UN ENVIRONMENT GENDER PARITY IMPLEMENTATION PLAN

A Roadmap for Achieving Recommended Actions And Targets As Set Out In the UN System-Wide Gender Parity Strategy

2018 & 2019

UN environment

United Nations Environment Programme

APPROVED	DATE
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1. **INTRODUCTION**

The following UN Environment Gender Parity Implementation Plan inscribes itself within the UN System-Wide Gender Parity Strategy, which calls for the creation of "entity-specific implementation plans informed by the specific context, challenges and starting point of each entity." The Plan is a roadmap comprising a series of actions and milestones to enable UN Environment to achieve gender parity by 2028.

1.1 Scope of the Plan:

The following Implementation Plan focuses on specific actions recommended in the *UN System-Wide Gender Parity Strategy*. The limited scope of the Plan is deliberate and influenced by a desire to ensure concrete steps and outcomes. By prioritizing pro-active positive actions, monitoring and compliance, our aim is to promote a results-based accountability mindset--a key element in promoting behavioural change. As the UN System-Wide Gender Parity Strategy explains, "Establishing real accountability, backed by consequences, for senior leadership in relation to targets will assist to replicate this culture more widely within the Organization, making clear that achieving gender parity and equality is the responsibility of all staff at all levels" (*UN System-Wide Gender Parity Strategy*, pg. 10).

1.2 Setting Targets:

The target date for the achievement of system-wide gender parity is **2028**. While the ultimate goal is 50/50 parity, it is recognized that sustainability at this number is unlikely and therefore parity is considered to be within a **47%-53% margin**. With the goal of parity to be reached by 2028, annual targets have been set for UN Environment to meet by the Office of Human Resource Management (OHRM), New York (see Fig 1). It should be noted that the first reporting year is 2018.

1.3 Timelines:

The following Implementation Plan sets an ambitious timetable with the selection of twenty-three out of fifty-plus recommended actions listed in the *UN System-Wide Gender Parity Strategy*. The chosen actions are slated for completion over a period of 24 months (2018 and 2019). Priority is given to those actions that establish accountability, as well as complementary actions related to workforce and succession planning, talent management and capacity building. Other actions that are more complex to implement requiring wide consultation, budget considerations, as well as qualitative and quantitative research inputs and policy considerations, while no less important, are viewed as more longer term.

2. **BACKGROUND**

2.1 Baseline Data: Assessing the Current State at UN Environment:

The importance of disaggregated data becomes evident when comparing data at a global level with segmented information on gender parity. For example, the baseline data provided by the Office of Human Resources Management in New York is based on figures as of December 31, 2016 (see fig 1), reveals gender imbalances at the D1 level where there are 14 female to 37 male professional staff; similarly at the P5 level there is an imbalance with 77 male to 48 female professional staff. In contrast female staff dominate at the P2 and P3 levels, but decline in numbers again at the P4 (88 women/113 men). The sustainability of any gender parity gains made will depend on identifying the various barriers to women, particularly at the senior and mid-level stages of their career lifecycle at UN Environment, while also providing a range of robust solutions. In addition, UN Environment is equally committed to addressing the geographical disparity in its staffing population not only throughout the Organizations, but also at the D1, P5 and P4 levels where the gender gaps are prominent. The Organization makes note that more emphasis should be placed on retention of female staff members, especially of the

female staff members at the P5, P4 and P3 levels.

2.2 Assessing the Rate of Change

There are challenges about the practicality of UN Environment meeting the UN system-wide gender parity target date of 2028, particularly in considering the rate of change for job vacancies. Questions for consideration include: How many posts will become available at each level per year? Are annual targets and overall parity goals possible to reach at the current change rate? Will all vacated posts be filled and are new posts planned? Or is it likely that the number of posts at each level will change? In seeking to provide answers, UN Environment will draw on its extensive gender parity data. The comprehensive data is disaggregated by level, division/office, and geography and will feed into ongoing workforce and succession planning and staffing table analysis, currently underway.

2.3 Towards a More Strategic Approach to Managing UN Environment's Talent

The *System-Wide Strategy on Gender Parity* encourages each individual entity "to take advantage of every hiring opportunity through workforce and succession planning to progress towards the gender parity targets." To support the goal of gender parity and realize annual targets set by the Secretariat, workforce and succession planning at UN Environment will need to become even more closely integrated and aligned with the Organization's budgeting and financial planning, as well as its strategic and policy-making apparatus. Both human resources management and gender equality issues will also need to be more fully present at planning meetings so they can inform and be informed by ongoing discussions and decisions that affect the Organization's human capital and talent management.

