Make Parity a Reality

Field-specific Enabling Environment Guidelines

FOR THE UNITED NATIONS SYSTEM

IN SUPPORT OF
The Secretary-General's
System-wide Strategy on
Gender Parity

CONTENTS

ABBREVIATIONS

AUC	African Union Commission
CEB	United Nations System Chief Executives Board for Coordination
CISMU	Critical Incident Stress Management Unit
DESA	Department of Economic and Social Affairs
DOS	Department of Operational Support
DPPA-DPO	Departments of Political and Peacebuilding Affairs and Peace Operations
FAO	Food and Agriculture Organization of the United Nations
IASMN	Inter-Agency Security Management Network
ICSC	International Civil Service Commission
IDA	International Disability Alliance
ILO	International Labour Organization
IOM	International Organization for Migration
IRMCT	United Nations International Residual Mechanism for Criminal Tribunals
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
OHCHR	Office of the United Nations High Commissioner for Human Rights
OIOS	Office of Internal Oversight Services
OSCM	Office of Supply Chain Management
OSH	Department of Occupational Safety and Health
OVRA	Office of the Victims' Rights Advocate
SCRPD UN	Programme on Disability/Secretariat for the Convention on the Rights of Persons with Disabilities
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMI	United Nations Assistance Mission for Iraq
UNCT	United Nations country team
UNDCO	United Nations Development Coordination Office
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security

UNECA	United Nations Economic Commission for Africa
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlements Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNMAS	United Nations Mine Action Service
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMISS	United Nations Mission in South Sudan
UNOAU	United Nations Office to the African Union
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNSOM	United Nations Assistance Mission in Somalia
UNSOS	United Nations Support Office in Somalia
UNTSO	United Nations Truce Supervision Organization
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNV	The United Nations Volunteers programme
UNVMC	United Nations Verification Mission in Colombia
WFP	World Food Programme
WHO	World Health Organization

FOREWORD

I am pleased to introduce the Field-specific Enabling Environment Guidelines. These Guidelines aim to support personnel in the field, especially in mission settings, to help increase the representation of women and accelerate efforts to reach parity in the UN system. The Guidelines have been created in support of the Secretary-General's System-wide Strategy on Gender Parity (2017), and they complement the Enabling Environment Guidelines for the United Nations System (2019) and the Supplementary Guidance (2019).

An enabling environment that promotes a diverse, inclusive, and respectful work culture is a precondition for achieving and sustaining gender parity. The gap in women's representation in the UN system remains greatest and the rate of change slowest at non-headquarters locations, including in peacekeeping missions. Therefore, we need more support, tailored guidance, and examples of good practice for the field.

The Guidelines were prepared during the COVID-19 crisis that has created new challenges and exacerbated existing inequalities worldwide. The crisis has also offered opportunities for an organizational culture change in the United Nations. As we enter the Decade of Action on the Sustainable Development Goals, there is an opportunity to rebuild better, with women's rights at the centre, and to energize progress on gender equality, for the benefit of all. I am pleased that these Guidelines present recommendations and good practices that are relevant now and in the future.

The Guidelines were created through a participatory and intersectional approach. I am deeply appreciative to all interviewees, whether Special Representatives of the Secretary-General, Resident Coordinators, Gender Focal Points or Experts on Human Resources. The range of contributions, comments, feedback, and ideas provided from across the UN System at all levels has ensured that these Guidelines are relevant and easy to use.

The attainment of gender parity requires collective action. This is the time to step up, to increase the representation of women and to transform organizational culture in the field. Transformation starts with the leadership, but we all need to be part of this journey and make parity a reality.

Progress towards gender parity should also complement and reaffirm broader aspects of diversity and inclusion. We need to stand up against intolerance, sexism and racism, and eliminate any form of discrimination. We need to foster a working environment that embraces equality, eradicates bias and is inclusive of all. The recommendations and good practices in these Guidelines will tell you how to do this, and are applicable to all UN personnel in line with the aim of leaving no one behind. I invite all of you to implement the recommendations of these Guidelines, to be change-makers, and to walk the talk.

PHUMZILE MLAMBO-NGCUKA,
Executive Director of UN Women

EXECUTIVE SUMMARY

The objective of these Field-specific Enabling Environment Guidelines is to provide tailored guidance for personnel in the field, especially in mission settings, to help increase the representation of women and accelerate efforts to reach parity in the UN system. These Guidelines support the implementation of the Secretary-General's System-wide Strategy on Gender Parity and complement the Enabling Environment Guidelines for the United Nations System and its Supplementary Guidance.

An enabling environment means a working environment that embraces equality, eradicates bias and is inclusive of all personnel. These

Guidelines have been created by UN personnel for UN personnel across the world. They were produced by UN Women through a consultative, inclusive and collaborative approach with nearly 200 colleagues from over 50 countries where the UN operates.

Each chapter begins with an introduction to one of the six thematic areas, reflecting the challenges and opportunities identified by interviewees. The chapters also provide a series of recommendations and good examples for the organization, managers and personnel at the individual level. The recommendations are made based on the comprehensive and varied methods of data

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