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| **UNCT-SWAP Gender Equality Scorecard Toolkit Resource** | | | |
| What?  *Case Study One UN Gender Awareness Survey and Gap Analysis* (UNCT-SWAP Toolkit 2020). | | What?  This document shows how a UNCT expanded on the Gender and Organizational Culture survey required for the UNCT-SWAP Scorecard Performance Indicator 4.2, to include an assessment of the attitudes and level of knowledge of UN personnel, regarding various UN commitment and protocols related to GEWE.  The survey revealed valuable insights into attitudes and practices by UN personnel in the country. An assessment of quantitative and qualitative findings was presented to HOAs as part of the wider Scorecard briefing to inform dedicated actions. | |
|  | | | |
| **Performance Indicator 4.2 Organizational Culture** | | | |
| **Approaches Minimum Requirements** | **Meets Minimum**  **Requirements** | | **Exceeds Minimum Requirements** |
| Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of 50-64 percent. | Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of 65-80 percent. | | Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of over 80 percent. |

# Case Study: One UN Gender Awareness Survey and Gap Analysis

*Case Study developed for the UNCT-SWAP Toolkit, 2020*

### Background

The UNCT took the opportunity of the UNCT-SWAP Scorecard comprehensive assessment to expand on the organizational culture survey required for Performance Indicator 4.2 by designing a more in-depth survey to assess the level of understanding and awareness related to gender equality among UN personnel in order to inform future initiatives of the UN Country Team. A separate survey was sent to members of the OMT to understand the policies of different agencies. Surveys are annexed to this case study.

The staff survey was divided into four parts, incorporating questions from the UNCT-SWAP Scorecard standardized survey on gender and organizational culture into relevant sections. The sections covered:

* Attitudes and level of knowledge on gender issues
* Opinions on UN implementation of gender equality commitments
* Work-life balance
* Preventing Sexual Exploitation and Abuse (PSEA) and Preventing Sexual Harassment and Abuse of Authority (PSHAA)

Survey respondents were invited to contribute suggestions on how the UN can improve gender equality, gender parity, inclusivity, equal opportunity and improve work-life balance for its personnel as well as how the UN can better address cases of sexual harassment, abuse of authority, and sexual exploitation and abuse. Approximately one-third of respondents added their thoughts in the comment box, signifying a good level of engagement on the topics raised.

### Results

The survey raised greater awareness of HOAs of staff attitudes toward gender issues as well as levels of awareness/understanding of key concepts. Analysis of survey results (gap analysis) was included as part of the UNCT-SWAP assessment, and action points were integrated into the UNCT-SWAP Action Plan and endorsed by the UNCT. Key actions identified included:

* Take coordinated steps to improve the institutional culture for gender equality across the UN system with a focus on making measurable changes to improve organizational culture in two priority areas: PSEA and flexible work arrangements. Progress is to be reinforced by a staff induction that seeks to unify understanding and demonstration of UN values. Track progress toward improved culture for gender equality every two years via a staff survey that uses the One UN Gender Awareness Survey as baseline.
  + Develop, operationalize and monitor the PSEA Action Plan in line with IASC template and requirements.
  + Develop and operationalize a systemwide approach to flexible work arrangements. Monitor rates of uptake and levels of satisfaction (disaggregated by sex and other variables) to show progress/problems.
  + Develop a UN common induction process that fosters a cohesive environment around common UN values and standards with a strong focus on gender equality and diversity (including diverse sexual identities and orientations) as an institutional value.

### Survey Responses

The survey was completed by 244 personnel (156 women, 88 men), 222 of which were national staff with the remaining 22 international staff. The survey was sent to both temporary and fixed term staff. 114 respondents were on fixed term contracts, while 130 were on temporary contracts. Respondents were from 18 agencies across the UN system, with approximately one-third in supervisory positions. Respondents were spread fairly evenly across age groups, with about half aged 20-39 and half aged 40-59. Only seven were over 60 years of age.

### Survey Part 1: Knowledge and attitudes on gender issues

Survey results showed that staff as a whole lacked an accurate understanding of the meaning of the term ‘gender’. Approximately three-quarters of staff displayed an understanding that gender refers to the learned roles and relations between females and males that can vary by factors such as culture, class, religion and age. However, 43 percent of respondents erroneously believed that gender refers to the biological characteristics of men and women, and more than half identified gender identity as binary.

Questions about staff attitudes revealed different values and beliefs about gender equality. The majority of staff (86 percent) framed gender equality as a universal human rights issue that is about both men’s and women’s rights and empowerment. Nearly one-third felt that gender equality should only be promoted where it does not conflict with local traditions/customs. A small minority (5 percent) felt that it is not a ‘real’ issue because women are decision-makers in the household.

