

CITIES ALLIANCE GENDER JOINT WORK PROGRAMME

HIRING PROCESSES

GENDER ASSESSMENT FOR THE F&O UNIT

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This publication was produced for review by the Cities Alliance Gender Joint Work Programme. It was prepared by UNOPS Social Inclusion and Gender Equality Specialist.

Table of Contents

I. EXECUTIVE SUMMARY	vi
II. PURPOSE	9
III. BASELINE DATA.....	11
IV. RECOMMENDATIONS.....	37
V. ANNEX I: CHECKLIST FOR GENDER MAINSTREAMED HIRING PROCESS AND POLICIES	40
VI. ANNEX II: GUIDANCE ON GENDER SENSITIVE INTERVIEW QUESTIONS IN COMPETENCY BASED INTERVIEWS	44
VII. ANNEX: III UNOPS AND CITIES ALLIANCE GENDER RELATED HUMAN RESOURCES POLICIES.....	45

ACRONYMS AND ABBREVIATIONS

DO	Director's Office
GES	Gender Equality Strategy
GPRS	Global Personnel Recruitment System
GET	Gender Equality Team
HR	Human Resources
IICA	International Individual Contractor Agreement
JWP	Joint Work Programme
LGBTQI	Lesbian, Gay, Bi-Sexual, Queer, Questioning and Intersex
LICA	Local Individual Contractor Agreement
MTS	Medium Term Strategy
PM	Project Manager
SDG	Sustainable Development Goals
TORs	Terms of Reference
UNOPS	United Nations Office for Project Services

I. EXECUTIVE SUMMARY

Purpose and Methodology

The Cities Alliance is committed to addressing and reducing gender inequalities in developing cities to achieve inclusive urban development aligned with Sustainable Development Goal (SDG) 5, realising gender equality and empowering all women and girls. Recognising that gender-based inequalities deprive cities of a significant source of human potential and commits, the Cities Alliance's second thematic pillar under the Medium Term Strategy (MTS) 2014–2017 is the cross-cutting promotion of gender equality.

In March 2015 the Cities Alliance launched the Gender Equality Strategy (GES), followed by the Gender Terms of Reference (TORs) in January 2016, which provides guidelines for institutionalising gender mainstreaming in all work areas.

For the Finance and Operations Unit (F&O), Hiring Policies and Processes were identified as a priority area for long-term engagement and quick wins. This assessment and checklist will focus on CA's hiring policies and processes. Human resources (HR) policies of Cities Alliance and the United Nations Office for Project Services (UNOPS) can be found in Annex x.

The methodology to achieve the objective and desired outcome is based on a desk review of quantitative and qualitative data available on recruitment processes and vacancy announcements for a two-year period between 01 January 2014 to 31 December 2015. Furthermore, an online survey distributed to all Cities Alliance staff collected quantitative and qualitative information on the existence and application of work–life balance, staff retention and promotion policies.

Key Findings

Key findings and analysis are presented overall as well in each area of the hiring process and level of hire. Overarching findings include:

TOR drafting

- The assessment found a positive correlation between the gender-responsive elaboration of the TOR, with a higher number of female applications received and a higher number of females shortlisted.
- A major bias is that these assessments can only track TORs drafted but not the process of desk review. Cities Alliance should track desk reviews and establish more transparent processes regarding TOR review.

Advertising and outreach

- Information on advertisement and outreach practices was not available. These are two areas of catalytic potential in hiring policies, as they may be responsible for reaching more prospective female candidates. One of the possible reasons for not finding information on advertisement and outreach may be the usual confidentiality requirements surrounding hiring processes. However, efforts to track records confidentially should be put in place. In particular, the assessment could not find information on how many of positions were advertised on websites for female professionals or with women's professional groups and websites and whether specific efforts were taken to advertise vacancies targeting women and LGBTQI.

Shortlisting of candidates

- Overall, shortlisting of candidates favours women, with a 10 per cent difference in favour of women but not at every level. When looking at the different levels, bias is observed in the process of shortlisting. There is a tendency to shortlist more women in administrative and junior positions such as LICA 6, LICA 5, LICA 4 contracts, interns and G7 positions. LICA senior positions show the most difference in the number of female candidates shortlisted: 17 per cent of women compared with 83 per cent of men. For instance, for ICCA 4 positions, almost 50 per cent of applications came from female applicants, but only 20 per cent of shortlisted candidates were female.

Hiring practices

- Cities Alliance has not yet achieved gender parity at all levels and units. Cities Alliance recruited 48 per cent females and 52 per cent males and received 10 per cent fewer applications from women than men. Cities Alliance cannot yet be considered an organization that prioritizes hiring female candidates.
- The assessment could not track recruitments per level of hire because this information is currently not being tracked.
- The majority of hiring processes are located in the ICCA and LICA categories. It is also in these two categories where recruitment rates are 18 per cent higher for males than for females. In the case of ICCAs, 41 per cent of women were hired, compared with 59 per cent of men hired. In LICAs more female candidates are recruited at the lowest positions.
- The staff survey showed that there is a perception of gender bias in the Cities Alliance Secretariat. Staff members believe that gender bias impacts on retention, promotion and work environment. Examples collected from qualitative questions mention that men in Cities Alliance see their work often more praised and rewarded than women.

