

Account, Recommit, Resource:

ENHANCING GENDER PARITY ACROSS THE UN SYSTEM

Global Annual Meeting of UN Gender Focal Points

14-16 October 2024



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EXECUTIVE SUMMARY

The Office of the Focal Point for Women in the UN System at UN Women leads and coordinates the network of more than 650 UN Gender Focal Points, which is key to system-wide coordination to reach gender parity and create enabling working environments for all. Each year, Gender Focal Points gather for the annual meeting. The **2024 Annual Global Meeting for the UN system-wide network of Gender Focal Points (GFP)** took place on 14-16 October, co-hosted by UNICEF. Over 200 Gender Focal Points from all over the UN System joined on real time both virtually and in-person to Account, Recommit, and Resource to make gender parity a reality by 2028.

The meeting was organized in the context of the seventh anniversary of the Secretary-General's System-wide Strategy on Gender Parity. UNICEF's Executive Director **Ms. Catherine Russell** and UN Women's Executive Director **Ms. Sima Bahous** opened the meeting by reiterating the importance of continued support for women's equal representation within the UN System. The sentiment was echoed by the keynote speaker **H.E. Mr. Earle Courtenay Rattray**, Chef de Cabinet of the Executive Office of the Secretary-General, who acknowledged the progress made and the challenges ahead.

The 3-day meeting provided an opportunity to discuss gender parity in the context of Beijing+30 framework with **Ms. Nyaradzayi Gumbonzvanda** and **Ms. Lopa Banerjee**, to walk through the UN System-wide Gender Equality Acceleration Plan, and to engage with the work and priorities of the UN Executive Group to Prevent and Respond to Sexual Harassment. The meeting also covered crucial topics such as engaging men to empower change, overcoming resistance, generative

spaces, intersectionality, advancing gender parity in regional and country contexts, and good practices in implementing the [Enabling Environment Guidelines](#) and the [Field-specific Enabling Environment Guidelines](#). Furthermore, an interactive panel on regional challenges featured UN Resident Coordinators **Ms. Gwyn Lewis** (Bangladesh), **Ms. Hanaa Singer-Hamdy** (Nepal), and **Dr. Ozonnia Ojielo** (Rwanda), each presenting strategies tailored to their unique contexts, where issues of cultural norms and safety require additional attention to enable women's advancement. The annual meeting offered an empowering opportunity for Gender Focal Points to network with each other, interact with UN leaders, share best practices and exchange knowledge, and ask questions and find support in a safe space.

Gender Focal Points are key agents of change to reach gender parity and create enabling working environments, together with their leadership. With several resources and tools, including the Enabling Environment Guidelines and the Field-specific Enabling Environment Guidelines, and skills developed from capacity-building sessions provided year-round, Gender Focal Points are well-equipped to support their leadership and entities to enhance parity. The meeting concluded with a recognition ceremony honouring over 20 Gender Focal Points for their achievements. It was also a moment to bid farewell to Ms. Katja Pehrman, Senior Advisor and Focal Point for Women in the UN System, who will depart UN Women after 7.5 years of dedicated service.

BACKGROUND: WHO ARE UN GENDER FOCAL POINTS?

Gender Focal Points are important advocates, advisers, and strategic partners to enhance gender parity and create enabling working environments within the United Nations system. Gender Focal Points work with key stakeholders, including the head of their department/office/mission, to fulfil their responsibilities related to the achievement of gender parity and equality. As stipulated by the **Secretary-General's Bulletin on Gender Focal Points in the Secretariat** ([ST/SGB/2023/3](#)), the head of entity has the overall responsibility for ensuring that the entity has a Gender Focal Point and at least one alternate.

“Requests the entities of the United Nations, at both headquarters and non-headquarters levels, inter alia, the United Nations country team level, to continue to appoint gender focal points to provide support for the advancement of gender parity, led and coordinated by UN Women;”

UN Member States (A/RES/78/182)

The Office of the Focal Point for Women in the UN System at UN Women (hereafter 'the Office') leads and coordinates the system-wide network of Gender Focal Points, and provides strategic, analytical, and technical support, as stipulated by General Assembly resolution ([A/RES/78/182](#)). There are over 650 Gender Focal Points, from 62 UN duty stations, including 42 UN Country Teams. Gender Focal Points advocate for gender parity and use the tools and resources provided by the Office to liaise with leadership to address systemic issues of gender imbalance,

harassment, discrimination, and abuse of power. They promote awareness of gender parity and equality, help develop policies and uphold standards of conduct to advance gender parity and create enabling working environments. Such policies range from flexible working arrangements and family-friendly policies to promote work/life balance, career development strategies, and gender-sensitive workplace safety and support systems.

Gender Focal Points carry out these responsibilities in addition to their regular work. The Office provides support, guidance, and expertise on the implementation of tools and guidance documents designed to enhance gender parity. It also regularly organizes capacity-building sessions and opportunities such as webinars and maintains a dedicated hub for information exchange in the form of an Extranet for UN Gender Focal Points. The Office also provides tailored support and guidance for UN entities that have a lower representation of women as well as to UN Country Teams.

“Gender parity at the United Nations is an urgent need – and a personal priority. It is a moral duty and an operational necessity. The meaningful inclusion of women in decision-making increases effectiveness and productivity, brings new perspectives and solutions to the table, unlocks greater resources and strengthens efforts across all the three pillars of our work.”

António Guterres, Secretary-General of the United Nations

DAY 1

ARE WE ON TRACK TO ACHIEVE GENDER PARITY BY 2028?

14 October 2024, New York

Day 1: Key Takeaways

- **Importance of Organizational Culture:** The Chef de Cabinet of the Executive Office of the Secretary-General emphasized promoting a culture that fosters flexibility, inclusion, accountability, and upholds high standards of conduct.
- **Achievements in Gender Parity:** The UN has achieved gender parity at senior levels across Under-Secretary-General and Assistant Secretary-General positions, demonstrating the impact of commitment, entity-specific implementation plan and strategic initiatives.
- **Implementation of Enabling Environment Guidelines:** The meeting stressed the critical role of Gender Focal Points implementing the Enabling Environment and Field-Specific Guidelines to create supportive workplaces.
- **Tools for Progress Tracking:** Gender Focal Points were encouraged to use resources such as the UN System-wide Dashboard on Gender Parity to monitor progress and foster accountability.
- **Intersectionality and Inclusive Policies:** Ms. Katja Pehrman and other speakers called for integrating gender parity across all UN work, emphasizing intersectional approaches to address compounded discrimination faced by marginalized women.

Keynote Speech: Are we on track to achieve Gender Parity by 2028?

By H.E. Mr. Earle Courtenay Rattray, Chef de Cabinet, Executive Office of the Secretary-General

Mr. Earle Courtenay Rattray, the Chef de Cabinet of the Executive Office of the Secretary-General, who oversees the implementation of the Gender Parity Strategy, delivered the keynote speech at the Annual Global Gender Focal Point meeting. The Chef de Cabinet opened his remarks by recalling the Secretary-General's description of achieving gender parity as **an urgent need, a personal**

priority, a moral duty, and an operational necessity. During his address to the United Nations General Assembly in September, the Secretary-General had lamented the gender inequality on display in that very hall: only ten per cent of speakers during the General Debate had been women.

Mr. Courtenay Rattray noted with gratitude that over 90 entities had developed concrete action plans, as recommended by the Secretary-General. These plans are crucial to ensuring that the UN System is on track to reach parity by 2028. He also highlighted the increasing number of UN Country Teams that have taken the initiative to develop action plans with the support of UN Women.

Mr. Courtenay Rattray went on to highlight progress made in the last seven years, and outline how to maintain and enhance gender parity achievements. **Gender parity was achieved—and sustained— amongst senior leadership at the Under-Secretary-General and Assistant Secretary-General levels, as well as among Resident Coordinators since 2020.** These accomplishments, which fall under the purview of the Secretary-General, demonstrate his unwavering commitment to achieving gender parity and setting the tone for cultural change across the UN System.

The Chef de Cabinet called attention to the historic number of women serving in the UN according to the UN System-wide Dashboard, created by UN Women and UNDP. **The share of women has reached 47.9% across the UN, 49.5% of International Professionals, and 51.3% of those serving at headquarters locations.** He also highlighted policy advancements over the past few years, such as the introduction of temporary special measures, a new parental leave policy, and an Administrative Instruction that enables staff to apply for higher-level roles.

Despite this progress, Mr. Courtenay Rattray noted that persistent challenges remain and there are areas for improvement. **He urged a continued focus on foster-**

ing an inclusive workplace culture, leveraging policies that support family-friendly practices, and maintaining rigorous implementation. The Chef de Cabinet noted areas requiring further attention, particularly in field missions and traditionally male-dominated sectors. He emphasized that gender parity is not about numbers but requires a cultural transformation, calling for ongoing advocacy and collaboration to achieve a fully inclusive environment across the UN.

He highlighted the importance of promoting an organizational culture that allows for flexibility, inclusion, and upholds standards of conduct based on respect and accountability to attract and retain women within the UN System. He reiterated the crucial role of Gender Focal Points and the importance of implementing the Enabling Environment Guidelines for the United Nations System, its Supplementary Guidance, and the Field-specific Enabling Environment Guidelines.

The Chef de Cabinet thanked the Gender Focal Points for promoting a culture in which all personnel are treated equally and with respect. He urged attendees to continue their crucial work towards making gender parity a reality.

“**To successfully bring more women into the organization, we must cultivate a workplace culture that promotes flexibility and inclusion, actively supports family-friendly policies and upholds the highest standards of conduct that promote respect and accountability.”**

Earle Courtenay Rattray, Chef de Cabinet

Welcome and Introductions

Presented and facilitated by Ms. Katja Pehrman, Senior Advisor and Focal Point for Women in the UN System

Ms. Katja Pehrman, Senior Advisor and the Focal Point for Women in the UN System, welcomed the Gender Focal Points. She emphasized the value of connecting in person after a long hiatus and extended special thanks to UNICEF for co-hosting the event and recognized **UNICEF Executive Director Ms. Catherine Russell and UNICEF Gender Focal Point Mr. Victor Arita** for their contributions. Ms. Pehrman acknowledged the diversity in the room, especially those coming from crisis-affected regions where challenges to women's rights and gender equality are severe.