#### Contraception and Family Planning

The vast majority of staff believed that women should have the right to make decisions for their sexual and reproductive health including family planning, although they did not tend to see contraception as the sole responsibility of women. Eighteen percent of staff did not believe or did not know whether unmarried people should have access to contraception, and one-quarter of respondents did not support access to safe abortion services for unplanned pregnancies.

|  |  |  |  |
| --- | --- | --- | --- |
| Attitudes toward Contraception and Family Planning | Agree | I Don’t Know | Disagree |
| A. Using contraception to avoid pregnancy is the sole responsibility of women. | 7% | 4% | 89% |
| B. In cases of unplanned pregnancy, women should be able to access safe abortion services. | 67% | 9% | 24% |
| C. All women should have the ability and right to make decisions for sexual reproductive health and family planning. | 98% | 1% | 1% |
| D. Family planning is about controlling or reducing the population. | 10% | 5% | 85% |
| E. Unmarried sexually active people should have access to contraception. | 82% | 10% | 8% |

#### Sexual Orientation and Gender Identity

Eighty percent of respondents believed they knew the meaning of ‘sexual orientation and gender identity’, but 20 percent were unsure of the precise meaning of the terms. Even fewer respondents were clear of the meaning of LGBTQI+, with only 64 percent feeling certain of the meanings of all of the letters.

While the majority of respondents displayed accepting attitudes toward LGBTQI+ people, some expressed uncertainty and/or discriminatory attitudes based on responses to the following statements. Notably, 23 percent of staff feel that LGBTQI+ cannot be accepted by the country culture, and 19% believe same sex attraction is unnatural. Most, but not all, feel comfortable having friends or workmates who identify as LGBTQI+.

|  |  |  |  |
| --- | --- | --- | --- |
| Attitudes toward LGBTQI+ | Agree | I Don’t Know | Disagree |
| A. LGBTQI+ people cannot be accepted according to local culture. | 23% | 19% | 57% |
| B. People should not be attracted to those of the same sex, it is unnatural. | 19% | 11% | 70% |
| C. I would not feel very comfortable to work with a colleague who identifies as LGBTQI+. | 9% | 9% | 82% |
| D. I will accept a friend of mine who identifies as LGBTQI+. | 74% | 10% | 16% |
| E. It is important to sensitize people on the rights of people who have diverse sexual orientation or gender identity. | 83% | 9% | 8% |

Staff members displayed varying ideas about what constitutes a family unit. Almost all saw married couples or singles with children as families, but unmarried and same-sex couples were not seen as families by approximately one-third of respondents.

|  |  |
| --- | --- |
| Perceived as a Family Unit by Personnel | Percent |
| A married couple with children | 100% |
| A married couple without children | 97% |
| A single parent with child/children | 94% |
| An unmarried couple living together | 64% |
| As same-sex couple living together with or without children | 66% |

**Comments & Suggestions: LGBTQI+**

**Policies and Practice**. Develop UN progressive policies on LGBTIQ+. Encourage qualified LGBTQI+ to apply for vacancies in the UN with a tagline on job advertisements.

**Break Culture of Silence**. Issues around sexual orientation are rarely spoken of in the office space where gender is seen mostly as a male/female issue. Many people may already know people from different orientations, but they don’t realize due to the person keeping silent. There is a need to discuss negative stereotypes, and provide hard evidence to dispel them.

**Consider Country Context**. Non-binary sexual orientation should be handled by the UN within the confines of the legal and cultural context. Promoting LGBTQI+ in the society is something in which the UN should not engage.

### Survey Part 2: Opinion on the implementation of gender equality in the UN

The survey results show that 96 percent of staff believe they have a good to moderate understanding of agency-level policies and tools to support gender responsive programming, however 28 percent have not completed the ‘I Know Gender’ or similar introductory gender course.

82 percent of staff feel that their agency allocates sufficient resources, time and importance for gender-specific issues to be addressed in programs, and 84 percent believe that the projects they work on are gender-responsive.

Staff perceptions about gender responsive programming must be considered together with the data in the previous section that shows approximately 25-50 percent of staff still lack a full understanding of the meaning of ‘gender’ and ‘gender equality’.

Regarding the workplace culture, 74 percent of staff feel that heads of agencies are committed to gender equality in the workplace, and 70 percent feel that UN personnel are similarly committed. Only 5 percent opined that heads of agencies were not committed to workplace gender equality while the remaining 21 percent were neutral. Eight percent felt that personnel were not committed to gender equality with 22 percent taking the neutral option.

**Comments & Suggestions: Leadership and Capacity Building**

**Leadership.** UN Resident Coordinator can take leadership to put the existing policies and guidelines into practice by understanding the cultural norms and values of the country. Heads of Agencies need to make progress individually and collectively toward addressing gender equality. HOAs need to message more cohesively.

**Capacity Building.** *Empowered individuals transform the world.* There are on-going needs to raise awareness and build capacities around a range of gender equality issues. Mandatory on-line trainings should be seen as a basic starting point that should be enhanced with activities that focus on opening up space to engage and meaningfully discuss issues. The agency gender focal point system has limited practical impact. Improvement ideas include having both male and female gender focal points and better training for focal points to play more active roles.