Interviewing

- Only 25 per cent of standard interview questions analysed for various positions included a gender-related question. These questions are concentrated in roster and local senior positions, while standard questions for ICCA and fix-term positions are gender blind.

Work life balance, promotion and retention

- While Cities Alliance has made efforts towards the achievement of a gender equal and inclusive environment, for instance by making CWS available for staff, there is room for improvement in specific areas. The survey on Human Resources was taken by 22 staff and shows staff feelings of gender bias. Key issues of concern are perceptions of unclear reporting lines and mismanagement, unequal treatment in assessing performance, lack of inclusion of women in decision-making and a narrow interpretation of work life balance options.
- Cities Alliance needs to work towards making transparent and objective the processes of assessing good performance in order to eliminate perceptions of unfairness and expand work life balance options to meet the needs of a diverse workforce.

Recommendations

Based on the assessment findings, this report includes detailed recommendations by stage of the hiring process, a checklist on hiring processes and a guideline on conducting gender-responsive interviews for use by staff. Key overarching strategies include:

- Ensure that overall hiring processes integrate a gender perspective that is continued in all stages — from the elaboration of the TOR, advertising and outreach to shortlisting, interviews and actual recruitment and work performance. Integrating a gender perspective into the hiring processes requires the systematisation of practices and the establishment of temporary positive actions to redress the effects of past or continuing discrimination and ensure gender parity across levels and work units.
- Ensure that data is systematically collected and tracked on key hiring processes. These processes are desk reviews, outreach and advertising practices, shortlisting and interview practices, equal

remuneration, performance and promotion.

- Staff in general and hiring managers in particular need to be trained and have the necessary tools to conduct gender-sensitive hiring processes and adequately track and record information.
- Cities Alliance needs to work to eliminate the perception of gender bias in the office by making its HR processes more transparent and objective, advertise and make available learning and training opportunities for staff and expand work life balance options.

II. PURPOSE

Background

The Cities Alliance has committed itself to address and reduce gender inequalities in developing cities to achieve inclusive urban development, aligned with Sustainable Development Goal (SDG) 5 to achieve gender equality and empower all women and girls. Recognizing that gender-based inequalities deprive cities of a significant source of human potential and commits, the Cities Alliance second thematic pillar under the Medium Term Strategy (MTS) 2014-2017 is the cross-cutting promotion of gender equality. In March 2015 the Cities Alliance launched the Gender Equality Strategy (GES), followed by the Gender Terms of Reference (ToR) in January 2016, which provides guidelines for institutionalizing gender mainstreaming in all work areas.

For the Finance and Operations Unit, Hiring Policies were identified as priority area for long-term engagement and Quick Wins. This assessment and checklist will thus focus on the Cities Alliance hiring policies and processes.

Objective

To set further targets and indicators, a well-informed baseline study is needed to provide comparative and objective data to assess on where Cities Alliance stands with regard to gender equality in the hiring processes.

The expected *output* of the desk review is a detailed baseline study about the hiring processes from advertising the vacancy, the descriptions of the ToR, sex ratio on long and short list (as well as those hired) and the assessment of the applicant's competencies related to their knowledge regarding gender equality and inclusion. The study will contain quantitative and comparable data as well as qualitative data, all of which are synthesized and analysed. It will furthermore provide recommendations for achieving a gender recruitment process.

The expected *outcome* of the desk review is an increased gender equality awareness of hiring managers and panel members throughout the recruitment process that will result in informed decisions to tackle gender imbalances and gender sensitive recruitment processes.

Methodology

The methodology to achieve the objective and desired outcome is based on a desk review of quantitative and qualitative data available on recruitment processes and vacancy announcements for a two-year period between 01 January 2014 to 31 December 2015. Specific data reviewed are Terms of Reference (TORs), shortlisting and hiring practices including all applications received, disaggregated by position and advertising practices as well as applicant gender competency.

The consultant developed and analysed results of an online survey to collect quantitative and qualitative information on the existence and application of work-life balance, staff retention and promotion policies. The online survey was distributed to all Cities Alliance staff.

Quantitative data was collected and crosschecked on recruitments; the longlist, disaggregated by position, the shortlist, disaggregated by position, hired personnel, disaggregated by position. Qualitative data was collected by reviewing all terms of reference, analyzing their nature and specific observations as well as analyzing the answers to qualitative questions of the online survey. References are provided throughout this assessment to further contextualize the quantitative data and to provide context for the recommendations made.

Limitations

The main limitation of this assessment is the confidentiality that surrounds several areas of the hiring processes, which does not permit the access to data. These areas are mainly the conformation of interview panels, specific interview questions and possible existing biases in selection processes. To overcome these limitations, to a certain extent, some of the overarching questions are assessed in a confidential online survey respecting the sensitivity and confidentiality of these issues.

The criteria used to review TORs should be replicated in future assessments to have meaningful comparative data.