Ms. Pehrman offered reflections on recent global events, noting an increase in human rights violations and regression in gender equality. Women need to be equally represented in leadership and decision-making roles. She underscored **the need to embrace intersectionality** to address compounded discrimination faced by women from marginalized groups, including those impacted by race, ethnicity, sexual orientation, and socioeconomic status.

“Across the UN system, we need more women at the decision-making tables and in the regional and country offices. While we have made significant progress, particularly in traditionally male-dominated areas, we are still not where we need to be.”

Ms. Katja Pehrman, Senior Advisor and Focal Point for Women in the UN System, UN Women

Ms. Pehrman expressed her hope that Gender Focal Points will continue to work towards gender parity by fostering an inclusive organizational culture through collaboration. **She remarked on the monumental growth of the Gender Focal Point Network, from 25 Focal Points in 2017 to over 650 in 2024.** She underscored that gender parity remains a high priority for the Secretary-General as well as for UN Women. Ms. Pehrman then outlined three core objectives of the 2024 Global Annual Meeting. These included:

1. **Account** – The Gender Focal Points will assess the current state of gender parity within the UN, reflect on the Secretary-General's Gender Parity Strategy, and share best practices. The goal is to cultivate supportive working environments essential for sustaining gender parity once achieved.
2. **Recommit** – Through in-depth discussions with UN leadership and experts, Gender Focal Points will explore ways to drive change and recommit to the agreed goals to enhance gender parity across the UN System. They will also examine opportunities for progress in 2024–2025, aligning with the Beijing Declaration and Platform for Action.
3. **Resource** – Ms. Pehrman emphasized the need to equip Gender Focal Points with essential tools and resources, such as the Enabling Environment Guidelines and Field-Specific Guidelines, which offer practical recommendations to foster inclusive workplaces. These guidelines, now translated into French, Arabic, and Spanish, provide adaptable solutions for different duty stations, in support of parity.

Ms. Pehrman provided updates on several key tools to support Gender Focal Points in their work. The **Enabling Environment Guidelines** serve as a roadmap to foster workplaces where all staff can thrive, helping the UN go beyond numerical targets to achieve a transformational approach to gender parity. The guidelines encourage challenging stereotypes, promoting inclusivity, and addressing behaviors that hinder workplace equality. Launched in 2023, the **Knowledge Hub on Addressing Sexual Harassment** offers a comprehensive reposi-

tory of resources, best practices, and tools aimed at eliminating sexual harassment and ensuring respectful workplaces. Recently translated into all UN official languages, it aims to support the commitment to safe and respectful working environments.

Additionally, the **UN System-wide Dashboard on Gender Parity**, developed by UN Women and UNDP, and launched in 2021 consolidates data across 38 UN entities to provide transparency on gender representation by entity, grade, duty stations and staff- and non-staff categories, etc. It is a tool for accountability, allowing entities to track progress and foster healthy competition to advance gender parity. Ms. Pehrman encouraged Gender Focal Points and attendees to use all three resources to support their work.

Ms. Pehrman introduced her team members, specialists in gender parity who are available to support Gender Focal Points in their roles. She encouraged Gender Focal Points to reach out with questions, share best practices, and actively participate in the meeting's sessions. She highlighted that the three-day event would feature diverse sessions, including an introduction to tools and resources, presentations from prominent UN leaders, interactive workshops, and discussions on topics like positive masculinities, practical approaches to advancing gender parity, and tackling resistance to change.

Ms. Pehrman concluded her remarks by expressing her gratitude for the hard work of the Gender Focal Points to enhance gender parity and create enabling environments around the UN and around the world.

Opening Remarks: Pushing Forward to Close the Gender Parity Gap

Ms. Catherine Russell, Executive Director of UNICEF, and Ms. Sima Bahous, Executive Director of UN Women

Ms. Catherine Russell, UNICEF Executive Director, opened her video message by welcoming Gender Focal Points and partners to UNICEF House and underscored the critical role they play in advancing gender equality across the UN System. She highlighted UNICEF's commitment to co-hosting the meeting with UN Women and welcomed participants joining both in person and online.

Ms. Russell emphasized that the world remains marked by gender inequality, exacerbated by compounding crises such as climate change, conflicts, and pandemics. These global challenges have widened gender gaps, intensifying discrimination and violence against women and girls, and worsening their economic and food insecurity. Adolescent girls, in particular, face increased vulnerabilities, including limited access to education and healthcare and heightened risks of child marriage and female genital mutilation. Alarming, girls remain twice as likely as boys to be excluded from employment, education, or training.

Addressing the growing resistance to gender equality, Ms. Russell stressed the importance of the UN System reflecting the change it seeks to foster globally. **While UNICEF has achieved gender parity overall and introduced temporary special measures to address gaps at**

the P5 level, work remains to ensure equity across all levels, particularly in junior professional roles, directorships, and emergency duty stations.

“If we as the UN system are to make a difference for girls, women and all of humanity, then we need to reflect within us the world we want to see on the outside.”

Catherine Russell, Executive Director of UNICEF

Gender equality, she affirmed, extends beyond workforce representation—it encompasses creating an environment where all personnel can contribute meaningfully to the organization's mission.

To support this, UNICEF conducts regular employee surveys aimed at fostering an enabling workplace culture. Ms. Russell concluded by expressing

“The fact is, if we do not invest in building enabling working environments for our personnel, women in our organizations will not stay.”

Sima Bahous, Executive Director of UN Women



confidence in the continued efforts of Gender Focal Points to address these challenges and advance gender parity across the UN System. She extended her gratitude to the participants for their invaluable contributions to closing the gender gap.

Ms. Sima Bahous, UN Women’s Executive Director, followed Ms. Russell’s message to welcome participants, emphasizing the ongoing challenges to women’s rights worldwide, such as those in Afghanistan, Sudan, Ukraine, and Gaza, which highlight the urgency of gender inclusion in decision-making and leadership. She noted that UN Women officially launched the Beijing+30 framework in September 2024 driven by the objectives of **Account, Recommit, and Resource**. She expressed her happiness that these themes were

chosen as guiding principles for the Global Annual Meeting. UN Women will mark **the 30th anniversary of the Beijing Declaration and Platform for Action in 2025** by leveraging this opportunity to drive collective action to advance gender equality and women’s empowerment and rights alongside many stakeholders in a multi-pronged process. The Beijing+30 framework provides an important opportunity to renew commitments and intensify efforts.

In her remarks, Ms. Bahous highlighted significant achievements, **including the increase in UN entities reaching gender parity (from 5 in 2017 to 28 today) and the attainment of gender parity at the International Professional and higher categories for the first time in UN’s history**. She acknowledged the role of the

System-wide Dashboard on Gender Parity, launched by UN Women and UNDP, in making progress more transparent and fostering accountability.

Ms. Bahous acknowledged several initiatives by UN Women aimed at creating supportive working environments, such as the Knowledge Hub and the Enabling Environment Guidelines. She emphasized the need for flexible working arrangements, inclusive recruitment processes, parental leave policies, and targeted outreach to support parity efforts. While noting these successes, she also addressed ongoing challenges, particularly in achieving gender balance in director positions and in male-dominated sectors.

Ms. Bahous encouraged the Gender Focal Points to use this meeting as a unique opportunity to learn, exchange ideas, and find inspiration from each other's successes. She urged participants to let the principles of *Account, Recommit, and Resource* guide their efforts: to reflect on progress and obstacles, renew their dedication to gender parity, and secure the necessary resources for impactful initiatives.

Ms. Bahous concluded by stressing the vital role that UN Gender Focal Points play as agents of change within their organizations and underscoring the importance

“Account for your actions by reflecting on achievements and challenges. Recommit to advance gender parity with renewed focus and continued dedication. And last, but not least, resource your initiatives by securing leadership support and mobilizing necessary resources to drive impactful change.”

Sima Bahous, Executive Director of UN Women

of strong support at the leadership level. **She thanked participants for their dedication to driving progress on gender parity and invited them to continue advocating for change as they return to their entities.**

Key Resources and Tools for Gender Focal Points

Presented and facilitated by Shinobu Sasaki, Tarini Wijesekera, Caroline Hungwe, Giulio Francesco Festa, Breanna Hillgartner, Tomomi Nakata, Office of the Focal Point for Women in the UN System

The Office of the Focal Point for Women in the UN System serves as a resource hub to empower UN Gender Focal Points as changemakers in their entities. One important way in which the Office supports Gender Focal Points is through producing communication products that Gender Focal Points can use in their advocacy for gender parity. The Office has produced a diverse range of products including reports, videos, factsheets, and podcasts to enhance gender parity.

During the Annual Meeting, the Office presented a range of communication and advocacy resources, offering guidance on how Gender Focal Points leverage these knowledge products to enhance gender parity. Some of the communication products presented included the Enabling Environment and Field-specific Guidelines, the UN System-wide Dashboard on Gender Parity, the UN

System-wide Knowledge Hub on Addressing Sexual Harassment, the Extranet for Gender Focal Points as well as communication products and resources.

Ms. Breanna Hillgartner opened the session by laying out how the Office of the Focal Point for Women supports the Gender Focal Points in their important work promoting gender parity and creating inclusive working environments. She reiterated that the goal of the office is to provide easy access to these important resources, which are crucial for building enabling environments and driving meaningful change.

Ms. Tarini Wijesekera presented the Enabling Environment Guidelines. She emphasized that gender parity is not only about numbers but also about changing organizational culture, which the guidelines promote



as a pathway to achieving and sustaining gender parity. Ms. Wijesekera then presented the Field-specific Enabling Environment Guidelines, which were produced in response to increased requests from the field where the parity gap is wider and most persistent.

