

**United Nations Office of Counter-Terrorism**  
**Implementation Plan of the Secretary-General’s System-Wide**  
**Strategy on Gender Parity**  
*Updated September 2022*

**I. Introduction**

The United Nations Secretary-General has made gender parity, meaning the relative equality in terms of numbers and proportions of women and men employed by the United Nations, a core component of efforts to strengthen and modernize the organization.

With the recognition that women are starkly underrepresented in management and senior leadership positions within the United Nations system, the Secretary-General’s System-Wide Strategy on Gender Parity (Parity Strategy) was endorsed by the Senior Management Group on 23 August 2017 and launched on 12 September 2017. The strategy called for parity at the senior leadership level (ASG and above) by the end of 2021, and parity across all levels of United Nations entities by 2028.

The Parity Strategy noted that there is an inverse relationship across the United Nations system between seniority and women’s representation – the higher the grade, the larger the gap in gender parity; the gap to parity was wider in the Secretariat than the rest of the system at all levels.

The Parity Strategy called for changes within each entity focused on setting targets and monitoring data on male and female staff numbers at all levels; strengthening senior management accountability in relation to achieving these targets; recruiting, retaining, and promoting women; increasing the pipeline of female senior leadership; and creating an enabling work environment to support work-life balance.

On 7 November 2017, the Secretary-General sent a memo to the heads of all United Nations entities which established that by 31 December 2017, every entity was expected to develop an individualized implementation plan of the Parity Strategy. These plans were to include the baseline data on male and female staff at each level and set targets to be reached annually for progress towards parity. While the goal was 50/50 parity, the strategy considered parity to be within the 47 per cent-53 per cent margin. Under the first phase of the Parity Strategy, international professional staff on fixed-term, continuing, or permanent appointments were counted.

The first Gender Parity Implementation Plan for UNOCT was approved on 18 January 2018 and included baseline data as at 31 December 2018, per OHRM guidance, as well as targets to be reached annually for progress towards parity.

On 22 August 2022, the Chef de Cabinet sent a memorandum to Heads of Entities requesting a brief report of the implementation and an update on the implementation of each entities’ Gender Parity Implementation Plan.

The UNOCT Gender Parity Implementation Plan focuses on four areas of the Parity Strategy that are applicable to UNOCT, namely:

- (1) Setting Targets and Monitoring Progress for Parity at all Levels;
- (2) Recruitment, Retention, Progression and Talent Management;
- (3) Creating an Enabling Environment; and
- (4) Leadership and Accountability.

The following sections note the applicable recommendations from the Parity Strategy and propose updated targets as requested by the CDC's memorandum dated 22 August 2022.

On 1 January 2022, the UNOCT Human Rights & Gender Section was established, in which is situated the Gender Unit comprised of Gender Affairs Officers at the P4 and P3 level, supported by a G5 Programme Management Assistant. The Gender Unit collaborates with the Strategic Planning & Programme Support Section (SPPSS) on the implementation of the Gender Parity Implementation Plan. The Gender Unit is responsible for embedding the UNOCT Gender Parity Implementation Plan into a more comprehensive Gender Equality Policy and Action Plan for the Office as required under the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP 2.0).

## **II. Current Status of Gender Parity of Professional Staff in UNOCT (as of 31 August 2022)**

UNOCT has made significant progress both toward the targets set out in the 2018 Implementation Plan as well as toward gender parity itself at nearly all levels within the Office.

The Gender Parity Implementation Plan established in 2018 set out as a goal that the membership of the Senior Management Team (SMT) as a whole should remain the main priority for gender balance through 2021.

In January 2018, at the time the Plan was approved, of a total of eight staff at the P5 level and above, only two staff (20 percent) were female (one P5 permanent contract holder, and one P5 temporary appointment).

As of 31 August 2022, there were 23 staff at the P5 level and above, of whom ten were female (43.5 percent) and 13 were male (56.5 percent)

Accordingly, since the adoption of the Parity Implementation Plan, the proportion of female representation on the SMT has consistently increased from 20 percent (in January 2018) to 40 percent (in November 2020) to 43.5 percent (in August 2022).