Staff perceptions of equality of opportunities within the UN system revealed some interesting contradictions. On the one hand, 71 percent of staff feel the UN makes adequate efforts toward equal representation and equal treatment of all people regardless of sex or gender identity. On the other hand, 75 percent of staff feel that the UN should promote more inclusion of diverse gender identities and more women should be promoted. Views are widely split regarding whether qualified female candidates should be prioritized in efforts to reach gender parity, showing that roughly one-third of staff find this acceptable while another one-third disagree, and yet another one-third are uncertain. Similarly, respondents were divided as to whether they perceived gender differences in work distribution.

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| --- | --- | --- | --- |
| Perceptions of Equality of Opportunities | Agree | I Don’t Know | Disagree |
| A. I believe the UN system in this country makes adequate efforts to fulfill its mandate to achieve an equal representation of all people, irrespective of their sex, gender identity or sexual orientation at all levels | 71% | 20% | 9% |
| B. There is equal opportunity for all colleagues for career development/progression within my agency irrespective of gender. | 70% | 19% | 11% |
| C. UN personnel in this country are treated equally irrespective of their sex, gender identity or sexual orientation | 71% | 20% | 9% |
| D. The UN should promote more inclusion for people with different gender identities and sexual orientation. | 75% | 21% | 4% |
| E. The UN should promote more women (especially in leadership roles) through a series of affirmative actions | 75% | 21% | 4% |
| F. It is unfair to recruit the female candidate when the choice is between an equally qualified male and female candidate in an organisation trying to reach gender parity. | 36% | 30% | 34% |
| G. There are gender differences in the distribution of certain types of work within the organisation. | 38% | 32% | 30% |

**Comments & Suggestions: Discrimination and Equal Opportunity**

**Social Cohesion**. There is a need for better identification during hiring processes of the shared values of the organization to ensure new staff share the same core values. The recruitment processes should measure candidates understanding and acceptance of UN values. The neutrality and independence of the UN in needs to be maintained. Zero tolerance policies for staff disseminating discriminatory viewpoints related to race, ethnicity or religion. Zero tolerance for promoting political agendas online on social platforms or privately.

**Discriminatory Behaviors**. Stronger representation of minorities including those with disabilities and those who do not come from elite backgrounds is needed. Bias toward attractive females in hiring requires practical approaches to address. Support staff including janitors, security personnel, drivers and cleaners should be treated fairly by those in authority and paid equally even if working for sub-contracted companies. Relevant and current data such as pay gap analysis should be generated and/or utilized to help inform awareness and behavioral change.

**Recognizing Men’s Concerns**. Supporting women’s empowerment principles is fine, but men do not always have fair opportunities. Some sectors are dominated by females with little space for male advancement based on their merit.

### Survey Part 3: Work-life Balance

Overall, two-thirds of staff felt that Heads of Agencies are supportive of personnel to establish an adequate relationship between work life and home life. Men’s perceptions of Heads of Agencies support to personnel were more positive than women’s, with 71 percent of males answering positively compared to 64 percent of females.

**Comments & Suggestions: Work-Life Balance**

**Leadership Commitment**. Strong leadership commitment is required, as agency heads and managers have the ultimate say in either facilitating or limiting healthy work-life balance. There are wide variations in experiences between as well as within agencies. Checks within the system are needed to encourage better work-life balance at all levels.

**Cultural Shift.** There is a need to develop a culture amongst leaders and managers that encourages employees to utilize available options, rather than looking to this as the exception and making staff feel uncomfortable to use options available to them.

**Practical Actions.** Policies are in place, but many issues remain with clarity and fair application. Clear, practical actions tailored to the cultural context are needed. Better means of assessing workloads and adapting to changing situations may help prevent imbalances in work demands.

**Silence and Fear**. Many personnel are afraid to speak up that work-life balance does not exist, and exploitation persists throughout the UN system. Staff may be denied their request or may be treated harshly. Situations go unnoticed and no actions are taken when it comes to improving work-life balance*.* *Improving work-life balance is not just about having the systems in place but ensuring that all staff members have the ability to utilize them towards a healthy work-life balance, and cannot be penalized either directly or indirectly.*

**Field Office Staff.** Field staff have particular challenges in achieving work-life balance; work from home is often not approved by managers. Managers need to treat field office and head office staff equally. Women’s needs for flexi-time may vary from men’s due to responsibilities.

Just 58 percent of UN Staff felt that the package of flexible work arrangements (e.g. telecommuting, staggered hours, compressed work schedule) adequately supported personnel to achieve work-life balance. Again, women expressed lower levels of satisfaction with only 55 percent giving a positive rating compared to 65 percent of men. Just over half of those surveyed (55 percent) had or planned to claim flexible working arrangements for childcare, while 19 percent had not and 27 percent were unsure that they were able to claim under their contract modality.