Following the presentation of the guidelines, Ms. Wijesekera informed the Gender Focal Points of the production of summary documents of the guidelines and their key recommendations, which are accessible on the UN Women Gender Parity Resources webpage.

Ms. Shinobu Sasaki provided a demonstration of the enhancements to the UN System-wide Dashboard on Gender Parity developed by UN Women in collaboration with UNDP, launched in 2021. The Dashboard includes data from 38 participating entities across the UN System and provides the latest available data on the representation of women and men in the UN by entity, grade, staff and non staff category, age group, duty station including UN Country Team level, gender of Resident Coordinators, and nationality. The Dashboard also showcases the Gender Parity Index, which is the absolute number of women or men needed to reach parity by staff category and duty station. The Dashboard enhances accountability and transparency by consolidating, monitoring, and tracking gender parity progress system-wide, as recommended in the Secretary-General's System-wide Strategy on Gender Parity. Ms. Sasaki encouraged Gender Focal Points to regularly visit the Dashboard to further their gender parity work.

Mr. Giulio Francesco Festa then referred to the UN System-wide Knowledge Hub on Addressing Sexual Harassment. Now available in all UN official languages, the hub was launched in 2023 and developed as part of the efforts of the CEB Task Force on Addressing Sexual Harassment. It is a vital tool which consolidates resources, tools, and best practices from across the

UN System to address sexual harassment. It is publicly available and accessible to all UN personnel, Member States, civil society and the general public, to foster transparency and accountability on the UN's efforts to tackle sexual harassment.

Mr. Festa provided a walk-through of the hub, showing how and where to find information. He emphasized the importance of creating an enabling working environment, beginning with fostering an organizational culture where everybody feels safe and respected. He expressed hope that the Knowledge Hub would be a useful tool in the Gender Focal Points' work on addressing sexual harassment.

Ms. Caroline Hungwe presented the Extranet for Gender Focal Points, which provides a wealth of information and resources. The Extranet was recently updated for easier usability. Ms. Hungwe provided a brief demonstration on how to use the Extranet. Ms. Hungwe expressed her hope that the many resources of the Extranet would benefit the UN Gender Focal Points to advance and accelerate the joint efforts towards gender parity in the UN System.

Ms. Tomomi Nakata presented additional communication products developed to support Gender Focal Points. She unveiled a booklet commemorating the fifth anniversary of the Secretary-General's Gender Parity Strategy, showcasing over 70 good practice examples from various UN entities. Ms. Nakata also presented the Onboarding Material for new Gender Focal Points and Top Tips for Gender Focal Points reference document, containing essential information about Gender Focal Points' roles and responsibilities. She also directed participants' attention to the Menu of Support Services in Advancing Gender Parity. Furthermore, Ms. Nakata urged participants to engage with the UN Gender Parity Twitter account and use the hashtag #UNGFP24 to share insights and updates from the meeting.



Beijing +30: Why Gender Parity Still Matters?

Presented by Ms. Nyaradzayi Gumbonzvanda, Deputy Executive Director of UN Women, and Ms. Lopa Banerjee, Director of Civil Society Division, UN Women

Facilitated by Leslie Groves, Gender Parity Consultant

Ms. Nyaradzayi Gumbonzvanda, Deputy Executive Director of UN Women, warmly welcomed participants to the 2024 Annual Global Meeting of UN Gender Focal Points. She expressed gratitude to Gender Focal Points worldwide for their dedication to creating inclusive environments across UN headquarters, country offices, and missions.

Reflecting on the vital role Gender Focal Points play, Ms. Gumbonzvanda commended their unwavering advocacy for gender parity. She emphasized the importance of their work, which underscores the UN's commitment to lead by example in promoting gender equality. Ms. Gumbonzvanda highlighted the approaching 30th anniversary of the Fourth World Conference on Women in Beijing, a landmark moment where the Beijing Declaration and Platform for Action were adopted. This framework set forth strategic objectives to elevate women's roles in leadership and decision-making, a legacy that continues to inspire UN initiatives today.

Recent findings by UN Women underscore progress in gender representation, with women now holding 33 heads of state positions globally, an increase from 19 in 2011. Within the UN, women now constitute 50% of Resident Coordinators and hold 48% of senior leadership positions. However, Ms. Gumbonzvanda stressed the continued need for acceleration, noting that true gender equality in top leadership could take 130 years at the current pace.

In this context, she encouraged Gender Focal Points to harness the momentum of Beijing+30 to further

advance gender parity. She affirmed the support of UN Women and urged collective action within the UN System to fulfill the Beijing vision, noting that through collaboration and dedication, the goal of a gender-equal UN workforce is within reach.

Ms. Gumbonzvanda concluded by thanking the Gender Focal Points for their commitment and encouraging them to continue their work with innovation and resolve.

Ms. Lopa Banerjee, Director of the Civil Society Division at UN Women, joined the Annual Gender Focal Point Meeting to discuss the critical importance of gender parity as the UN approaches the 30th anniversary of the Beijing Declaration and Platform for Action. She emphasized the urgency of realizing gender equality and the empowerment of women and girls as central to UN goals.

Ms. Banerjee shared findings from the recent Gender Snapshot report, highlighting persistent gaps in women's leadership worldwide. Women hold only 26.9% of parliamentary seats, 35.5% of local government seats, and 27.5% of managerial positions globally, despite representing 40% of the workforce. At recent UN forums, female representation among high-level speakers also remained disproportionately low, underscoring the continued barriers women face in attaining equality.

Reflecting on the relevance of the Beijing Declaration, Ms. Banerjee emphasized that gender parity remains essential for achieving equality, development, and peace. She reviewed the Declaration's three pillars of action. These included: (1) Full and Equal Participation:

“As we approach Beijing +30, I strongly encourage you to leverage the momentum to advance gender parity. I am confident that by working hand-in-hand across the UN family, we can meaningfully advance the promise of this historic agreement. You are key agents of change.”

Nyaradzayi Gumbonzvanda, Deputy Executive Director of UN Women

women must have equitable access to education, healthcare, economic opportunities, and political participation; (2) Representation in Decision-Making: gender parity is critical in leadership roles across governance, enabling policy-making that reflects all voices; and (3) Elimination of Gender-Based Discrimination: removing legal and social barriers to women’s full participation is vital to achieving equality.

In advancing the 12 critical areas outlined in the Beijing Platform, Ms. Banerjee highlighted that gender parity underpins efforts to reduce poverty, enhance health and education outcomes, combat violence, and enable women’s voices in peacebuilding and environmental stewardship.

As the 30th anniversary of Beijing approaches, Ms. Banerjee called for a unified approach to accelerate gender equality efforts, in line with UN Women’s Beijing+30 strategy. This strategy will bring together governments, civil society, and the UN system in resource-backed, high-impact actions that drive empowerment and secure rights for women and girls globally.

She concluded by affirming that achieving gender-balanced leadership promotes transformative change, breaking stereotypes and driving sustainable development. **Gender parity remains key to delivering on the promises of both the Beijing Platform for Action and the 2030 Agenda, bringing the world closer to an inclusive, equitable future.**

Engaging Men to Empower Change

Presented by Mr. Cody Ragonese, Deputy Director of Programs of Equimundo, Ms. Vanessa Holtze, Diversity, Equity and Inclusion Coordinator HRMS, UN Office in Vienna (UNOV)/UN Office on Drugs and Crime (UNODC), facilitated by Ms. Leslie Groves, Gender Parity Consultant

Mr. Cody Ragonese, Deputy Director of Programs at Equimundo, delivered a presentation titled “Male Allyship in the Workplace: What it is and How to Do it,” addressing the role of men as critical partners in achieving workplace gender equality. Mr. Ragonese began by acknowledging the widespread inequities in resources, power, and opportunity that persist in both workplaces and society at large. **He underscored that efforts toward gender equality are not a zero-sum game; rather, they foster a more just, inclusive world where men and boys are partners and stakeholders alongside women, girls, and individuals of all gender identities.**

Mr. Ragonese outlined the transformative potential of male allyship, describing it as a “multiplier effect” that supports gender parity across levels of employment, bridges the power gap, and mitigates workplace issues like sexual harassment and unfair pay practices. Engaging men actively in gender equality produces ripple effects that extend beyond the workplace, positively impacting family dynamics and community relationships. Mr. Ragonese observed that today’s evolving workforce expects leaders to champion gender inclusivity as a core component of their leadership brand, contributing to organizational success.

Next, Mr. Rangone introduced the “Man Box,” a framework describing rigid societal expectations around masculinity that often limit men’s ability to fully engage as allies. He explained that while many men are supportive of gender equity, they may experience “masculine anxiety,” inhibiting open dialogue on gender issues. This anxiety can reinforce a “bro culture” in workplaces, contributing to harmful behaviors and exclusionary practices that undermine inclusive work environments.

He also highlighted the detrimental impacts of unchecked masculine norms, often manifested in high turnover, low morale, and diminished employee engagement. Work environments steeped in this “bro culture” are prone to increased HR grievances, weakened organizational loyalty, and reduced productivity, affecting both men and women. Such dynamics, he explained, not only impact organizational health but also individual well-being, particularly affecting men’s mental health and social relationships.

Actionable recommendations for men seeking to advance gender equality within their organizations include individual steps, such as embracing discomfort, engaging with empathy, communicating transparently, and holding oneself accountable to inclusive goals. Mr. Rangone also noted the equal importance of actions at the organizational level and recommended identifying and involving allies, creating supportive entry points in policies, and setting measurable goals to track progress on gender equity.

Concluding, Mr. Rangone emphasized the multifaceted benefits of an inclusive and gender-equitable workplace. **Organizations with active male allyship report enhanced organizational performance, reduced absenteeism, and greater employee satisfaction.** He affirmed that a commitment to allyship supports safer, more collaborative workplaces, ultimately strengthening organizational resilience and appeal. He encouraged participants to embrace allyship as a driver for organizational and cultural transformation. By embedding inclusivity into organizational practice, workplaces can uphold equity as a fundamental value and foster environments where all individuals are empowered to succeed.