A significant achievement since 2018 has also been gender parity at the P5 level, with nine female staff (53 percent) and eight male staff (47 percent), compared to two female staff (40 percent) and three male staff (60 percent) in January 2018.

Annex II - UNOCT Gender Parity Implementation Plan – (Update September 2022)

A similar accomplishment has been progressing at the P2 and P3 levels. In December 2020 the Office had 50 percent female staff at the P2 level (excluding JPOs) and 48 percent female staff at the P3 level, compared to zero percent female staff at the P2 level and 29 percent female staff at the P3 level in January 2018. In August 2022 the Office had 75 percent female staff at the P2 level (excluding JPOs) and 58.5 percent female staff at the P3 level. As of August 2022, 54 percent of UNOCT’s JPOs are female.

As of 31 August 2022, there was parity at all Professional and above levels, with the exception of the D1 and D2 level.

The journey toward gender parity has been achieved incrementally through each selection of staff made by the Under-Secretary-General. Only the D1 and D2 levels remain subject to the special temporary measures required by ST/AI/2020/5, as shown below. Of the cadre of UNOCT staff members at the D1 and D2 levels, three hold permanent or continuing appointments. Parity at these senior levels will be challenging to attain in the short-term, though one Director will reach the age of mandatory retirement in 2023, which will create the opportunity to make further progress toward parity among the Director posts in UNOCT.

The table below, reflecting statistics as of 31 August 2022, shows that of the population of 181 UNOCT staff, 56.7 percent were women and 43.3 percent were men. The overall gender ratio at the professional and above levels is 55 percent women and 45 percent men.

Gender by level, all positions onboard and onboarding, as of 31 Aug 2022 (excluding SLWOP)						
Row Labels	F	M	Total	Female %	Male %	Subject to Temp Special Measures per ST/AI/2020/5?
USG	0	1	1	0.0%	100.0%	no
D2	0	2	2	0.0%	100.0%	yes
D1	1	2	3	33.3%	66.7%	yes
P5	9	8	17	52.9%	47.1%	no
P4	28	25	53	52.8%	47.2%	no
P3	24	17	41	58.5%	41.5%	no
P2	7	2	9	77.8%	22.2%	no
JPO	7	6	13	53.8%	46.2%	no
NPO	2	3	5	40.0%	60.0%	no
G7	0	1	1	0.0%	100.0%	no
G6	16	7	23	69.6%	30.4%	no
G5	9	3	12	75.0%	25.0%	no
G4	0	2	2	0.0%	100.0%	no
<i>totals</i>	<i>80</i>	<i>61</i>	<i>141</i>	<i>56.7%</i>	<i>43.3%</i>	<i>no</i>

### III. Setting Targets and Monitoring Progress for Parity at all Levels

#### A. Assessment of 2018 Targets and Development of 2022 Targets

Considering the progress achieved in the implementation of the 2018 plan, new targets are warranted for the 2022 plan. An assessment of the 2018 targets, and proposed 2022 targets, are shown on the tables below.

Target from 2018 Plan	Text of Target from 2018 Plan	Assessment of 2018 target as of 31 August 2022	Text of updated Target for 2022 Plan
Target 1.1	By the end of 2018, P3 level achieves 50:50 parity.	Target met. As of August 2022, the P3 level is 48% female.	By the end of 2023, parity is achieved and maintained at all levels for which there is more than one incumbent.
Target 1.2	By 2019, senior management team consisting of one D1 and three P5s collectively achieve the parity of 50:50, and this is maintained thereafter.	Target not met. As of August 2022, SMT composition was 43.5 percent female. Though P5s are majority female, of the 5 Ds (2D2, 3D1), one is female (1D1); four are male (2D2, 2D1).	By the end of 2023, the SMT composition of 50:50 parity will be achieved and maintained.
Target 1.3	By 2028, the parity ratio (47-53 per cent margin) at P2, P3, and P4 and P5 are maintained.	Target met. As of August 2022, there is parity at the P2-P5 levels.	Target 1.3 proposed for deletion; this is addressed in Target 1.1.