Parental leave policies varied significantly across UN agencies based on comparative data from ten agencies[[1]](#footnote-1) as follows:

* Maternity leave – ranging from 90 and 183 days;
* Paternity leave – ranging from 3 to 56 days; and
* Adoption leave – ranging from 0 to 126 days.

Sixty-one percent of staff felt that the package of entitlements (e.g. maternity, paternity, breastfeeding) supported personnel to achieve adequate work-life balance, with men significantly more satisfied on average than women (68 percent positive male responses compared to 56 percent positive female responses). Most (86 percent) male respondents had or planned to claim paternity leave. Only 56 percent of female respondents felt the available maternity leave was sufficient.

**Comments & Suggestions: Entitlements**

**Flexible Work.** There is a lack of transparency and consistency in application of flexible work policies within some UN agencies. Women, especially women working in the field and women with young children, are in particular need of work flexibility to facilitate job performance.

**Child Care.** A disconnect exists between UN values for the country as a whole and the treatment of staff and their children. Child care space is a critical need for the UN as a system, not just for individual agencies. Lack of child care has negatively impacted on mothers, in particular, and there are instances of women leaving the UN due to lack of child care options.

**Maternity and Paternity Leave**. Maternity leave is of insufficient duration to allow for exclusive breastfeeding and bonding, and less than the country’s legally stipulated period in some cases. Limited paternity leave discourages shared responsibilities in households. The breastfeeding space established in 2018 is a positive step, but it came only after persistent staff advocacy.

### Survey Part 4: PSEA and PSHAA

Less than half of staff (42 percent) believed that their employment contract included clauses on PSEA and PSHAA, while 47 percent were unsure, and 11 percent believed this was not part of their contract. Most staff had received training on Preventing Sexual Exploitation and Abuse (PSEA) and/or Preventing Sexual Harassment and Abuse of Authority (PSHAA) as outlined below, though almost one-fourth had not received any training.

* 48 percent trained on PSEA and PSHAA
* 25 percent trained on PSEA only
* 5 percent trained on PSHAA only
* 22 percent received no training

UN personnel displayed differences of opinions and understanding regarding classifying behaviors as sexual harassment, exploitation or abuse of authority as outlined in the table below. The findings below suggest that there is need for more consistent understanding of definitions.

|  |  |
| --- | --- |
| Personnel Perception of SEA/SH/SAA Behaviors | Percent |
| *Sexual Harassment* | |
| A colleague makes jokes of a sexual nature and goes onto make several suggestive remarks about your appearance or body. | 98% |
| Your manager/colleague initiates unwanted physical contact by placing his/her hand on your shoulder. | 97% |
| A well-known colleague invades your personal space by sitting too close to you. | 68% |
| Your manager contacts you after work hours requesting you to complete an urgent task at his/place. | 59% |
| A colleague stares at you for a long time. | 57% |
| A colleague of the opposite sex provides negative feedback on a document you have drafted. | 14% |
| *Sexual Exploitation/Sexual Abuse* | |
| Use of a child or adult to procure sex for others. | 96% |
| Exchange of money, employment, goods or services for sex or sexual favours. | 95% |
| Sexual activity with sex workers, whether or not prostitution is legal in the host country. | 70% |
| Sexual activity with children regardless of the age of majority or age of consent locally. | 55% |
| *Abuse of Authority* | |
| Your supervisor intimidates you by stating that your contract will not be extended unless you side with him/her in an office dispute. | 98% |
| Your manager pressurizes you to act unethically by contracting a vendor who is a close-personal friend but is not technically compliant. | 95% |
| Your manager gives you a negative performance evaluation and indicates that you have room for improvement. | 15% |

While 86 percent of staff are aware of the reporting mechanisms, procedures and policies in place to address sexual harassment, sexual exploitation and abuse of authority, only 70 percent were aware of agency focal points that provide support to complainants.

Less than half of respondents (48 percent) were fully confident that the mechanisms in place can provide appropriate redress. Only 59 percent felt certain that their agency would protect their identity and they would be safe from retaliation if they made a complaint against someone for sexual harassment or abuse of authority.

Just over half of survey respondents (56 percent) believe that the UN system has adequate procedures in place to prevent and address sexual harassment in the workplace. Only 50 percent of women felt that procedures were adequate compared to 67 percent of men. Similarly, men were more satisfied that the UN system in had adequate procedures in place to protect personal safety and security than were women (69 percent of men scored positively compared to 55 percent of women). Disaggregated data suggests significant differences in male and female experiences and perceptions.

Inconsistencies were evidence across the system in terms of sensitizing implementing partners on PSEA and PSHAA. The majority of agencies (ILO, UNFPA, UNHCR, UNICEF, WFP, WHO) responded that they did sensitize implementing partners, while several (UNDP, RCO, UNOPS, FAO) were in the process of organizing systems and requirements.