UN Environment will also address the need for developing a more focused capacity building and training portfolio for its staff, and its female staff population. Notably, the Office of Human Resources Management has a range of offers for capacity building of its professional staff population. For example, the Management Development Programme is funded by the Secretariat through its training budget for "Centrally Coordinated Programmes and Upgrading of Substantive and Technical Skills". It should be noted that the number of intake per session of UN Environment staff is rather low, both males and females. UN Environment will work with the Office of Human Resources Management to address this concern with an effort of ensure a larger number of spaces for our staff.

In addition, UN Environment is committed to providing funds to develop a more focused leadership development programme for its female cadre of staff.

2.4 Calculating Annual Gender Parity Targets & Number of Recruitments

The baseline, or starting point, for calculating annual targets for UN Environment and other Secretariat entities is 31 December 2016, using data in the *Composition of the Secretariat staff demographic (A/72/123)*. Annual targets at each entity/level combination are set on a sloping linear progression of four percentage points per year. However, because the starting point is 31 December 2016 and the first reporting year is 2018, a double jump is needed to account for 2017, therefore in 2018 an eight-percentage point increase of decrease will be needed, however, thereafter a four-percentage point increase or decrease will apply. To reach the goal of parity by 2028, annual targets will be set for all Secretariat entities to meet and will occur in two phases: Phase one will include international staff on fixed-term, continuing or permanent appointments, although all personnel, regardless of appointment or contract type should be included in the data analysis. The first reporting is set for **June 2018** to confirm if UN Environment is on track to meet the gender parity annual target set by OHRM, NY for **December 2018**. Phase two, which will expand gender targets to Administrative (G-Level) staff and will commence in 2019.

2.5 A Gender Parity Targets Working Group

To ensure coherence and consistency of approach organization-wide to meeting targets set by the Office of Human Resources Management, NY, a Gender Parity Targets Working Group will be convened by 1 March 2018 by the Director of Corporate Services and the Senior Human Resources Advisor comprising relevant decision-makers from all parts of the organization with an emphasis on those who have hiring responsibility within respective Divisions/Offices. The Working Group is designed to have all stakeholders represented with the key objective of ensuring that the annual targets for 2018 expressed as percentages below are converted into the required recruitment numbers needed to fulfill the Office of Human Resources Management table of gender parity targets below. Additionally, the Working Group will be tasked with putting forth all issues or challenges to the Senior Management Team for discussions with the final decisions made by the Executive Director of UN Environment.

The Gender Parity Targets Working Group will provide exact numerical data on recruitments in line with 2018 annual targets and will contribute to the report to be submitted to the Senior Management Team by the 30 March, 2018.   The report will include an analysis of UN Environment's specific parity challenges and propose ways to address them.

A dedicated briefing session of the Senior Management Team will be planned for the 1st quarter of 2018. UN Environment underscores its commitment to achieving gender and geographical parity at all levels.   In view of the Office of Human Resources Management matrix captured below, UN Environment highlights that the Organization has a combined total of four (4) positions at the Under Secretary General and Assistant Secretary General levels. Efforts will be made to ensure a balance of female and male representation at these levels.

Fig 1. The following table provides the annual targets for UN Environment as set-out by the UN Secretariat Office of Human Resources Management to reach gender parity at the respective levels expressed in percentages.

UN Environment Programme Baseline Gender Data as of 31 December 2016					Annual Targets: % Women staff as at 31 December (*)										
	Women	Men	Total Staff	% Women	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
USG (all agencies)	0	1	1	0%	8%	12%	16%	20%	24%	28%	32%	36%	40%	44%	48%
ASG (all agencies)	0	3	3	0%	8%	12%	16%	20%	24%	28%	32%	36%	40%	44%	48%
D-2	6	3	9	67%	59%	55%	51%	50%	50%	50%	50%	50%	50%	50%	50%
D-1	14	37	51	27%	35%	39%	43%	47%	50%	50%	50%	50%	50%	50%	50%
P-5	48	77	125	38%	46%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
P-4	88	113	201	44%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
P-3	104	81	185	56%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
P-2	53	28	81	65%	57%	53%	50%	50%	50%	50%	50%	50%	50%	50%	50%
P-1	1	0	1	100%	92%	88%	84%	80%	76%	72%	68%	64%	60%	56%	52%

Source of 31 December 2016 Staff Data: Composition of Secretariat: staff demographics A/72/123

The above methodology for developing the above matrix is guided by the "UN System Gender Parity Strategy UN Secretariat Targets Explanatory Note" submitted to UN Environment by OHRM - See Annex 1

"The baseline, or starting point, to calculate the targets at each entity/ level combination is 31 December 2016, using the data in the Composition of the Secretariat: staff demographic (A/71/123).