#### B. Monitoring and Data Collection

Recommendation under the Parity Strategy: *Provide the most up to date information on gender balance for the relevant level to a hiring manager prior to recruitment, sex-disaggregated information at each stage of recruitment, and ensure that hiring managers are aware and personally sign off on the implications of their hiring decision for overall parity goals.*

Recommendation under the Parity Strategy: *Monitor progress against annual targets at all levels.*

Recommendation under the Parity Strategy: *The Secretariat provides a public website for tracking demographics of the work force. However, this data does not refer to temporary appointments.*

In conjunction with the establishment of the Secretariat public tracking system, an internal mechanism to report demographic data on a quarterly basis has been established: SPPSS

provides quarterly reporting on demographics to the Senior Management Team (SMT), including identifying improvements and trends. This information will be made available to all staff beginning Q1 2021. A long-term goal should be to eventually report changes in data in real-time per the goals of the UN-SWAP 2.0. Target 1.4 was adjusted to January 2021 from its original target, which was June 2018.

Target from 2018 Plan	Text of Target from 2018 Plan	Assessment of 2018 target as of 31 August 2022	Text of updated Target for 2022 Plan
<b>Target 1.4</b>	By January 2021, a system is established to send quarterly summaries of the staff gender-balance to all UNOCT staff	Target met; SPPSS maintains detailed gender statistics which are shared regularly at UNOCT Town Hall meetings and by email	UNOCT staff are regularly provided with statistics on gender balance of the UNOCT body of staff.

#### IV. Recruitment, Retention, Progression and Talent Management

##### A. Special measures

Recommendation under the Parity Strategy: *Each entity’s implementation strategy should detail the use of special measures along three tiers—Level 1 to be implemented at all times (including the minimum measures detailed above); Level 2 when entities are not on track to their targets; Level 3 when the targets have not been met for one year. Level 3 would include the mandatory selection of women on the recommended or short list or some variant of this policy.*

SPPSS have undertaken significant efforts to promote gender parity at each stage of recruitment processes, including advising Hiring Managers on the requirement under the new ST/AI/2020/5.

Further, the Chief of Office of the Office of the Under-Secretary-General circulated in November guidance to all OCT staff on the requirement to provide gender disaggregated data on each hiring process, for the Under-Secretary-General’s consideration with regard to final selection. This data must demonstrate gender parity at the unit branch and professional level, allowing the Under-Secretary-General to discharge his responsibilities for gender parity as held in his annual compact. The target of March 2018 has been maintained, as the target was achieved. It is expected that special measures will continue to be applied to maintain gender parity at recruitments for the D1 and P5 levels.

Target from 2018 Plan	Text of Target from 2018 Plan	Assessment of 2018 target as of 31 August 2022	Text of updated Target for 2022 Plan
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<b>Target 2.2</b>	<b>By March 2018, Level 2 special measures are applied to all recruitments for the D1 and P5 levels as per promulgated by OHRM.</b>	Target met; the special measures per ST/AI/2020/5 are not required for the P2-P5 levels due to UNOCT having reached gender parity at those levels.	Special measures will continue to be applied in accordance with ST/AI/2020/5, if and as required.
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### **B. Address Unconscious Bias in Recruitment**

Recommendation under the Parity Strategy: *All entities to require hiring managers to be trained on eliminating unconscious bias in the workplace in general, and in job design, job descriptions and vacancy announcements in particular, to increase awareness and standardize practice across the system. This should be implemented at the D1 level and up initially with across the system application after three years.*