**Comments & Suggestions: PSEA/PSHAA**

**Common System**. UN can set up an interagency team to advocate on this subject. Exchange experiences across agencies to learn from each other. Project a common leadership voice and common mechanism and complaint systems for all agencies. There is limited knowledge and information about UN-wide policies and mechanisms (beyond agency level).

**Cultural Change**. Continue creating a culture that does not accept harassment or abuse. Address root causes by creating a less hierarchical work place which gives staff more courage to report and feel more empowered. Tendency for national staff to be reluctant to complain against international staff must be overcome. Greater respect for fellow employees regardless of age, gender, class, ethnicity, etc.

**Develop Data.** Better data is needed to identify the types of harassment, abuse of authority and sexual exploitation that occurs in UN agencies. The data should form the basis of training programs including data on the number of cases and outcomes.

**Raise Awareness**. An approach is needed that moves beyond introductory online courses to better engage personnel with continued learning and refresher courses for all personnel. Real case studies may help to build understanding. A forum for open discussion to foster peer support and develop a coping mechanism for the psychological impact. Share strategies that men and women can use to address issues, noting that power relations and gender norms can affect how males and females respond.

**Leadership Role Model**. The importance of supervisors demonstrating integrity is vital. Heads of Agencies and senior personnel should attend mandatory sessions and be held accountable for any abuses.

**Focal Points**. Suggestions on improving the focal point system include: ensuring that the focal point does not work at the same UN agency, working outside of the human resource structure, working on a rotational basis, having a single focal point for the whole UN system at the RCO or RO level. There remains a need to make all staff aware of the option of reaching out to a focal point as well as strengthening focal point capacities.

**Transparency and Timely Accountability**. There is a need for strengthened systems with greater transparency and accountability within the system through demonstrations of fairness and policy enforcement. The repercussions for those who abuse authority are inconsistent based on many examples. There should be in place a system that prevents those who have violated from remaining in their roles and/or being re-hired within the UN. Processes should be sped up to complete inquiries within a stipulated time period - slow response times hampers justice.

**Confidentiality**. A more confidential system to receive complaints is needed so that people feel safe to report. *As a staff I am not comfortable that my identity will remain anonymous and this is the starting point.* Staff need to be made more aware of the process that will be followed after receipt of a complaint, and the safeguards in place to ensure protection and confidentiality, including protection for those wrongly accused.

**Build Trust**. Lack of trust is a key constraint to progress against abuse and exploitation. Fears around a lack of confidentiality and the risk of retaliation must be dispelled by evidence to the contrary. Demonstrations of system successes and non-retaliation can help dispel fears of retaliation for those who make complaints, as this has happened in the past. *I do not have enough trust in the system as a whole, lengthy and cumbersome procedures, so please show that we are responding, that we are changing!*

### Key Strengths and Strains

#### Knowledge, Values and Attitudes

While most staff have had some training, many personnel were unable to demonstrate an accurate understanding of basic gender concepts. Attitudes toward gender equality and acceptance of diversity also varied, with a significant percent of staff opining that gender equality agendas should be promoted within the parameters of local cultural.

**Knowledge**

Strengths

* HOAs generally perceived as committed to workplace gender equality
* Almost three-fourths of staff have completed basic training
* Most have some hands-on experience implementing gender responsive programs

Strains

* Lack of universal understanding across UN system of key gender concepts
* Nearly half of staff unclear on definition of ‘gender’ and ‘LGBTQI+’
* More than one-fourth of staff have not completed basic gender training

**Values and Attitudes**

Strengths

* Majority of staff (86 percent) recognize gender equality as a universal human right.
* Majority of staff (83 percent) believe it is important to sensitize people on the rights of those with diverse sexual identity/orientation
* Three-quarters feel the UN should promote more inclusion of different gender identities and promotion of women

Strains

* One-third of staff believe gender equality should only be promoted when it does not conflict with local culture
* Almost one-fourth of staff feel that LGBTQI+ cannot be accepted by local culture
* One-third of staff do not perceive unmarried couples or same sex couples as a family

#### Organizational Culture

Personnel perceptions of the organizational culture environment for gender equality were marked by distinct variations in experiences. Experience may vary by sex/gender, nationality and status within the system. Personnel also noted differences depending upon agencies or managers within agencies.