In addition, certain entity/level combinations are mathematically incapable of achieving the 47%-53% range. In an entity/level combination has only one position, for instance, it is impossible to reach parity as one person cannot be divided in two. Where the one-person position is at the level of Assistant Secretary-General or Under-Secretary-General, however, the Strategy provides recommendations on senior appointments, highlighting that the Executive Office of the Secretary-General will monitor data on senior staff selection at each level of the recruitment process. It also notes that the Secretary-General enjoys discretionary power to appoint certain United Nations officials and that he has pledged to reach parity at the senior leadership level by 2021".

2.6 Behind the Data: Creating an Enabling Environment

Target setting, tracking metrics and other accountability measures are critical to achieving gender parity. However, as the *UN-Wide Gender Parity Strategy* notes, it is equally important to understand the **enabling conditions** necessary to achieving gender parity and workforce and succession planning. UN Environment's Human Resources and Training Section together with its Gender & Social Safeguards Unit are both well placed to go behind the numbers in order to bring to the surface more subtle and elusive barriers that hinder the career advancement of women within UN Environment. To provide medium to long-term solutions and more importantly to ensure the sustainability of the gender parity efforts (especially once annual targets have been reached) the Human Resources and Training Section under the guidance of the Executive Office and the Director of the Corporate Services Division, and in collaboration with the Gender and Social Safeguards Unit, will redouble their efforts by ensuring that relevant and accurate data reporting is strengthened to compliment UN Environment's efforts. In addition, a Gender Audit will be conducted 1st quarter 2018 (UNSWAP 2018 deliverable). This is an assessment tool and process used in identifying staff perceptions of how gender issues are addressed in an organization's programming portfolio and the efficacy of internal organizational processes. An audit also provides UN Environment with a tool and medium to make continuous assessments long-term as well as a process to study advancement barriers and create an evidence-based feedback mechanism to better identify weaknesses and enhance strengths.   The Gender & Safeguards Unit will engage the Gender Coordinators, Officers and Gender Focal Points to provide support in achieving the goals of the Implementation Plan.

Notably, exploring the root causes of the lack of applications from female candidates will be addressed by soliciting the views of female staff population through a focused survey. The survey findings will be review and presented to the Senior Leadership to agree on measures to be undertaken to address the challenges in a meaningful manner. In addition, efforts will be made to allocated dedicated time for outreach.

UN Environment is committed to ensure that dedicated human resources capacity is put in place to ensure that monthly reporting is conducted and that its data analytics is accurate and relevant. Monthly dissemination of data to the Heads of Offices is a critical element that is needed for the delivery of the targets and of the UN Environment Gender Parity Implementation Plan. One staff will be fully dedicated to these efforts. This reporting will be utilized by Heads of Offices during the recruitment processes and to ensure that gender and geographical commitments as outlined by the Secretary General in the UN System-wide Gender Parity Strategy.

In addition, UN Environment will explore more closely the barriers to hiring and retaining qualified women at the middle-management levels (focusing on all duty stations), as well as other hindrances such as: the costs of childcare; challenges of spousal employment and impact of local laws that may prevent employment of spouses, as well as the laws against Lesbian, Gay, Bisexual and Transgender community.

UN Environment makes note that it has established a Nursing Room in Nairobi. UN Environment will explore with Human Resources Management Service/UN Office at Nairobi the possibility of establishing a Day-care center for children – 5 years and younger.