Ms. Vanessa Holtze, Diversity, Human Resources Management Service, Equity and Inclusion Coordinator, UN Office in Vienna/UN Office on Drugs and Crime

(UNOC/UNODC), began her presentation by agreeing with Mr. Rangone about how critical it is to involve men in discussions around gender parity and incorporate their perspectives. Ms. Holtze discussed the variety of gender parity initiatives implemented by the gender and HR teams within the security team to involve men more actively in gender equality efforts. The security team’s head raised concerns that efforts to advance women were perceived by his male colleagues as hindering their own career progress, leading to frustrations and occasional discriminatory attitudes toward female colleagues.

To address these challenges, UNOV/UNODC enlisted the support of an external partner for two key reasons. Given that the gender parity team consisted entirely of women, they felt it would be beneficial to have a male facilitator to lead the conversation. Additionally, they saw value in bringing in external expertise. Partnering with a consultant from White Ribbon, they arranged a series of workshops. These sessions were held in separate groups for male and female security supervisors, creating a safe environment for open and candid discussions on gender-related issues.

Having space to express their concerns and ideas openly helped build empathy for female colleagues and the organization’s gender parity goals. The workshops also included training on gender roles, privileges, and policies related to gender equality, which encouraged reflection and open dialogue.

A number of practical outcomes emerged from the workshops. These included the need for increased transparency in recruitment and promotion processes as a means to building trust and reducing misunderstandings as well as better communication around care responsibilities as they relate to shift preferences, expanding career development options, improving selection processes for leadership roles, and supporting family-friendly policies for both men and women.

Ms. Holtze concluded by noting that this initiative was part of a broader effort to strengthen men’s engagement on gender equality and build a culture of open dialogue and continuous improvement, including platforms for men to discuss masculinity and gender issues, holding “food for thought” session, and offering targeted learning sessions on topics like parental leave for male colleagues.

DAY 2

WHAT IS EXPECTED FROM UN GENDER FOCAL POINTS?

15 October 2024, New York

Day 2: Key Takeaways

- **UN Executive Group to Prevent & Respond to Sexual Harassment:** The Group began its work in early 2024, building on the foundation of the CEB Task Force on Addressing Sexual Harassment. GFPs are encouraged to stay up to date and continue to contribute to this important work.
- **Reducing Bias and Improving Recruitment:** Techniques such as nudges can improve recruitment processes by making small changes like adjusting application questions to reduce gender biases and encourage more female applicants.
- **Targeted Approaches:** UNOPS increased its share of women using locally-led, context-specific approaches and a monitoring dashboard. UNDP Nepal increased the number of women in fixed-term positions through an innovative force diversity policy, affirmative action initiatives for marginalized women, and gender-inclusive recruitment practices.
- **Addressing Backlash:** Resistance to gender parity initiatives can manifest in various forms such as denial, inaction, and co-option, and requires redress through customized strategies including using data, accountability, and addressing underlying causes.

UN System-wide Gender Equality Acceleration Plan: What is expected from UN Gender Focal Points?

Presented by Ms. Ghita El Khyari, Gender Equality Acceleration Plan Coordination, facilitated by Leslie Groves, Gender Parity Consultant

Ms. Ghita El Khyari began her presentation by introducing the system-wide Gender Equality Acceleration Plan (GEAP). In the *Secretary-General's Our Common Agenda*, a commitment was made to review the capacity of the UN System to deliver on gender equality. The Independent Gender Review report, commissioned to the Dalberg Group, presented a series of key findings and recommendations to the UN Secretariat General

in February 2023. The review addressed critical issues including the importance of gender equality to the UN mandate, how to deliver gender equality as a goal in the current geopolitical context, and systematic issues across strategies, capacities and culture. Following the presentation of recommendations, a director-level Task Team comprised of 12 entities reviewed the findings and selected recommendations to continue to develop.

The team developed the Gender Equality Acceleration Plan consisting of five pillars and 20 accelerators. The Advisory Board (led by the Deputy Secretary General) endorsed the GEAP and the Secretary General launched implementation of the plan on International Women's Day 2024.

Ms. El Khyari then enumerated the five key pillars that constitute GEAP:

- 1. Clarion Call** is a united commitment by all UN leaders for a strong normative policy stance and political engagement strategy on gender equality and women's rights. UN leaders across all levels and contexts should be able to advance gender equality and women's rights in a coordinated manner. This pillar also promotes a system-wide political strategy to deal with pushback. The Clarion Call ensures women's rights defenders are protected, financed and able to inform processes and decision-making in the UN System.
- 2. Gender responsive leadership** as the second pillar provides an internal power analysis of the systems, structures and hierarchies that constitute barriers to gender equality within the UN's respective entities, and the elevation of capacities on gender equality across every Agency, Fund and Programme. The pillar strengthens accountability and elevates gender expertise for leadership.
- 3. Accountability to gender equality across the UN** is a commitment to gender equality that will leverage the UN SWAP and place accountability at the highest levels of leadership across the UN at global, regional and country levels. A biannual review will be held at the country level, based on self-assessment and externally informed by dialogue with external partners, government and civil society. The review will end with a conversation with the Deputy Secretary-General (DSG) on UN country teams' delivery for gender equality and areas for improvement to be addressed before the next review.
- 4. Resources** as the fourth pillar orients towards securing resources to address the chronic under-investment in gender equality which permeates the whole UN system and a commitment to support and strengthen UN Women as the backbone of gender equality across the system. The pillar includes a

15% target on financing gender equality as a principal objective and a commitment to strengthen UN Women coordination mandate work on gender equality. The pillar commits to mobilize funds for local women's organizations, specifically in crisis settings, as well as a target of \$ 300 million, and an idea of investment goals for recourse mobilizing for gender across the system in general.

- 5. Working with all Stakeholders** aims to implement a system-wide pivot to gender equality, including across intergovernmental spaces, engagement with civil society, the private sector and philanthropy as well as Member States.

The governance structure of the GEAP includes multiple tiers. A Gender Steering Group, led by the UN Secretary-General, consisting of UN System Principals, convenes annually to set strategic objectives, endorse ambitious targets, and approve the annual report. The Advisory Group, led by the DSG and comprising Principals of UN entities, Member States, and Civil Society representatives, meets quarterly. It provides guidance to the DSG on the GEAP, anticipates challenges for GEAP implementation, and fosters knowledge sharing. The Task Team, composed of director-level representatives from 14 UN entities, meets quarterly and on an ad hoc basis. This team is responsible for guiding the implementation of the GEAP, identifying obstacles, devising solutions, sharing lessons learned, and assisting in setting relevant targets. UN Women hosts the Secretariat, which supports the entire UN system by facilitating and monitoring the implementation process, mobilizing resources, and supporting country-level reviews.

Key enablers for the Gender Parity Strategy include the Gender Transformative Leadership Trainings, a central component of the GEAP. Prioritized by the Task Team, these trainings will be implemented in several phases. The initial phase will consist of high-level training sessions for Under-Secretaries-General and Assistant Secretaries-General, focused on their gender equality responsibilities and the broader mandate of delivering for women and girls.

Ms. El Khyari described how internal gender power analyses are also integral to the GEAP. Each entity is expected to conduct an externally facilitated internal gender analysis to examine behaviors and address

biases within UN entities. The operationalization of this mechanism is still under development, as some entities may face resource constraints.

Ensuring gender expertise, competency, and demonstrated track record upon appointment and promotion is increasingly emphasized through the GEAP. This includes measures to make gender expertise transferable across domains, with a focus on embedding it into practical actions and evaluations. The GEAP will act as a powerful advocate for the Gender Parity Strategy, providing essential political support and fostering an enabling environment to drive its implementation. Rather than replacing the Gender Parity Strategy, the

GEAP aims to accelerate its progress, serving as a catalyst to help achieve its ambitious goals.

Ms. El Khyari ended her intervention by naming the immediate priorities for future efforts, including the development and distribution of a systemwide Gender-Responsive Leadership Training Framework, developing the Clarion Call and the political strategy, and the rollout of country-level activities, including the new Biennial Dialogues on Gender Equality. Additional priorities include advancing HR-related processes, enhancing engagement with and financing for women's organizations, and improving communications and reporting on the Plan's outcomes.

The UN Executive Group to Prevent and Respond to Sexual Harassment in the UN System

Facilitated by Ms. Leslie Groves, Gender Parity Consultant

- **Ms. Hannan Sulieman**, Assistant Secretary-General and Deputy Executive Director of UNICEF, Chair of the UN Executive Group to Prevent and Respond to Sexual Harassment in the UN System
- **Ms. Najla Nassif Palma**, Assistant Secretary-General, UN Victims' Rights Advocate
- **Ms. Katja Pehrman**, Senior Advisor and Focal Point for Women in the UN System
- **Mr. Jafar Javan**, Director, United Nations System Staff College (UNSSC)
- **Ms. Nicole Vareil**, Chief a.i. HR Staff Relations, World Food Programme

At the beginning of 2024, the Chief Executive Board Task Force on Addressing Sexual Harassment within the Organizations of the UN system transitioned to the UN Executive Group to Prevent and Respond to Sexual Harassment. Established in 2017, the Task Force developed a unified approach across the UN System to address sexual harassment, making significant progress amongst others in investigations, creating a UN System Model Policy on Sexual Harassment, and the Code of Conduct to Prevent Harassment.

Ms. Leslie Groves facilitated a panel discussion on the progress of the UN Executive Group thus far and the goals going forward.

Ms. Hannan Sulieman, Assistant Secretary-General and Deputy Executive Director of UNICEF, Chair of the UN Executive Group to Prevent and Respond to Sexual Harassment in the UN System

Ms. Sulieman began the panel by providing an overview of the priority areas of the UN Executive Group via video message and thanking the network of Gender Focal Points for its support of the Task Force. She expressed her confidence in the network for continuing to advocate, share knowledge, and fight sexual harassment across the UN System.