**Work-Life Balance**

Strengths

* Two-thirds feel HOA do support WLB
* Some good policies in place

Strains

* One-third of staff do not feel HOAs support WLB
* Variations in policies across agencies
* Lack of consistency in policy application within agencies
* Fear of being treated harshly if requesting
* Field office staff especially limited in WLB
* Flexible work options inconsistent and insufficient for many (especially women)
* Entitlements (maternity, paternity, childcare) inconsistent and insufficient

**PSEA/PSHAA**

Strengths

* Majority of staff have had some training
* Most have a basic understanding of what constitutes egregious violations, but inconsistent understanding along the grey areas

Strains

* Insufficient awareness - one-fourth no training; one-third not aware of agency focal points
* Widespread concerns that mechanisms do not provide redress
* Lack of trust - fear that confidentiality would not be protected; fear of retaliation

### Strategic Approach: Four Priorities

Gender equality must be understood broadly within the UN system as not only about what is done in projects and programs, but also about who we are as an integrated system. Fostering gender equality within the system must be seen as both the 'right thing to do' and as an effective driver for building institutional capability and performance.

While many staff feel positively about the work environment, experiences vary, and more focus is needed to create an inclusive culture where all feel valued, respected and enabled to perform. Steps taken must ensure that processes are embedded in leadership and management practices based on an understanding that gender equality and inclusion is key to supporting and retaining valued staff.

The individual agencies that comprise the UN system in the country have their own policies and procedures in place, so the focus of this assessment is on the common areas at the country level. Strategic priorities center on a high-level vision. Suggested actions will require further development and integration into relevant action plans and other accountability systems.

### Priority 1: Create a more cohesive institutional enabling culture

Changing institutional culture is a complex process that takes time and requires a multi-faceted approach. Changes to other priority areas should be understood as part of a larger institutional change process, but it remains important to keep an eye on the big picture.

Leadership is critical to fostering a positive organizational culture and less hierarchical work place that empowers staff to report abuses and claim rights/entitlements. HOAs should increasingly message cohesively on gender equality and organizational culture. Create new spaces for communication exchanges between staff- and management-led networks to drive gender equality initiatives.

Facilitate social cohesion with better identification during recruitment and hiring processes of the shared values of the system to ensure new staff understand and share the same core values. Demonstrate zero tolerance for staff disseminating viewpoints not in line with core UN values.

Break culture of silence and fear that exists for some staff. Open up new safe space to discuss issues around gender, abuse, harassment, sexual orientation and negative stereotypes. Build trust across the system that staff do not risk retaliation for speaking up on issues of abuse and exploitation or for seeking a healthy work-life balance in line with organizational policies. Trust is built through demonstrations of system responsiveness, fairness and confidentiality over time.

### Priority 2: Build collective knowledge and capacities

Take concrete steps to raise awareness and build capacities around key gender equality issues. Targets for full compliance with mandatory on-line trainings should be seen as a basic starting point that all staff should complete across the system. Capacity development should look beyond traditional learning forums for enhanced continued learning options that opens up space to engage and meaningfully discuss issues along with options for peer support and other innovative models for learning.

Continued learning should take a country-specific approach that uses relevant data and local case studies, looking at issues such as bias and discriminatory behaviors. Relevant and current data for the system such as diversity and parity data and pay gap analysis should be generated and/or utilized to help inform awareness and behavioral change. Cultural sensitivities and biases that exist around gender identities should be considered and addressed proactively and respectfully. Men’s concerns as a group should also be voiced and respected.

### Priority 3: Embed gender equality in common operational systems

Variations in experiences across agencies can be minimized with enhanced targets and tracking within common operational systems. New measures for strengthened monitoring and accountability have been included in the Gender Scorecard Action Plan related to different aspects of gender equality including gender parity and gender capacity development, etc. Concrete steps taken to build technical capacities and facilitate a more enabling environment as a system must be built into on-going operations for full ownership and accountability. This includes tracking of progress collectively for key indicators to measure progress and facilitate accountability (see Scorecard Action Plan).

New protocols for PSEA/PSHAA also requires a UNCT-level approach to strengthening efforts. Findings from this assessment highlight the need for greater transparency and accountability through demonstrations of fairness and confidentiality in policy enforcement. The focal point system should be reviewed at a UNCT level to better understand and address concerns raised that the current system requires strengthening. System level tracking should provide a measure of increased awareness as well as improved handling of cases by tracking outcomes as well as response times for resolution.

### Priority 4: Promote flexible work arrangements for all staff

Flexible work arrangements are suggested as a top priority based on the survey finding that staff satisfaction rates for flexible work options were particularly low overall, and especially low for women with almost half of all respondents indicating low satisfaction with the extent to which flexible work arrangements supported adequate work life balance.

Recent significant changes to working modalities forced by the COVID-19 pandemic offer the perfect opportunity for the UNCT to make great strides toward promoting a culture that encourages employees to effectively utilize without stigma or fear of repercussions available options for telecommuting, compressed schedules, etc. Clear and practical sharing of practices tailored to the local context across agencies can be facilitated.

Monitoring of staff uptake and satisfaction levels should be established within broader systems to track progress, including disaggregated tracking of satisfaction rates by criteria such as sex, office local (head or field), national/international, contract type, etc.