2.7 Meeting Gender Parity Targets: A SWOT Analysis

STRENGTHS

- Coordination, monitoring & evaluation mechanisms in place
- In-house gender & evaluation expertise available for guidance
- Engaged stakeholders provide strong feedback
- UN Secretariat oversight & assistance ensures focus on meeting targets
- Strong accountability measures backed by consequences*

WEAKNESSES

- Gender parity remedial actions perceived as unfairly applied
- Lack of financial and human resources for gender programming
- Not enough staff to sustain monitoring & compliance
- Gaps in coordination
- Lack of interest in gender parity issues

SWOT

OPPORTUNITIES

- Gender parity initiatives act as catalyst for ongoing organization reform
- Promotes staff engagement through tangible reform outputs
- Updates to policies and Administrative Instructions led by OHRM, New York

THREATS

- Unforeseen major event distracts causing gender parity efforts to be displaced as top priority
- Sustainability of effort wanes due to lack of engagement
- Lack of HR Empowerment
- No newly created posts or vacancies available leading to stalled recruitment pipeline & unmet targets

*As noted in the *UN System-Wide Gender Parity*

Strategy (pg. 11), a series of escalating "recommended actions" should be put in place in situations where annual gender parity targets have not been met. This includes revoking an Office or Division's recruitment selection authority for the under-represented grade/job level and, as a last measure, "if following the resumption of selection authority, targets are not met for the following year, this will be reviewed by the Secretary-General directly for decision" (see pg. 10-11, Leadership and Accountability).

3. PRIORITY AREAS AND ACTIONS

3.1 Selecting Specific Actions

The twenty-three actions presented in the following pages are based on over fifty specific deliverables listed in the *UN System-Wide Gender Parity Strategy*. Not all actions will be pursued at once and are to be selected based on the specific context, challenges, and starting point for each entity; notably actions will be delivered over the period of 2018 and 2019. The recommended actions chosen for inclusion in the UN Environment Gender Parity Implementation Plan are related to upcoming milestones for yearly reporting noting that the first reporting on whether gender and geographical parity targets have been met is set for June 2018 with a second reporting in December 2018. A monitoring and evaluation framework for tracking outputs of each action is provided in a matrix located at the end of the Implementation Plan.

3.2 Key Priority Areas

The following priority areas for recommended actions ensure engagement with all parts of the Organization to achieve gender parity targets.

   A. Internal Oversight and Monitoring of Actions
   B. Talent Management, Workforce and Succession Planning
   C. Creating an Enabling Environment
   D. Capacity Building and Training

A.   Internal Oversight and Monitoring of Actions

1. Division Heads will be held accountable to the Head of UN Environment to reach the calculated time-bound, entity and level specific targets within their divisions and offices.
2. Gender and geographical parity targets to be included as part of the Compact with the Head of UN Environment and the Secretary General.
3. Senior Management Team Directors to include gender and geographical parity targets in their e-PAS and Divisional work-plans.
4. Head of UN Environment will strictly monitor recruitment at the D1, P5 and P4 levels to ensure gender and geographical parity targets are met.
5. HR and Training Section will update and verify division-level staffing data on vacant posts, including ongoing recruitments and forecasting, and list of retirees. A list of all staff with "supervisory and hiring responsibility" for each UN Environment Division/Office to be developed.
6. UN Environment 2017 and 2018 Gender Parity Implementation Plan to be placed on UN Environment's "*We Collaborate*" Intranet.
7. Work-plans for all staff with supervisory/hiring responsibility to include a SMART goal related to contributing to gender parity and performance appraisal to include an assessment of staff member's performance in this area, including the consistent application of special measures and the creation of an enabling environment.

B. Talent Management, Workforce and Succession Planning

8. Hiring managers are required to recommend 50% female candidates and 50% male candidates for selection for all types of Job Openings at all levels, including senior appointments. Where this is not possible owing to job family or objective obstacles, written justification should be submitted.
9. Job openings that fail to yield a minimum of 20% female applications will require written justification from the hiring manager including explanation of the positive outreach measures taken to attract female applicants. In the absence of a strong justification, job openings to be extended / reopened.
10. Head of UN Environment to ensure all staff with supervisory and hiring responsibility are well briefed on the use of Special Measures and that the use of a specified number of Special Measures is included in individual work plans and as an assessment for e-PAS performance appraisals.

11. To increase the pool of applicants, including the number of women to select from – suspend restrictive requirements from the job description of all applicants. These will be different by entity but would include for example removing requirements for time in post or those related to the number of lateral moves to be eligible for applications to a higher level.
12. Head of UN Environment to ensure that Special Measures apply not just to recruitment but equally to downsizing. A special audit on the use of special measures by division / office should be prepared and disseminated.
13. Each entity to consider developing ways of masking personal information including marital status and number of children from hiring managers during recruitment.