Target from 2018 Plan	Text of Target from 2018 Plan	Assessment of 2018 target as of 31 August 2022	Text of updated Target for 2022 Plan
<b>Target 2.3</b>	By the end of 2020, all staff at D1 and above participate in the training on eliminating unconscious bias in the workplace to be rolled out by OHRM and UN Women (expected in 2018).	Target not met. As of 1 August 2022, the Secretariat has 8 mandatory learning programmes, and this is not one of them. According to the Inspira Learning page, there is a course called “Unconscious Bias for CBI Panel Members” (LMS-2679) but not a course on eliminating bias in the workplace.	Targets proposed for deletion.
<b>Target 2.4</b>	By the end of 2021, all staff at P4 and above participate in the same training on eliminating unconscious bias.		
<b>Target 2.5</b>	By 2021, all staff have completed the CBI unconscious bias online training.		

### **C. Retention, Progression, and Talent Management:**

Recommendation under the Parity Strategy: *Each entity to implement a system for mentoring female staff by both women and men, involving staff from all categories with a mentor being more senior. CEB HR Network to develop a good practice guidance note on the development of such networks.*

Target from 2018 Plan	Text of Target from 2018 Plan	Assessment of 2018 target as of 31 August 2022	Text of updated Target for 2022 Plan
<b>Target 2.6</b>	By the end of 2021, each professional staff at P4 level or below have a female and male mentor identified, if they so wish.	Target met; staff seeking mentors were provided with mentors.	Target proposed for deletion.

Recommendation under the Parity Strategy: *Staff engagement surveys and exit questionnaires and/or interviews to be mandatory across the system, regardless of category or level. Responses should protect the anonymity of respondents, and whenever possible be administered by a third party as well as be transparently shared across the entity and inform policy development. Where necessary owing to resource constraints, a phased approach could be utilized.*

Target from 2018 Plan	Text of Target from 2018 Plan	Assessment of 2018 target as of 31 August 2022	Text of updated Target for 2022 Plan
<b>Target 2.7</b>	Every two years undertake DPSMC staff engagement survey results	Target met.	No change proposed.
<b>Target 2.8</b>	Continue conducting quarterly staff wellbeing surveys and put in place appropriate measures to increase staff welfare	Target met.	Continue conducting annual staff surveys.
<b>Target 2.9</b>	By January 2021, an exit survey and a mechanism for its reporting established with the adequate protection of respondents' identity.	Target met.	Continue the practice of the DUSG having exit interviews with departing UNOCT staff.

## V. Creating an Enabling Environment

Recommendation under the Parity Strategy: *Every entity to ensure it has in place a strong legal framework on sexual harassment and that staff are aware of support in place and actions to take.*

Target from 2018 Plan	Text of Target from 2018 Plan	Assessment of 2018 target as of 31 August 2022	Text of updated Target for 2022 Plan
<b>Target 3.1</b>	Share the information regarding the Secretary-General’s bulletin Addressing discrimination, harassment, including sexual harassment, and abuse of authority (ST/SGB/2019/8) with all personnel of the Office, including consultants, contractors, and interns, and include it in the induction package for new personnel, including undertaking specific sessions for staff on C&D	Target met.	OUSG to organize annual Town Hall presentations on addressing discrimination harassment (ST/SGB/2019/8).

#### A. Flexible Work Arrangements (FWA)

Recommendation under the Parity Strategy: *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 flexible work arrangements.*

Target from 2018 Plan	Text of Target from 2018 Plan	Assessment of 2018 target as of 31 August 2022	Text of updated Target for 2022 Plan
<b>Target 3.2</b>	The information concerning the OCT’s policy on flexible work arrangements and the required office presence time is shared with all staff and included in the induction package of new staff.	Target met.	No change proposed.

#### B. Balance Personal, Family, and Professional Commitments

Recommendation under the Parity Strategy: *Entities to ensure on-site creche availability for children or alternatively a percentage reimbursement of costs for creche where there is no facility.*

Target from 2018 Plan	Text of Target from 2018 Plan	Assessment of 2018 target as of 31 August 2022	Text of updated Target for 2022 Plan
<b>Target 3.4</b>	By March 2021, the information concerning the nursery in DC2 is included in the induction package of new staff.	Target not achievable during COVID pandemic.	Target proposed for deletion.

