14

xiv.   Improvement in the status of women in the United Nations system (dated 4 September 2012). Report of the Secretary-General. United Nations (A /67/347

xv.   Implementation of ST/AI/1999/9: Special Measures for the Achievement of Gender Equality; Article 3 sub-article a, b, c and d, February 2019, pp 1-2

xvi.   System-wide Strategy p. 19

xvii. System-wide Strategy on Gender Parity, September 2017, p. 19

xviii. Per the System-wide Strategy, similar concerns exist in the broader UN Development System. Consistent usage of FWAs is often undermined by a sense of stigma in requesting for flexible work arrangements, a fear of paying the penalty in terms of career mobility, as well as managers who refuse requests for a variety of reasons. It was recommended that all entities ensure consistent application of FWAs policies and take every opportunity to encourage and destigmatize the use of FWAs (p. 19)

xix.   The UN Secretariat also promulgated a policy addressing the prohibition of discrimination, harassment, including sexual harassment, and abuse of authority [ST/SGB/2008/5] (11 February 2008)

xx.   United Nations General Assembly (27 July 2017), Report of the Secretary General, A/72/220, p. 23

xxi.   These protected activities fall under the Charter of the United Nations, the Staff Regulations and Staff Rules or other relevant administrative issuances, the Financial Regulations and Rules, or the Standards of Conduct of the International Civil Service, including any request or instruction from any staff member to violate the above-mentioned regulations, rules or standards, or reports wrongdoing by any person that, if established, would be manifestly harmful to the interests, operations, or governance of the Organization. It also applies if a person cooperates in good faith with a duly authorized investigation or audit. This policy covers any staff member (regardless of the type of appointment or its duration), intern, United Nations Volunteer, individual contractor or consultant.

xxii. With the host government or other relevant authority. One area that has been flagged which impacts upon recruitments and retention relates to spousal working opportunities.

xxiii. The 2016 UN Women report informed the biennial report of the UN Secretary-General António Guterres on the "Improvement of the Status of Women in the UN system" of 27 July 2017. To enrich the report, additional documents were reviewed i.e. System-wide Strategy on Gender Parity, UN Women Implementation Plan, Dec 2017. UN General Assembly, A/RES/71/243, 21 Dec 2016.

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