C. Creating an Enabling Environment

14. Divisions and offices to consider female staff members for official travel and to ensure 50/50 participation in all leadership/managerial learning and training programmes. Institutionalize equal gender representation on panels, conferences and delegations and among speakers, and provide knowledge-building and networking opportunities during working hours.
15. Each entity should issue internal communication stipulating that the response to requests for flexible work arrangement should as a default be positive, bearing in mind the functions of the job, onsite work requirements, and the prerogative of a manager to ensure coordination across team members' schedules. To facilitate this all entities should move towards ensuring that staff have the equipment needed, including laptops, which facilitate working arrangements.   Staff will be encouraged read the Secretary-General's bulletin on Flexible Working Arrangements (ST/SGB/2003/4): https://iseek-newyork.un.org/system/files/iseek/uploads/DeptID1416/FWA/ST-SGB-2003-4.pdf
16. Work/life balance measures should be strongly encouraged throughout the Organization including flexible working arrangements.
17. Managers at all levels who meet their targets and/or demonstrate good practice in support of gender equality and parity should be profiled on entity intranets, UN Environment website, the annual report, on Organization websites, at town hall meetings, and through the annual UN Environment Baobab Staff Awards, the Secretary-General Gender Award, as well as any other available means.
18. All senior managers are encouraged to follow the Secretary-General's example and join the International Gender Champions, and make specific, concrete and ambitious commitments to enhance gender equality and parity within their organization. It should be noted that UN Environment's Executive Director and a number of senior managers are gender champions.
19. In consultation with Gender & Safeguards Unit, the Human Resources and Training Section will prepare concept note on the creation of special Gender Parity Prize to recognize staff contributions to gender parity actions listed in the UN Environment Implementation plan as part of an expanded Baobab awards programme.
20. Replace maternity/paternity/adoption leave policies with one parental leave policy where parental leave (maternity, paternity, adoption and surrogacy) is equal in length, provided that specific pre- and post-delivery needs of the birth parent are covered additionally (including insurance and leave) in line with World Health Organization's (WHO) recommendation of 6 months for breastfeeding/bonding with child.

D. Capacity Building and Training

21. Human Resources and Training Section, in cooperation with the Gender & Safeguards Unit, to carry out the following: briefing sessions on Gender Parity Implementation Plan; conduct Unconscious Bias training for managers; and develop materials and guidelines to support gender and geographical parity compliance.
22. Mentoring and coaching programme to be developed using guidelines and best practices from the private sector, Office of Human Resources Management, Chief Executive Board, UN Women and other
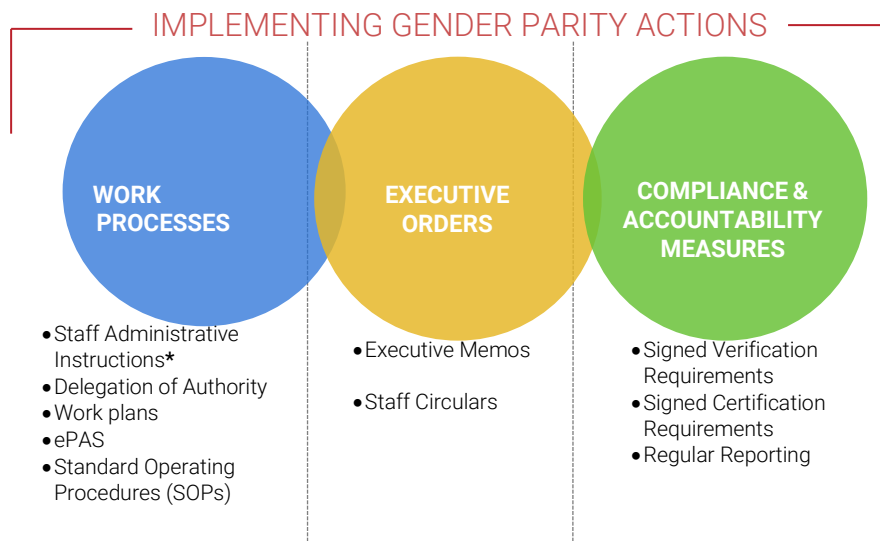
sources. The mentoring programme will be designed by the Human Resources and Training Section. The programme will be informed by the UN Leadership Framework http://www.unssc.org/sites/unssc.org/files/un_system_leadership_framework.pdf .

23. Budget to be allocated for the participation of UN Environment D1, P5 and P4 female staff to undertake United Nations System Staff College's training and capacity building courses.