Ms. Sulieman began by outlining the progress the Executive Group has made since its inception in January 2024, including **advancing initiatives across six key areas**: (1) knowledge sharing and collaboration; (2) improving policies and strengthening systems; (3) supporting victims and survivors; (4) building capacity through training and skill development; (5) monitoring progress and evaluating impact; and (6) engaging with stakeholders to ensure open communication.

The Executive Group also successfully administered the **Annual Survey on Reporting of Sexual Harassment for 2023**, which provided valuable insights into both the prevalence and the management of sexual harassment incidents by the UN System. Ms. Sulieman outlined some of the positive trends from the survey, including that more cases are reaching resolution within a shorter

timeframe, more individuals are being held accountable, and more disciplinary actions issued when complaints are raised since 2022. She also noted, however, that significant work remains, particularly regarding background checks, informal processes of reporting, and transparency for victims and survivors.

Ms. Sulieman ended her intervention highlighting the importance of the continued support of the network of Gender Focal Points and the key role of their advocacy in driving systemic and lasting change.

Ms. Katja Pehrman, Senior Advisor and Focal Point for Women in the UN System

Ms. Katja Pehrman began by thanking the other speakers, noting that their collaboration on this panel provides a poignant illustration of the essence of the Executive Committee work, in which different stakeholders work together closely to achieve concrete and sustainable results.

Ms. Pehrman then went on to provide some brief background of the UN System's work on sexual harassment, outlining the important initiatives accomplished by the CEB Task Force, including introducing Clear Check to standardize background checks and developing important resources and guides for managers and investigators, as well as a system-wide uniform definition of sexual harassment across the UN System.

Ms. Pehrman also highlighted the important work of UN Women to address sexual harassment in line with the Task Force, including **peer-to-peer learning dialogues, which led to the creation of two booklets that provided guidelines for the international community to prevent sexual harassment.** She also noted **the launch of the System-wide Knowledge Hub on Addressing Sexual Harassment** as a critical resource for Gender Focal Points.

Within the UN Executive Group, UN Women will focus on three imperatives. **First, UN Women will continue to enhance and develop accessible knowledge resources and facilitate collaboration. Ms. Pehrman emphasized the role of the Gender Focal Points.** They are encouraged to share any materials from their respective entities that could inspire others or enhance the resources available. It is also important for them to regularly visit the hub to stay updated. Familiarizing themselves with

the resources on the Hub, especially those related to victims and survivors, is crucial for providing accurate and timely support to those in need.

Another key focus is **exploring the challenges faced in implementing policies regarding sexual harassment and other gender-based issues.** The role of Gender Focal Points remains crucial in this regard, as understanding the specific difficulties faced within their entities is essential. Sharing any successful practices or lessons learned will allow the gender focal point network and the Executive Group to build on these experiences and improve their collective approach. By exchanging knowledge and strategies, the community can foster a more supportive and effective system across all entities.

Finally, Ms. Pehrman described that UN Women intends **to undertake a mapping exercise to identify tools and innovative approaches used by other organizations and Member States to combat sexual harassment.** This initiative will hopefully help gather new ideas and best practices to strengthen existing frameworks. The expertise of Gender Focal Points is essential, as it will help ensure that the most effective approaches and resources are incorporated into the response to sexual harassment.

Ms. Pehrman ended her intervention **by highlighting the inextricable link between sexual harassment, power disparities, and gender inequality and thanking the Gender Focal Points for their ongoing work towards addressing sexual harassment in the UN System.**

Mr. Jafar Javan, Director, United Nations System Staff College (UNSSC)

Mr. Javan opened his presentation by reiterating the seriousness of the issue of sexual harassment in the workplace which is one that requires immediate and forceful action. He highlighted the importance of the Executive Group as a space where agencies can collaborate and share practices.

Mr. Javan provided an update on the work undertaken by the Executive Group over recent months, including **an ongoing mapping to assess existing training materials and learning activities on the topic, identify gaps, and build a comprehensive package of resources.**

Mr. Javan also described collaborating with WHO to complement its work on sexual abuse and exploitation with work on sexual harassment in the workplace.

Mr. Javan then went on to discuss the results of the Annual Survey on Reporting Sexual Harassment in 2023 in detail. The survey data shows a significant rise in formal reports—one of every 917 employees filed a formal report, up from one out of 912 in 2022. There has also been a steady increase of bystanders coming forward since 2020, indicating the severity of the issue.

Mr. Javen emphasized the urgent need for a comprehensive and inclusive learning program to address sexual harassment within the UN System. The program should define harassment clearly, educate all personnel on the complaint process, investigation procedures, consequences for abusers, and victims' rights. It should be mandatory for all staff and delivered through a train-the-trainer model, with key participation from Gender Focal Points. The training must also engage peers, bystanders, and managers, highlighting their roles and responsibilities. Mr. Javen underscored the need for swift implementation, with sufficient resources dedicated to the program's development, stressing that this issue requires immediate and ongoing action.

Ms. Najla Nassif Palma, Assistant Secretary-General, UN Victims' Rights Advocate,

Next, Ms. Palma described how to strengthen a victim's rights approach to sexual harassment in the executive group as well as what role Gender Focal Points can play to support these efforts.

Ms. Palma began by describing the system-wide mandate of the UN Victims' Rights Advocate to ensure that the rights and dignity of victims of sexual exploitation and abuse by UN staff and related personnel are respected. **She stressed that sexual harassment, as another form of sexual misconduct, has similar impacts on victims, causing trauma that requires the same level of attention and respect for the victims' rights and dignity.** The advocate's role is to provide support, advice, and ensure that victims are centered in all UN prevention and response initiatives. Building on the work of the previous advocate, who made significant progress in advancing policy frameworks and principles—particularly in addressing sexual harassment—Ms. Palma continues to ensure that victims'

voices are heard, and that they have access to assistance and justice.

Ms. Palma described her engagement in the various workstreams within the Executive Group, contributing to knowledge-sharing efforts and policy development in collaboration with UN Women and UNICEF. One key area of focus is clarifying when sexual harassment may also constitute sexual exploitation and abuse. These discussions are part of ongoing efforts in the UN Secretariat, where the Secretary-General's bulletin on sexual exploitation and abuse is being reviewed. From a victim's perspective, it is crucial to ensure that their rights are respected in all instances, including their right to voice concerns, receive assistance, and access justice.

Additionally, Ms. Palma is involved in the creation of a victims' reference group by UNHCR, which is a critical step in ensuring that victims' needs, wishes, and perspectives are understood, and effectively integrated into response efforts. She is also engaged in the development of online training materials and resources, such as those on **the "Victims' Rights First" platform**, to help personnel understand what a victim-centered approach means in practice. The advocate remains committed to supporting these initiatives, upholding confidentiality, and ensuring the effective rollout of policies and training to strengthen victim support mechanisms across the UN System.

Ms. Nicole Vareil, Chief a.i. HR Staff Relations, World Food Programme

Ms. Vareil ended the panel discussion by presenting key findings and recommendations from the Annual Survey on Reporting of Sexual Harassment for 2023. **The data showed a substantial increase in formal reports**, rising from 329 in 2022 to 427 in 2023. Most formal reports (76%) came from affected individuals and bystanders, with a steady increase in reports from bystanders—from 20% in 2021, 26% in 2022, to 34% in 2023. **Gender dynamics and power imbalances remain significant factors**, as women comprised 92% of affected individuals and men represented 98% of alleged perpetrators. In 55% of the investigated cases the alleged perpetrator held a more senior position than the affected individual.

Entities reported that **the office environment continues to be the most common setting for incidents**, especially

in field locations. Specifically, 83% of entities identified the office as the primary location for incidents, followed by online environments (35%), with 78% of incidents occurring in field settings. Attempted or actual sexual assault (excluding rape) and verbal sexual harassment were the most frequently reported types of misconduct, both at 54%. Cases of visual or verbal sexual harassment also increased, from 4% in 2022 to 33% in 2023.

In terms of timeliness, entities made progress in faster intake decisions for reports referred to investigative functions. In 2023, 84% of entities completed intake within two months, up from 70% in 2022; however, nearly half of entities still took over one month on average. For investigations completed in 2023, entities increased the proportion of cases concluded within one year, though the percentage of investigations finalized in under six months saw a slight decline. Disciplinary processes varied, ranging from under six months to over one year, with a notable increase in cases completed within one year (85% in 2023, compared to 74% in 2022), despite a minor decrease in cases resolved in less than six months.

In 2023, 27 entities provided numerical data, compared to 29 in 2022. Across these entities, 59 disciplinary matters reached completion in 2023, up from 44 in 2022. Of these, 78% led to disciplinary action (up from

59% in 2022), and entities separated 81% of personnel found to have engaged in sexual harassment. Entities identified the need for stronger prevention efforts. While most entities deliver specific training to prevent sexual harassment, training types vary and are not uniformly aligned. Furthermore, only 48% of entities publish disciplinary practices internally, and just 33% publish them both internally and externally.

Victim engagement and support also require enhancement. Although most entities provide support for affected individuals, inconsistent record-keeping has led to gaps in data on protective measures. Similarly, communication with affected individuals varies across entities. A standardized system should be in place to guide the timing and method of status updates and the outcomes of investigations and disciplinary processes.

Ms. Vareil ended her presentation by noting other areas that require improvement. While progress has been made, only a portion conduct checks on individuals who leave with pending allegations. Additionally, entities need clearer contractual provisions with vendors and implementing partners; currently, 53% of entities include specific clauses related to addressing sexual harassment, enabling contract termination with non-compliant vendors and partners.