## VI. Leadership and Accountability

Heads of Departments: USG

*Recommendation under the Parity Strategy: Responsible to Head of Entity to reach the calculated time-bound, entity and level specific targets within their departments/offices/missions.*

Target from 2018 Plan	Text of Target from 2018 Plan	Assessment of 2018 target as of 31 August 2022	Text of updated Target for 2022 Plan
<b>Target 4.1</b>	By March 2021 all recruitments to be undertaken in line with all provisions of the OCT Gender Parity Implementation Plan	Target met.	All recruitments to be undertaken in line with provisions of the UNOCT Gender Parity Implementation Plan

*Recommendation under the Parity Strategy: As called for in an earlier Executive Committee decision, 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 organizations.*

Target from 2018 Plan	Text of Target from 2018 Plan	Assessment of 2018 target as of 31 August 2022	Text of updated Target for 2022 Plan
<b>Target 4.3</b>	By March 2021, USG joins the International Gender Champion pledge	Target met.	Target proposed for deletion (having been met).

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Recommendation under the Parity Strategy: *First reporting in June 2018 will confirm if the entity is on track to meet the gender parity target for 2018. Targeted support offered to those not on track. As of December 2018, if the entity has not met its gender parity targets for 2018, Heads of departments/offices/missions will receive a warning from their Head of Entity and will receive support, if needed, from the central HR office in their entity. .... If targets are not met by December 2019, the department/office/mission’s selection authority will be revoked for the under-represented grade level(s), and the central HR office will make all selection decisions for the under-represented grade level(s) for one year.*

Target from 2018 Plan	Text of Target from 2018 Plan	Assessment of 2018 target as of 31 August 2022	Text of updated Target for 2022 Plan
<b>Target 4.4</b>	UNOCT submits progress report under the UN-SWAP 2.0 in a timely manner	Target met.	No change proposed.

Recommendation under the Parity Strategy: *Managers will be held accountable for supporting the Heads of Departments/Offices/Missions to meet the annual targets, and gender equality and parity goals/performance results will be reflected in their annual work plans/compacts/performance appraisals. Recommendation under the Parity Strategy: Ensure that special measures are applied consistently.*

Target from 2018 Plan	Text of Target from 2018 Plan	Assessment of 2018 target as of 31 August 2022	Text of updated Target for 2022 Plan
<b>Target 4.6</b>	By June 2021, all ePas work plans of staff with supervisory responsibility to include a SMART goal related to contributing to gender equality and parity and work performance assessments are done accordingly	Target not met.	By June 2023, all work plans of staff with supervisory responsibility to include a SMART goal related to contributing to gender equality and parity and work performance assessments are done accordingly

## VII. Monitoring and Evaluation of the Implementation of the Plan

Recommendation under the Parity Strategy: *Each UN System entity should establish an internal oversight mechanism to monitor the progress of its departments/offices/missions, prescribe remedial action when necessary, and report performance semi-annually to the head of the entity.*

Recommendation under the Parity Strategy: *Reporting on the implementation of the strategy and progress to targets will take place bi-annually through the Senior Management Groups and CEB. For the Secretariat, this will be complemented by quarterly reviews of progress in the Management Committee. Overall implementation and oversight will rest with the Senior Advisor on Policy, ESOG on behalf of the Secretary General.*

Target from 2018 Plan	Text of Target from 2018 Plan	Assessment of 2018 target as of 31 August 2022	Text of updated Target for 2022 Plan
<b>Target 5.1</b>	By March 2021, an UNOCT Gender Parity Implementation Plan Task Force is designated and meets quarterly to monitor the progress of measures committed to in the Plan, determine any needed remedial actions and reports those to relevant staff, and report the outcomes of the Tasks Force discussions to the USG.	Target not met.	The Office will regularly review the progress made toward the Implementation Plan, through quarterly briefings provided to the SLT and SMT.