3.3 Making Gender Parity Actions Operational

As the UN System-Wide Gender Parity Strategy notes, merely selecting from the list of recommended actions provided is not enough to drive change. For the following "Actions" listed to be realized they must, where possible, enter UN Environment's work stream and become embedded in its work processes; this can be accomplished accordingly:

- WORK PROCESSES: Staff Administrative Instructions (ST/AI)*, Delegations of Authority, e-PAS (Performance Appraisal System), Work plans, Division/Organization-level Strategies
- Executive Director DIRECTIVES: Executive memo, staff circular
- ACCOUNTABILITY MEASURES: time-bound verification, certification & reporting requirements

IMPLEMENTING GENDER PARITY ACTIONS

WORK PROCESSES
- Staff Administrative Instructions*
- Delegation of Authority
- Work plans
- ePAS
- Standard Operating Procedures (SOPs)

EXECUTIVE ORDERS
- Executive Memos
- Staff Circulars

COMPLIANCE & ACCOUNTABILITY MEASURES
- Signed Verification Requirements
- Signed Certification Requirements
- Regular Reporting

* Any changes to Staff Administrative Instructions (ST/AI) in consideration of gender parity actions, will be made at UN Secretariat level. *UN System-Wide Strategy on Gender Parity, pg.3*

4. A Proposed Governance Framework for Gender Parity Implementation

The list of recommended actions set out in the UN Environment Implementation Plan are drawn directly from the *UN System-Wide Gender Parity Strategy* and are arguably the most important element of this entire effort, as failure to implement or to deliver on recommended actions, may, in the worst case, result in missed targets. As the *UN System-Wide Gender Parity Strategy* conveys, repeated failure to meet gender parity targets will result in recruitments being "reviewed by the Secretary-General directly for decision (pg. 11)." The following governance framework serves as a mutually reinforcing vertical accountability chain that distributes roles and responsibilities as evenly as possible among the implementing stakeholders.

Approve, Champion, Engage, Validate, Recognize, Reward, Warn	**Executive Director**	
Direct, Resolve, Catalyze, Recommend, Guide	**Director of Corporate Services**	
Implement, Monitor, Advise, Alert, Compliance, Certify, Report, Document, Evaluate	**Senior Human Resources Advisor**	
Identify workplace issues, Consult on reforms, Provide Feedback	**Managers/Supervisors**	
Disseminate, Collect, Transfer know-How & Information, Monitor Divisions	**Division Human Resources Focal Points**	
Consult, Advise, Review	**Senior Gender Advisor**	**Evaluation Office**
Support: *Deliver research, best practices, ICT advice & other specialist support*	**Office of Human Resources Management, New York (OHRM)** **Enterprise Solutions Section**	

CONTINUOUS MONITORING

4.1 ACTION PLAN / KPI MONITORING MATRIX FOR GENDER PARITY IMPLEMENTATION − 2018 − 2019ff

GOAL 1: INTERNAL OVERSIGHT	ACTIONS	RESPONSIBLE	START DATE	END DATE
Objective: Create an internal oversight mechanism to monitor and report on the progress of UN Environment in achieving gender parity targets and prescribe remedial action when necessary.	Update and verify division/office-level data on vacant posts, including ongoing recruitments, and list of retirees.	Senior HR Advisor	1/2/2018	30/4/2018
	Obtain and verify list of all staff with "supervisory and hiring responsibility" for each UN Environment Division/Office to develop accountability framework necessary for carrying gender parity actions.	Senior HR Advisor	1/2/2018	31/3/2018
KPI Metric/Tracking: % of Office/ Div. compliance with requests tracked via number of reporting templates received.	Executive Director to sign-off/approve final version of UN Environment 2017-2018 Gender Parity Implementation Plan. Document to be placed on We Collaborate Intranet.	Executive Director	1/2/2018	31/3/2018
Monitoring Timeframe: Ongoing **Target:** Staff fully engaged. **Desired Outcomes:** Divisions and Offices act on obligations (i.e. recommended actions) to meet 2018 gender parity targets set by OHRM to be reached by December 31, 2018.	Human Resources and Training Section, in cooperation with the Gender & Safeguards Unit, to carry out the following: briefing sessions on Gender Parity Implementation Plan; conduct Unconscious Bias training for managers; and develop materials and guidelines to support gender and geographical parity compliance.	Senior HR Advisor	1/2/2018	Ongoing
	Prepare memo for Executive Director to launch/introduce Gender Parity Implementation Plan including request for cooperation of all, especially "all staff with supervisory and hiring responsibility."	Senior HR Advisor & Senior Gender Advisor	1/2/2018	31/3/2018