Good practices by UN Gender Focal Points: The implementation of the Enabling Environment Guidelines and the Field-specific guidelines to reach parity

Panel discussion facilitated by Ms. Leslie Groves, Gender Parity Consultant

- **Ms. Bipana Dhimal**, Policy Analyst, Gender Equality and Social Inclusion, UNDP Nepal
- **Ms. Sara Callegari**, Gender and Diversity Specialist, WIPO
- **Ms. Iris Xholi**, Programme Management Officer, Gender and Inclusivity Unit, UNDSS
- **Ms. Bettina Feichtinger**, Chief of Staffing, Diversity & Outreach Section, Deputy Chief HR Management Service, UNOV/UNODC
- **Ms. Edith Muluha**, Gender Equality, Diversity and Social Inclusion Advisor, Peace and Security Cluster, UNOPS
- **Ms. Nadine Brou**, Planning and Reporting Officer, Programme Planning and Field Support, UNAIDS



Ms. Leslie Groves facilitated a panel discussion with a specific focus on good practices to attain gender parity implemented by Gender Focal Points. The discussion provided a unique opportunity to hear about good practice examples in detail and reflect on the creative ways to make progress.

Ms. Bipana Dhimal, Policy Analyst, Gender Equality and Social Inclusion, UNDP Nepal

Ms. Bipana Dhimal shared insights on the affirmative actions and targeted interventions that increased the number of women in fixed-term positions within UNDP Nepal. In 2007–2008, women comprised 33% of fixed-term staff at UNDP Nepal. Ms. Dhimal noted several contributing factors, including a lower number of female applicants, limited numbers of female candidates, male-dominated professional fields, societal norms, and restricted opportunities for women.

“ I believe affirmative actions are a temporary measure and because of that, we need to work together to bring gender parity at all stages and all levels.”

– Bipana Dhimal, Policy Analyst, Gender Equality and Social Inclusion, UNDP Nepal

In 2007, UNDP introduced a diversity policy in alignment with the UN System-wide Gender Parity Strategy. This policy prompted changes in recruitment processes to foster a more gender-balanced and diverse workforce at UNDP Nepal. A gender component was added to all terms of reference, acknowledging gender and social inclusion as cross-cutting issues to be upheld by all personnel. When few or no women applied for a position, UNDP Nepal extended the vacancy period and implemented affirmative action measures for women candidates, particularly those from marginalized backgrounds. Attention was given to women from lower castes, women with disabilities, and women from religious minorities.

As a result of these actions, UNDP Nepal achieved 50% representation of women in fixed-term positions by 2024. Ms. Dhimal emphasized that, despite this progress, there remains significant work to achieve full gender parity, particularly in enhancing inclusion for persons with disabilities and gender and sexual minorities.

Ms. Sara Callegari, Gender and Diversity Specialist, WIPO

Ms. Sara Callegari emphasized how recruitment remains one of the main challenges in achieving gender parity both within and beyond the UN System. Ms. Callegari explained that behavioral science—the study of why people make certain choices and experience certain emotions—can inform non-intrusive, agile changes in recruitment processes that respond to specific needs. She highlighted the concept of “nudges,” which are subtle changes that encourage certain behaviors without limiting choices. For example, supermarkets use nudges by strategically placing certain products to guide purchasing decisions.

Focusing on the longlisting phase of recruitment, Ms. Callegari pointed out that women have a lower pass rate than men, with most candidates not progressing to the shortlisting stage. She suggested three areas in application forms where applying behavioral science could make a difference:

1. Questions about travel availability often lack context, leading female candidates to inadvertently screen themselves out by selecting “no”;
2. Similarly, questions about generic “medical examinations” may screen out female candidates who select “no”;
3. Time-percentage requirements may effectively disqualify otherwise qualified female candidates who have worked part-time in their careers, since their years of experience are prorated.

“ Women have a lower pass rate than men by three percentage points and the vast majority of candidates would not pass to longlist phase.”

– Sara Callegari, Gender and Diversity Specialist, WIPO

Ms. Callegari noted that modifying application forms could positively impact gender balance in longlisting. She mentioned that the systematic data analysis of the recruitment process revealed gender disparities, prompting a deeper analysis and a redesign of their career website. This underscores the importance of proactive measures to identify and mitigate biases.

Ms. Iris Xholi, Programme Management Officer, Gender and Inclusivity Unit, UNDSS

Ms. Iris Xholi, Programme Management Officer in the Gender and Inclusivity Unit at UNDSS, discussed the need to put a greater emphasis on initiatives that foster equitable and inclusive work environments, as a prerequisite to hiring and retaining female candidates. Ms. Xholi spoke about a new initiative called the dialogue series, through which the Department aims to create a new culture of internal communication that will help inter alia: (i) build trust, (ii) increase staff and leadership's participation/involvement in gender and inclusion departmental initiatives, (iii) secure staff and leadership's buy-in and support for gender and inclusion policies and services and, (iv) gather real-time feedback on such policies and services. Highlighting the need to prioritize communication at all levels, particularly in the field, she acknowledged that on-the-ground insights are crucial for designing and providing tailor-made support.

“There are so many good practices out there and being short-staffed, we don't have time to reinvent the wheel. Let's work as one UN and let's act as one.”

– Iris Xholi, Programme Management Officer, Gender and Inclusivity Unit, UNDSS

By fostering enhanced collaboration across organizational levels and geographical areas, the initiative is assisting the Department in identifying the unique gender and inclusion-related needs and challenges, thereby enabling the development of timely, realistic, and actionable solutions.

Ms. Bettina Feichtinger, Chief of Staffing, Diversity & Outreach Section, Deputy Chief HR Management Service, UNOV/UNODC

Ms. Bettina Feichtinger presented an early career initiative aimed at P2 and P3 staff, noting a four-percentage-point increase in women holding P4/P5 positions over the past four years. The initiative responded to requests from female colleagues who felt isolated and sought career guidance, with senior colleagues recognizing a need to support new female staff in the organization. This initiative addressed the importance of connection and information-sharing among colleagues, particularly in light of gender parity challenges at the P4 and P5 levels in UNOV and UNODC.

Ms. Feichtinger reported that online meetings and trainings gained popularity despite a lack of dedicated funding, leading to an internal initiative that blended various forms of support.

“In essence, we are all dealing with similar issues and problems even if contexts are different. We should aim at finding the common denominator and sharing and collaborating and making progress.”

– Bettina Feichtinger, Chief of Staffing, Diversity & Outreach Section, Deputy Chief HR Management Service, UNOV/UNODC

UNOV/UNODC issued a call for female colleagues interested in participating in sessions. The initiative featured a four-to-five-month series with keynote speakers and subject matter experts covering topics such as recruitment, conduct and discipline, parental leave, and policy briefings. Prior to these sessions, female colleagues lacked awareness of certain policies and had no established networks to share information.

Ms. Feichtinger emphasized a major focus of the initiative was network building. Female colleagues were connected with senior managers outside their units

or programs, creating new opportunities to connect and learn across the UN System. In later sessions, a buddy program paired participants with each other, helping foster connections with both senior managers and peers.

The initiative also embraced an intersectional approach, considering participants' geographic diversity. Of the three initiatives conducted so far, over 60% of participants were from field offices and underrepresented regions. Ms. Feichtinger highlighted the flexibility of the in-house initiative, noting the absence of a rigid structure. Lessons learned included the relative ease of creating a space for information-sharing and networking. She emphasized the absence of resistance, as colleagues were willing to contribute, and reported that some participants felt empowered to apply for higher-level positions. Ms. Feichtinger underscored how limited resources can drive creative solutions.

Ms. Edith Muluha, Gender Equality, Diversity and Social Inclusion Advisor, Peace and Security Cluster, UNOPS

Ms. Edith Muluha shared insights on customizing gender strategies within peace and security contexts. In 2018, UNOPS developed a gender strategy for the cluster, tailored to address unique challenges. Gender and diversity focal points were identified, focusing on talent acquisition and creating an enabling environment to retain colleagues.

To support inclusivity, UNOPS reviewed vacancy announcements to ensure inclusive language and encouraged country project units to create locally led strategies tailored to specific contexts. This approach involved partnerships with local institutions and professional associations in countries like Iraq and South Sudan. Engaging male colleagues as change agents and rethinking certain roles also became central to promoting inclusivity.

To track progress, UNOPS launched **a monitoring dashboard for action plan reviews and established quarterly review meetings**. A community of practice encouraged colleagues to share challenges and lessons learned, fostering a "fail forward" culture. By early 2023, 50% of new hires were women, and gender parity reached 40%. Contrary to expectations, data revealed that context-

specific, locally-led approaches could drive gender parity even in conservative settings.

Ms. Muluha highlighted the importance of resourcefulness in the absence of direct funding, including applying for support through the corporate UNOPS investment fund for gender parity initiatives. Data played a crucial role in measuring progress and driving meaningful change, demonstrating the need for strong data collection. Ms. Muluha identified a need for enhanced networking with other UN agencies, strategies to address potential resistance from stakeholders, and support for gender focal points, who often manage this work in addition to their core duties. She also emphasized the need to safeguard progress, ensuring that gains made are sustained as the initiative evolves.

Ms. Nadine Brou, Planning and Reporting Officer, Programme Planning and Field Support, UNAIDS

Ms. Nadine Brou presented on a cultural transformation workstream aimed at fostering a safer, inclusive and empowering workplace. Emphasizing that UNAIDS cannot achieve its goal to end AIDS by 2030 without addressing inequalities, she highlighted the organization's commitment to "walk the talk" by looking inward to address workplace inequities and build a safer, more equitable, and empowering environment. This initiative, led by the Executive Director, includes **unpacking power and privilege by applying the UNAIDS Feminist Principles, fostering antiracist dialogue, and creating staff-led learning initiatives**.

As part of this cultural transformation, over 25 UNAIDS staff members have received training to lead a continuous learning journey covering key topics including create brave spaces, embody feminist principles, address unconscious bias and microaggressions. This effort has reached over 60% of the organization and emphasizes collective accountability, engaging all personnel in embracing these values. Staff now share a common set of principles and tools to build more inclusive teams and relationships, making them aware of power imbalances and equipping them with a framework to address challenges proactively and collaboratively.