Systemwide improvements in flexible work arrangements should be understood as an important contribution to institutional culture that helps pave the way for further focus areas to be decided in the future. Improvements in flexible work arrangements can make a positive contribution to other areas where staff express some level of dis-satisfaction including maternity leave, breastfeeding and childcare, though each should ultimately be reviewed more deeply in its own right.

# Annex A - One UN Gender Awareness Survey

This survey was developed to assess the level of understanding and awareness related to gender equality among UN personnel. The results of the survey will be used to design future initiatives of the UN Country Team.

Your responses will be stored anonymously. No personal or identifying information such as your name, email address or IP address will be collected or stored.

Your gender:

* Female
* Male
* Other

Your position:

* National personnel
* International personnel –
* Contract – Temporary/Fixed term

I supervise staff – Yes/No

Your age:

* 20 - 29
* 30 - 39
* 40 - 49
* 50 - 59
* 60 and above

Your agency: (drop down for all agencies)

**Part 1: This section assesses your level of knowledge on issues related to gender.**

Gender means: Select all that apply

* Biological characteristics of men and women
* Norms, values, ideas and expectations created by society concerning the roles of and relations between females and males
* Gender differences are learned and can vary by society, culture, class, education, economic status, religion and age.
* Gender identity isn’t a binary i.e., either/or

Gender equality: Select all that apply

* It is not a “real” issue because women are decision-makers in the household.
* It is about making women equal to men.
* It is not only about women's rights and empowerment. Men's rights must be respected and promoted equally.
* It is not a women’s issue, but it’s a human rights issue that should be respected in every context.
* Because it can conflict with local traditions/customs, it needs to be promoted where it makes sense.

I know what “sexual orientation and gender identity” means

* Yes, I know the meaning of these terms.
* I have a vague idea what they mean, but not very sure.
* I do not know these terms.

I know what the initials LGBTQI+ stand for

* Yes, I know what all these letters stand for
* I know most of the initials but not all
* No, I do not know what they stand for

Please indicate your response to the following statements: (“Agree” or “Disagree” or “I don’t know”)

* LGBTQI+ people cannot be accepted according to the local culture.
* People should not be attracted to those of the same sex, it is unnatural.
* I would not feel very comfortable to work with a colleague who identifies as LGBTQI+
* I will accept a friend of mine who identifies as LGBTQI+
* It is important to sensitize people on the rights of people who have diverse sexual orientation or gender identity

Would you consider the following pairings as a family unit? Select all that apply

* A married couple with children
* A married couple without children
* An unmarried couple living together
* A same-sex couple living together with or without children
* Single parent with child/children

Contraception and Family Planning: (“Agree” or “Disagree” or “I don’t know”):

* Using contraception to avoid a pregnancy is the sole responsibility of women
* In cases of unplanned pregnancy, women should be able to access a safe abortion services
* All women should have the ability and right to make decisions regarding their sexual and reproductive health including family planning
* Family Planning is about controlling the population or reducing the population
* Unmarried sexually active people should have access to contraception

Have you completed the ‘I Know Gender’ course, or any other similar course mandated by your organization?

* Yes
* Not yet
* I am not aware of such courses

I am aware of my agency’s policies, tools and technical support arrangements in place for gender-responsive programming

* Yes
* Somewhat
* No

**Part 2: This section asks you about your opinion regarding the implementation of gender equality in your agency and/or the UN system.**

Gender-Responsiveness in your agency: (from strongly agree to strongly disagree)

* My agency allocates sufficient resources, time and importance for gender-specific issues to be addressed and outlined in program objectives (e.g. the appointment of a gender focal point, and achieving organizational targets on gender mainstreaming)
* The projects and program that I work on within my Agency are gender-responsive and adequately capture gender issues throughout the project cycle.

Please indicate your responses to the following statements: (from strongly agree to strongly disagree)

* Heads of Agencies in this UNCT are committed to gender equality in the workplace (Standard scorecard questions)
* UN personnel in this country are committed to gender equality in the workplace (Standard scorecard questions)
* Heads of Agencies are supportive of personnel to establish an adequate relationship between work life and home life (Standard scorecard questions):

Equal opportunities and benefits for all: Please indicate your responses to the following statements: (from strongly agree to strongly disagree)

* UN personnel in this country are treated equally irrespective of their sex, gender identity or sexual orientation
* I believe the UN system in this country makes adequate efforts to fulfill its mandate to achieve an equal representation of all people, irrespective of their sex, gender identity or sexual orientation at all levels.
* The UN should promote more women (especially in leadership roles) through a series of affirmative action.
* The UN should promote more inclusion for people with different gender identities and sexual orientation.
* It is unfair to recruit the female candidate when the choice is between an equally qualified male and female candidate in an organisation trying to reach gender parity.
* There is equal opportunity for all colleagues for career development/progression within my agency irrespective of gender.
* There are gender differences in the distribution of certain types of work within the organisation. (For instance, women take on more administrative roles or vice versa?)