GOAL 2: MONITORING OF ACTIONS	ACTIONS	RESPONSIBLE	START DATE	END DATE
Objective: Start division/office regular reporting on progress meeting gender parity targets.	All SMT Directors to include such targets in their e-PAS and Divisional work-plans. Division Heads will be accountable to the Head of UN Environment to reach the calculated time-bound, entity and level specific targets within their Divisions and Offices.	Heads of Offices/Departments & Senior HR Advisor	1/2/2018	31/3/2018

KPI Metric/Tracking: % of Office/Division/Staff in compliance with recommended actions tracked via number of reporting templates received. Monitoring Timeframe: Monthly Target 100% divisions and offices to have provided a report on progress/plans to meet gender parity targets by 1st quarter of year (April). Desired Outcomes Divisions and Offices to have generated monthly progress reports on recruitments in line with gender parity targets provided.				

	All Directors to personally acknowledge and sign off on the departmental statistical status on gender parity and the implications of their selection prior to final decision of a candidate.	Heads of Offices/Departments & Senior HR Advisor	1/2/2018	30/4/2018
	Heads of Divisions will be held accountable to meet the annual targets and gender equality and parity goals/performance results will be reflected in their annual work plan.	Heads of Offices/Departments & Senior HR Advisor	1/2/2018	30/4/2018
	Senior official responsible for human resources management at UN Environment to include in annual work plan and e-PAS the commitments as set out in Implementation Plan.	Senior HR Advisor	1/2/2018	31/3/2018
	Work-plans for all staff with supervisory/hiring responsibility to include SMART goals related to contributing to gender and geographical parity. Staff performance appraisal to include an assessment of performance in this area, including the consistent application of special measures and the creation of an enabling environment.	Heads of Offices/Departments & Senior HR Advisor	1/2/2018	31/3/2018

GOAL 3: TALENT MANAGEMENT, WORKFORCE AND SUCCESSION PLANNING	ACTIONS	RESPONSIBLE	START DATE	END DATE
Objective: Ensure special measures and other actions recommended by the UN System-Wide Gender Parity Strategy are carried out resulting in a sustainable pipeline of female recruitments.	Hiring managers are required to recommend 50% female candidates and 50% male candidates for selection for all types of Job Openings at all levels, including senior appointments. Where this is not possible owing to job family or objective obstacles, written justification should be submitted. Selections list and/or justification to be provided to Senior HR Advisor for record and reporting to Executive Director in monthly account.	Heads of Offices/Divisions & Senior HR Advisor	1/2/2018	Ongoig
KPI Metric/Tracking: % of Office/Division/Staff using special measures in recruitments in hiring.	Extend the requirement for both women and men to be represented at all stages of the assessment and interview processes for senior appointment selections to ensure 50/50 representation of women and men at all stages of the selection process and on interview panels and consider including externals	Heads of Offices/Divisions &	1/2/2018	Ongoing

			START DATE	END DATE
Monitoring Timeframe: Monthly **Target** 100% divisions and offices to have undertaken at least one special measure or other action to enhance gender parity in recruitment before 1st quarter report. **Desired Outcomes** Active use of special measures by hiring managers resulting in meeting gender parity annual targets.	on senior level appointment panels.	Senior HR Advisor		
	Job openings that fail to yield a minimum 20% female applications will require written justification from the hiring manager including explanation of the positive outreach measures taken to attract women applicants. In the absence of a strong justification, job openings to be extended / reopened.	Heads of Offices/Divisions & Senior HR Advisor	1/2/2018	Ongoing
	Senior official responsible for human resource management to ensure all staff with supervisory and hiring responsibility are well briefed on the use of special measures and that the use of specified special measures are included in individual work plans and as an assessment for e-PAS performance appraisals.	Senior HR Advisor	1/2/2018	Ongoing
	Senior official for human resources management to ensure that special measures apply not just to recruitment but equally to downsizing—e.g. where two candidates are equal the woman will be retained. A special audit on the use of special measures by division / office should be prepared and disseminated.	Senior HR Advisor	1/2/2018	Ongoing
	Each entity to consider developing ways of masking personal information including marital status and number of children from hiring managers during recruitment.	Senior HR Advisor & HRMS/UNON	1/2/2018	Ongoing