An example of the **"Brave Space" principle** that UNAIDS is using, encourages honest and vulnerable dialogue, recognizing that meaningful conversations may

involve discomfort. An example of the complementary 'Feminist principles, is the notion that "the personal is political," which recognizes that women's personal experiences are deeply intertwined with their political realities. By understanding these connections, UNAIDS aims to better address the systemic nature of intersecting inequalities, gender inequality and the broader structures influencing women's roles and opportunities.

How to overcome resistance in reaching parity

Presented and facilitated by Ms. Leslie Groves, Gender Parity Consultant

Ms. Leslie Groves gave a compelling presentation on resistance to gender parity initiatives, illustrating how resistance can take many forms, including denial, disavowal, inaction, appeasement, appropriation, and co-option. To navigate these challenges, Ms. Groves encouraged participants to employ tailored strategies, emphasizing the importance of understanding resistance as a natural response to change.

Ms. Groves discussed specific methods to counter each form of resistance. When facing denial, presenting data, evidence, and storytelling can make a compelling case. In cases of disavowal, reinforcing organizational strategies and highlighting international commitments can help reframe the conversation. To tackle inaction, breaking tasks into smaller, manageable steps and emphasizing the benefits of gender parity can spur progress. Appeasement, often characterized by hollow promises, requires calling out empty statements and presenting potential negative consequences if action is not taken.

Ms. Groves highlighted that gender-focused policy work often encounters subtle resistance through appropriation, co-option, and backlash. Some organizations claim that women are not applying for certain roles, yet fail to advertise in spaces frequented by women. **Additionally, when women in high-risk roles experience setbacks, their failures are sometimes unfairly attributed to gender, perpetuating harmful stereotypes.** Co-option also manifests in the form of "men's rights" calls that dilute gender equity initiatives, subtly shifting focus away from women.

Visible Leadership is key to this culture transformation, with leaders committed to fostering an environment where all staff feel valued and empowered. As UNAIDS continues this journey, it strives to embody brave space and feminist principles in daily practice, aligning actions with its mission and values to create lasting cultural change.

To manage such resistance, Ms. Groves outlined three key strategies for handling pushback, drawn from the session slides. First, **Prevent:** by creating a participatory process, making a convincing case for change, and addressing potential resistance head-on. Second, **Identify:** recognizing the forms of resistance and using targeted counter strategies. Finally, **Understand:** acknowledging that resistance often stems from self-interest, misunderstanding, or deeply held beliefs, as well as time and resource constraints.

Participants also learned **the LEEP model for handling difficult conversations:** **Listen** actively, **Empathize** by acknowledging feelings, **Explain** the rationale and policy, and **Problem-solve** by brainstorming solutions together. This model equips individuals to engage productively with resistance and guide conversations toward positive outcomes.

In an exercise on handling pushback, Ms. Groves invited participants to role-play common resistance scenarios, such as concerns over perceived reverse discrimination or cultural barriers to women in leadership. Participants practiced using the LEEP model to address these situations, gaining insights into the perspectives of those expressing resistance and building their skills in promoting gender parity initiatives.

In conclusion, Ms. Groves emphasized **the importance of collective accountability and resilience in addressing gender parity.** She highlighted the need for strategic, evidence-based advocacy that confronts resistance and fosters a culture of inclusion and equity across organizations.

DAY 3

HOW TO ADVANCE GENDER PARITY IN THE REGIONAL AND COUNTRY CONTEXT?

16 October 2024, New York

Day 3: Key Takeaways

- **Regional and Country Context Approaches:** Resident Coordinators from Bangladesh, Nepal, and Rwanda shared strategies for advancing gender parity in diverse regional contexts, highlighting tailored initiatives like Rwanda's Gender Monitor, Nepal's Workforce Diversity Declaration, and Bangladesh's four-pillar strategy.
- **Inclusive Recruitment and Retention:** Panelists underscored strategies like affirmative action and inclusive recruitment targets to boost female representation, particularly in senior and marginalized positions.
- **Enabling Work Environments:** Ms. Vesna Ivanovikj of North Macedonia shared effective practices such as flexible work hours, zero-tolerance for harassment, and prioritizing work-life balance to retain female staff and foster an inclusive work culture.
- **Mentorship and Leadership Development:** Panelists highlighted mentoring programs and leadership accountability as essential for nurturing talent and ensuring sustained gender parity.
- **Systemic Change through Generative Spaces:** Dr. Blanka Bellak discussed the role of generative spaces as collaborative platforms where Gender Focal Points can practice challenging dialogues, gain peer support, and prevent burnout, reinforcing Gender Focal Points' effectiveness as agents of change across the UN system.

Panel discussion facilitated by Ms. Leslie Groves

- **Ms. Gwyn Lewis**, United Nations Resident Coordinator, Bangladesh,
- **Ms. Hanaa Singer-Hamdy**, United Nations Resident Coordinator, Nepal
- **Dr. Ozonnia Ojielo**, United Nations Resident Coordinator, Rwanda
- **Ms. Vesna Ivanovikj**, Head of Office of UN Women, North Macedonia

Ms. Leslie Groves introduced a group of UN Gender Focal Points and leaders dedicated to advancing gender parity across the UN System. She facilitated this session dedicated to learning about the ways in which each panelist has advanced gender parity in the regional and country context.

Ms. Gwyn Lewis, United Nations Resident Coordinator, Bangladesh



Ms. Gwen Lewis shared insights from Bangladesh, where gender inequality and high rates of gender-based violence are stark. She described how the UN Country Team (UNCT) developed **an implementation plan to address gender parity, initially struggling with low representation of women in senior national positions**. In response, they launched **a four-pillar strategy focusing on leadership accountability, recruitment, culture change, and security for women, especially in high-risk environments**.

Key initiatives included **human resources programs with gender targets, mentorship opportunities, and proactive interventions to address workplace harassment and security concerns**. The plan emphasizes accountability, with regular performance reviews and targeted support for agencies lagging behind. Despite facing cultural barriers and resistance within some UN agencies, Ms. Lewis emphasized the necessity of strong, inclusive leadership and the importance of shifting organizational culture to promote a safer, more diverse workplace.

Ms. Hanaa Singer-Hamdy, United Nations Resident Coordinator, Nepal

Ms. Hanaa Singer-Hamdy, who has a long history with the UN in Nepal, explained that gender equality is part of a larger commitment to social inclusion. Nepal, with its diverse ethnic and caste backgrounds, faced significant discrimination challenges, with past UN staff representing only one caste. Recognizing the need for inclusivity,

the UNCT adopted **a Workforce Diversity Declaration in 2010, committing to fair access for historically marginalized candidates**. This declaration was vital as it had backing from senior management and emphasized transparency to counter internal resistance to diversity efforts.

One of the flagship initiatives supporting this vision was **the UN Trainee Program**, launched to equip marginalized graduates with skills for competing in the UN and beyond. This 11-month program focused on underrepresented groups, including women, ethnic minorities, and people with disabilities.

Additionally, Ms. Singer-Hamdy spoke about implementing **a diversity strategy**, allowing agencies to incorporate temporary special measures in recruitment. This affirmative action contributed to notable improvements in gender and diversity representation across different UN staffing levels.

The “Women on Wheels” initiative was another innovative program, enabling women to train as UN drivers through specialized courses, further enhancing gender access within UN roles. Despite these achievements, Ms. Singer-Hamdy acknowledged ongoing challenges, including some leaders disregarding temporary special measures. This underscored the critical need for continuous reinforcement of diversity commitments and vigilant leadership.

Dr. Ozonnia Ojielo, United Nations Resident Coordinator, Rwanda

Dr. Ozonnia Ojielo, UN Resident Coordinator in Rwanda, shared recent successes and strategies for advancing gender parity in the UN Country Team. Dr. Ojielo highlighted Rwanda's commitment to gender equality, where over 65% of the Cabinet and 63% of Parliament are women—a transformation largely inspired by the country's recovery from the 1994 genocide. To sustain these advancements, **Rwanda established a Gender Monitor at the cabinet level**, with UN support for tracking gender commitments across government. Dr. Ojielo noted that this national dedication to equality drives the UNCT's efforts to embed similar standards, **making accountability a key element of Rwanda's UN agenda**.

In his role, Dr. Ojielo outlined **four pillars essential for effective coordination: creating a collective vision for the UN's role in national transformation, translating it into strategic actions, operationalizing these strategies for impact, and prioritizing staff welfare**. This framework, he explained, ensures that all coordination efforts are built on a stable foundation. Since joining in 2022, he has fostered gender parity within the UNCT by championing female leadership and encouraging gender balance in recruitment processes, exemplified by the UN Gender Equality Seal certification pursuit. **The UNCT gender scorecard has shown positive staff perceptions, reflecting that the UN System in Rwanda is genuinely committed to equality and inclusivity**.

Dr. Ojielo further stressed the importance of **modeling a supportive work culture**, which includes positive recognition of staff achievements and cross-agency collaboration. He highlighted a critical need for gender-balanced recruitment shortlists to ensure fair opportunities. Dr. Ojielo concluded with a call for systemic support in mentoring female staff and suggested that future UN leadership retreats incorporate direct feedback from Gender Focal Points, allowing UN leaders to address gaps and continuously improve on gender parity initiatives.

Ms. Vesna Ivanovikj, Head of Office of UN Women, North Macedonia

Ms. Vesna Ivanovikj, speaking from North Macedonia, emphasized the importance of gender equality efforts during a critical month, highlighting events like the International Day of the Girl Child and the anniversary of UNSCR 1325. She referenced the progress on gender issues since the 1995 Beijing Declaration but stressed that no country has yet achieved full gender equality. Ms. Ivanovikj underscored that **gender parity is about more than equal ratios; it's a fundamental shift in mindset and approach, from decision-makers to practitioners**. She emphasized the need for collective action against gender stereotypes, harassment, and for ensuring ongoing awareness of resources available within the UN to promote gender parity.