**Part 3: This section addresses issues related to work-life balance.**

Did/ would you claim flexible working arrangements for childcare

* Yes, I did/will
* No, I didn’t/ will not
* I’m not sure if this is applicable to my contract modality

[For women] If you have had/ will have a child while working at your agency, did/would you feel the currently available maternity leave is sufficient?

* Yes
* No
* N/A

[For men] If you have had/ will have a child while working at your agency, did/would you claim paternity leave?

* Yes
* No
* N/A

Please indicate your responses to the following statements: (from strongly agree to strongly disagree)

* The package of entitlements (e.g. maternity, paternity, breastfeeding) support personnel to achieve adequate work-life balance
* The package of flexible work arrangements (e.g. telecommuting, staggered hours, compressed work schedule) support personnel to achieve adequate work-life balance.

**Part 4: This section covers PSEA and PSHAA.**

Have you received training on Preventing Sexual Exploitation and Abuse (PSEA) and/or Preventing Sexual Harassment and Abuse of Authority (PSHAA)?

* Yes, for both
* Yes, for PSEA
* Yes, for PSHAA
* No

Does your employment contract have clauses on PSEA and PSHAA?

* Yes
* No
* I don’t know

Sexual harassment includes: Select all that apply.

* A colleague makes jokes of a sexual nature and goes onto make several suggestive remarks about your appearance or body.
* Your manager/colleague initiates unwanted physical contact by placing his/her hand on your shoulder.
* A colleague of the opposite sex provides negative feedback on a document you have drafted.
* A well-known colleague invades your personal space by sitting too close to you.
* Your manager contacts you after work hours requesting you to complete an urgent task at his/place.
* A colleague stares at you for a long time.

Sexual exploitation/sexual abuse includes: Select all that apply.

* Sexual activity with children regardless of the age of majority or age of consent locally.
* Exchange of money, employment, goods or services for sex or sexual favours.
* Sexual activity with sex workers, whether or not prostitution is legal in the host country.
* Use of a child or adult to procure sex for others.

Abuse of authority includes: Select all that apply.

* Your manager gives you a negative performance evaluation and indicates that you have room for improvement.
* Your supervisor intimidates you by stating that your contract will not be extended unless you side with him/her in an office dispute.
* Your manager pressurizes you to act unethically by contracting a vendor who is a close-personal friend but is not technically compliant.

Are you aware of the reporting mechanisms, procedures and policies in place to address sexual harassment, sexual exploitation, sexual abuse and abuse of authority in your duty-station or within your agency?

* Yes
* No

Are you confident that these mechanisms or procedures are functional and can provide appropriate redressal, when needed?

* Yes
* No
* Not sure

Are you aware of your agency’s focal point who would guide you when making a complaint against sexual harassment, abuse of authority, and/or SEA?

- Yes

- No

- I’m not sure if my agency has a focal point

- My agency does not have a focal point

I’m confident that my agency would protect my identity and I would be safe from retaliation if I make a complaint against someone for sexual harassment, abuse of authority, and/or SEA.

* Agree
* Disagree
* Do not know
* I’d rather refrain from making a complaint.

Please indicate your responses to the following statements: (from strongly agree to strongly disagree)

* The UNCT (meaning the UN system as a whole) in this country has adequate procedures in place to prevent and address sexual harassment in the workplace
* The UNCT (meaning the UN system as a whole) in this country has adequate procedures in place to protect my personal safety and security

Please add your suggestions on how the UN can improve gender equality, gender parity, inclusivity, equal opportunity and improve work-life balance for its personnel?

[Comment box].

Please add your suggestions on how the UN can better address cases of sexual harassment, abuse of authority, and sexual exploitation and abuse.

[Comment box]

**Thank you for taking the time to complete the survey.**

# Annex B - Questions for the OMT

1. Is there a gender balance in your agency at each of the following? If yes, please indicate a rough male-female ratio.

* Management level
* Program staff
* Operations staff

1. How many days of **maternity leave** can be claimed within your organization?

* 6 weeks
* Up to 14 weeks
* Up to 18 weeks
* Up to 6 months

1. How many days of **paternity leave** can be claimed within your organization?

* No paternity leave is provided
* Up to 1 week
* Up to 4 weeks
* 8 weeks or more

1. How many days of **adoption leave** can be claimed within your organization?

* No adoption leave is provided
* Up to 1 week
* Up to 4 weeks
* 8 weeks or more

1. Do you sensitize your Implementing Partners i.e. Government, CSOs, Private Sector and other vendors on PSEA and PSHAA?

* Yes
* No
* sometimes
* I don’t know

1. Data collected from FAO, ILO, UNDP, UNFPA, UNHCR, UNICEF, UNOPS, WFP, WHO, and RCO via a short questionnaire distributed to the Operations Management Team, October 2019. [↑](#footnote-ref-1)