GOAL 4: CAPACITY BUILDING	ACTIONS	RESPONSIBLE	START DATE	END DATE
Objective: Create awareness of Gender Parity initiative and enable its application in relevant work contexts.	Human Resources and Training Section to prepare presentation about the UN Environment Implementation Plan to brief managers, HR focal points and senior management, briefings should specifically target staff with supervisory or hiring responsibility.	Senior HR Advisor	1/2/2018	Ongoing
KPI Metric/Tracking: % of relevant Office/Division/Staff who have attended Gender Parity briefing and/or participated in mentoring	UN Secretariat entities to require all staff with supervisory or hiring responsibility to be trained on eliminating unconscious bias in the workplace in general and in job design, job descriptions and vacancy announcements to increase awareness and standardize practice across the system.	Training Focal Point, HR and Training Section	1/2/2018	30/6/2018

initiative. To be tracked through evaluations. **Monitoring Timeframe:** Quarterly assessments. Target 100% divisions and office hiring managers and decision-makers are aware of the UN Environment Gender Parity Implementation Plan Desired Outcomes Application of Gender Parity actions by hiring managers in recruitment practice.	Mentoring programme to be developed using guidelines and best practices from private sector, OHRM, CEB, UN Women and other sources. Mentoring programme will be designed in conjunction with the Gender & Safeguards Unit and stakeholders at UN Environment.	Senior HR Advisor	1/2/2018	28/2/2018
	Budget to be allocated for the participation of UN Environment D1, P5 and P4 staff to undertake United Nations System Staff College's training and capacity building courses.	Director, Corporate Services Division and Executive Office	1/2/2018	Ongoing

GOAL 5: CREATE AN ENABLING ENVIRONMENT	ACTIONS	RESPONSIBLE	START DATE	END DATE
Objective: Align, promote and incentivize organizational cultural values and behaviour with gender parity goals.	Divisions and Offices to consider female staff members for official travel and to ensure 50/50 participation in all leadership/managerial & learning programmes. Institutionalize equal gender representation on panels, conferences and delegations and among speakers, and provide networking opportunities during working hours.	Senior HR Advisor	1/2/2018	ongoing
KPI Metric/Tracking: % of staff who provide positive responses in staff engagement & opinion surveys. Tracked through responses to surveys and snap	Work/life balance to be encouraged throughout the Organization. To facilitate this staff should be provided with the necessary means to effectively carryout duties.	Executive Director	1/2/2018	ongoing

engagement polls. % of women in visible representational roles in UN Environment. % of women recruited. **Monitoring Timeframe:** Monthly. **Target** 60% divisions and offices indicate positive response to gender initiatives. **Desired Outcomes** Shift in organizational culture and values in support of gender parity initiative.	Managers at all levels who meet their targets and/or demonstrate good practice in support of gender equality and parity should be profiled on entity intranets, UN Environment website, the annual report, on Organization websites, at town hall meetings, and through the annual UN Environment Baobab Staff Awards, the Secretary-General Gender Award, as well as any other available means.	Senior HR Advisor	1/2/2018	3/13/2018
	All senior managers are encouraged to follow the Secretary-General's example and join the International Gender Champions, and make specific, concrete and ambitious commitments to enhance gender equality and parity within their organization.	Gender & Safeguards Unit	1/2/2018	ongoing
	In collaboration, the Human Resources & Training Section and the Gender & Safeguards Unit, prepare concept note on the creation of special Gender Parity Prize to recognize staff contributions to gender parity actions listed in the UN Environment Implementation plan as part of expanded Baobab.	Training Focal Point, Human Resources & Training Section	1/2/2018	1/3/2018
	To ensure that efforts in one area are not undermined by efforts in another, an impact study should be undertaken to consider the effects of the implementation of gender parity actions. HR & Training Section in collaboration with Gender Social and Safeguards Section to prepare an impact study on the UN Environment Implementation Plan by December 1, 2018.	Executive Director	1/2/2018	12/12/2018
	Replace maternity/paternity/adoption leave policies with one parental leave policy where parental leave (maternity, paternity, adoption and surrogacy) is equal in length, provided specific pre- and post-delivery needs of the birth parent are covered additionally (including insurance and leave) in line with WHO's recommendation of 6 months for breastfeeding/bonding with child.	Human Resources and Training Section & Gender and Safeguards Unit	1/2/2018	1/12/2018

Comments/inputs on the UN Environment Gender Parity Implementation Plan to be sent to the Focal Point, Mariama Daramy-Lewis, Senior HR Advisor at mariama.daramy-lewis@un.org