To create an enabling environment for gender parity, Ms. Ivanovikj shared **several successful strategies from her office, including flexible working hours, adherence to work-life balance policies, and implementing a zero-tolerance approach to sexual harassment.** She underscored the value of work-life balance practices, such as limiting work communication after hours unless there is an emergency, which has positively impacted her team. Ms. Ivanovikj also mentioned using the gender equality scorecard and incorporating a system-wide approach to align with UN Women's policies, showing the tangible progress made in gender parity across the UN Country Team (UNCT)

in North Macedonia, where they have achieved parity in numbers.

Finally, Ms. Ivanovikj reflected on the importance of **uniting efforts, respecting differing perspectives, and pushing back against setbacks to gender equality.** She emphasized that North Macedonia's UNCT is working towards gender parity at all levels, especially in senior roles. With the UN's goal to achieve gender parity by 2028, she called for cooperation with leaders, communities, governments, and the donor community to overcome the current gender backlash and accelerate progress toward sustainable change.

Generative Spaces: Gender Focal Points as Agents of Change

Presented by Dr. Blanka Bellak, Founding Director, Leadership Associates

Dr. Blanka Bellak shared insights on the value of generative spaces for Gender Focal Points, which have fostered the development of more effective gender action plans and enhanced communication strategies. She emphasized that communication skills, particularly active and nuanced listening, are essential for Gender Focal Points, especially when engaging in sensitive discussions with senior staff. Dr. Bellak expressed appreciation for collaborative platforms where Gender Focal Points can share experiences, strategies, and challenges in a safe, supportive environment.

Dr. Bellak acknowledged several challenges for Gender Focal Points, including promoting gender parity when it feels overwhelming and managing their work-life balance to prevent burnout. While Gender Focal Points are often driven by a deep sense of purpose, this passion

can lead to exhaustion, given the constant demands of their roles. She **highlighted coping strategies such as informal discussions, reflective preparation before meetings, and the importance of safe spaces where Gender Focal Points can openly exchange methods, practice challenging dialogues, and ask questions.**

She noted that generative spaces serve as a **valuable community of practice**, offering structured monthly meetings and practical support in addressing challenges. Gender Focal Points benefit from these forums by practicing dialogues and breaking down complex issues, often shared by colleagues from multiple duty stations, into manageable actions. This collective approach not only enhances resilience but also ensures that Gender Focal Points can provide responsive and empathetic support to their teams.

Conversation with Katja

Hosted by Ms. Katja Pehrman, Senior Advisor and Focal Point for Women in the UN System

This session offered a cozy and intimate setting for Gender Focal Points to connect, ask questions, and share thoughts with one another and the team at the Office of the Focal Point for Women. It was also a poignant opportunity for the Gender Focal Points to bid farewell to Ms. Katja Pehrman, who departed UN Women in mid-November after 7.5 years of dedicated service.

Ms. Pehrman closed the session with some parting words of advice:

- **Be visible: nothing happens automatically** – take control of your narrative by actively participating, sharing your achievements, and making sure your voice is heard; visibility leads to recognition, growth and good results. Please do not expect or accept that ‘parity and equality happen automatically’ – it is not the case, otherwise it would have happened already. Work needs to continue in this regard.
- **The beauty of collaboration** – seek out partnerships with other Gender Focal Points across the UN, share knowledge, create initiatives and support one another; together, you can achieve more than you could alone. The network of more than 650 Gender Focal Points has power in numbers.
- **Support other women** – no compromises can be made on this principle. It is of fundamental importance to support each other. Galvanize women’s voices and never give up!





UN for
**Gender
Parity**

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Recognitions for Gender Focal Points

Presented by Ms. Katja Pehrman, Senior Advisor and Focal Point for Women in the UN System

These Gender Focal Points were recognized for their outstanding achievements in implementing the Secretary-General's System-wide Strategy and Field-Specific Enabling Environment Guidelines in the following categories:

Recruitment, Talent Management and Retention

- **Ms. Rachel Loper**, International Atomic Energy Agency (IAEA)
- **Ms. Ana Simerea** and **Mr. Xavier Orellana**, International Organization for Migration (IOM)
- **Ms. Sara Callegari** and **Ms. Julia del Carmen Engelhardt**, World Intellectual Property Organization (WIPO)
- **Mr. Victor Arita**, United Nations International Children's Emergency Fund (UNICEF)
- **Ms. Nicolasa Isabel Vigil**, **Ms. Sarah Arneson** and **Mr. Raul Choque**, Pan-American Health Organization (PAHO)

Leadership, Accountability and Implementation

- **Ms. Galuh Rarasanti** and **Mr. Richard Greenwood**, International Maritime Organization (IMO)
- **Ms. Beatriz Perez Mena**, **Ms. Joanna Blossner**, and **Ms. Gabriela Guzman**, Office of the High Commissioner for Human Rights (OHCHR)
- **Ms. Hanna Sands**, United Nations Office on Drugs and Crime / United Nations Office in Vienna

Implementation and Talent Management

- **Ms. Obianuju Osude** and **Ms. Peris Waruguru Wambugu**, United Nations Office for Project Services (UNOPS)

Implementation, Recruitment and Talent Management

- **Ms. Edith Muluha**, and the colleagues **Ms. Kelly McAulay**, **Ms. Rosita Desjardins**, **Mr. Jean-Guy Lavoie**, and **Ms. Amir Omeragic** of United Nations Office for Project Services (UNOPS) - Peace and Security Cluster

Leadership, Implementation, Recruitment and Talent Management

- **Ms. Carmen Estrella**, **Ms. Iris Xholi**, **Ms. Charlene Wilson**, **Ms. Dorcus Lourien**, **Ms. Vaani Bhatnagar**, United Nations Department of Safety and Security (UNDSS)

Diversity and Inclusion in support of Gender Parity

- **Ms. Andrea Kienle**, on behalf of the Developers and Facilitators of the Dignity and Inclusion Learning Initiative of the Vienna-based Organizations (CTBTO, IAEA, UNOV/UNODC, UNIDO)
- **Ms. Vanessa Holtze**, and **Ms. Bettina Feichtinger-Erhart**, United Nations Office on Drugs and Crime / United Nations Office in Vienna
- **Ms. Nadine Brou**, Joint United Nations Programme on HIV/AIDS

Talent Management and Retention

- **Ms. Vanessa Holtze**, and **Ms. Bettina Feichtinger-Erhart**, United Nations Office on Drugs and Crime / United Nations Office in Vienna

Professional and Personal Life Integration

- **Ms. Dafroza Kibiriti**, **Inspector Peninah Akwata Ekessa**, and **Ms. Lydia Bosire**, United Nations Department of Safety and Security in Nairobi

Recruitment, Retention and Standards of Conduct

- **Ms. Bipana Dhimal** and the Country Gender Focal Team, United Nations Development Programme (UNDP) - Country Office in Nepal

Special Recognition

- **Ms. Shihana Mohamed**, International Civil Service Commission (ICSC)



ANNEX

Reports

- [Improvement in the status of women in the United Nations system: Report of the Secretary-General \(2023\)](#)
- [Infographic: Representation of women in the UN system](#)
- [UN Women's Status Report & Updated Implementation Plan 2023 - 2024](#)
- [Making Zero Tolerance a Reality: Peer-to-peer learning to prevent and eliminate sexual harassment in the UN system and beyond](#)
- [Enhancing Cooperation: Peer-to-peer learning to prevent and eliminate sexual harassment in the UN system and beyond](#)
- [Shaping the international agenda II: Progress on raising women's voices in intergovernmental forums](#)
- Gender Focal Points annual meeting reports: [2022](#), [2021](#), [2020](#), [2019](#), [2018](#), [2017](#)

Practical guidelines

- [UN Women webpage on the Office of the Focal Point for Women in the UN System](#)
- [Enabling environment guidelines for the United Nations system](#) and [Supplemental guidance](#)
- [Make parity a reality: Field-specific enabling environment guidelines](#)
 - ["In Brief": Summary](#) of the Field-specific enabling environment guidelines. Available in Spanish upon request
 - [Video presentation on the Field Specific Enabling Environment Guidelines](#)
 - [Video Series 'Making Parity a Reality at the UN'](#)
 - [Field-specific Enabling Environment Guidelines in Arabic](#)
 - [Field-specific Enabling Environment Guidelines in French](#)
- [Gender Inclusion Practice Note: Designated Lactation Spaces for Nursing Parents](#)

- [Guidance on Creating Inclusive Vacancy Announcements: Good Practice Examples from the UN](#)
- [Why gender parity?](#)
- [Mentoring as part of creating an enabling environment](#)
- [Exit survey model template](#)

Videos and Podcasts

- [Video Series 'Making parity a reality at the UN'](#)
- [Podcast Series: Flexible Working Arrangements](#)

UN System-wide Dashboard on Gender Parity

- [UN System-wide Dashboard on Gender Parity](#)

UN System-wide Knowledge Hub on Addressing Sexual Harassment

- [UN System-wide Knowledge Hub on Addressing Sexual Harassment](#)

**UN WOMEN IS THE UN ORGANIZATION
DEDICATED TO GENDER EQUALITY
AND THE EMPOWERMENT OF WOMEN. A
GLOBAL CHAMPION FOR WOMEN AND
GIRLS, UN WOMEN WAS ESTABLISHED
TO ACCELERATE PROGRESS ON
MEETING THEIR NEEDS WORLDWIDE.**

UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to ensure that the standards are effectively implemented and truly benefit women and girls worldwide. It works globally to make the vision of the Sustainable Development Goals a reality for women and girls and stands behind women's equal participation in all aspects of life, focusing on four strategic priorities: Women lead, participate in and benefit equally from governance systems; Women have income security, decent work and economic autonomy; All women and girls live a life free from all forms of violence; Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and humanitarian action. UN Women also coordinates and promotes the UN system's work in advancing gender equality.



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