III. BASELINE DATA

This section presents the qualitative and quantitative baseline data for the hiring process, including TORs, advertising and outreach, shortlisting, gender competency, work–life balance and staff retention and promotion. Table 2,3 and 4 gives an overview of all baseline data.

Table 1. Summary of Baseline Data: ToR, Hiring, Interviews and Tests

Aggregated Data of Gender Mainstreaming in Cities Alliance HR processes					
Criteria	Fix Term	IICA	LICA	Intern	Other
% of TORs for the advertised positions that may disadvantage or disqualify women or men from applying for the position	0	18%	48%	0%	50%
% TOR that utilized gender neutral language	100%	90%	89%	100%	100%
% TOR with gender related functional responsibilities	100%	83%	67%	90%	100%
% of positions advertised on websites for female professionals	N/A	N/A	N/A	N/A	N/A
% of female Hired personnel	86%	41%	52%	36%	100%
% of male hired personnel	14%	59%	48%	64%	0%
% of standard interviews that tested gender competency	0%	0%	33%	33%	100%
% of written tests that tested candidate gender competency	N/A	N/A	N/A	N/A	N/A

Table 2. Summary of Key Findings across the hiring process: Application and Shortlisting

Aggregated Data of Gender Mainstreaming in Cities Alliance HR processes												
Criteria	Roster	P4	P3	Other	LICA 6, 5, 4	LICA 11	LICA 10	Intern	IICA 4	IICA 3	IICA 2	G7
Total Applications female	29%	49%	37%	58%	57%	17%	35%	48%	27%	60%	44%	62%
Total Applications Male	71%	51%	63%	42%	43%	83%	65%	50%	73%	40%	56%	38%
Shortlist female	N/A	57%	53%	63%	70%	22%	17%	64%	25%	67%	45%	100%
Shortlist male	N/A	43%	47%	37%	30%	78%	83%	36%	75%	33%	55%	

Table 3. Summary of Key Findings across the hiring process: Work Life Balance and Retention

Aggregated Data of Gender Mainstreaming in Cities Alliance HR processes					
Criteria	Strongly agree	Somewhat agree	Nor agree or disagree	Somewhat disagree	Strongly disagree
To what extent do you agree or disagree: Cities Alliance tries to retain talented people, including female talent	18%	36%	14%	18%	10%
To what extent do you agree or disagree: Good performance is equally recognized for men and women in my work unit	14%	23%	18%	32%	14%

Table 4 gives an overview of the key findings with regard to the ToR, Advertising and Outreach, Shortlisting and Hiring Practice, Applicant’s Gender Competency and Staff opinions on work-life balance, retention and promotion. Afterwards each section goes into more detail and provides quantitative data in graphs and tables followed by an analysis, qualitative data collected and good practices. At the end of each section, key findings are presented.

Table 4. Summary of Key Findings across the hiring process

Source	Key Findings
TOR	<ul style="list-style-type: none"> • 88 per cent of TORs reviewed explicitly or implicitly include gender-functional responsibilities. Explicit mentions to gender responsibilities in TORs, although existing, are rare. • Even when functional responsibilities on gender are explicitly mentioned on the TOR, work experience and process control requirements do not mention responsibilities on gender. • A major bias is that these assessments can only track TORs drafted but not the process of desk review. Cities Alliance should track desk reviews and have more transparent processes. • 90 per cent of the total TORs reviewed use gender-neutral language. Despite this good result, Cities Alliance needs to achieve 100 per cent gender-neutral language and move toward the generalization of gender-responsive language in the elaboration of TORs. Instead of using generic terms such as “urban poor” or “pro-poor policies”, use precise terms such as “women working in the informal economy”, “female and male urban population” and “young men and women pro-poor policies”. This change in language results in the ability to represent different realities, challenges and opportunities for men, women, boys and girls in a given urban development context that can easily go unaddressed. • 23 per cent of TORs contain features that might disadvantage women or men or cause them to refrain from applying. Specific biases exist in the elaboration of the work experiences and competencies requirements and are concentrated in ICCA and LICA job descriptions. For instance, administrative job descriptions for LICA positions require competencies usually attributed to females such as the ability to plan, multitasking, a positive attitude and attention to detail and resulted in hiring female candidates. In contrast, senior positions include competencies written in a different overall tone along the lines of “strong commitment, knowledgeable, understanding”— all competencies traditionally attributed to men in society. Removing biases in the elaboration of TOR competencies requires defining competencies based strictly on the nature of the work to be carried out, rather than on the specific attitudes that are usually encountered in those positions
Advertising and Outreach Practice	<ul style="list-style-type: none"> • Cities Alliance advertising practices are restricted to general development job sites and staff networks. From the information available, Cities Alliance’s advertising practices do not have a clear strategy of targeting qualified women or specific groups, such as LGBTQI. • Information gaps exist regarding Cities Alliance outreach and advertising practices. Cities Alliance does not have appropriate collecting and recording mechanisms to track advertising and outreach practices.
Short Listing and Hiring practices	<ul style="list-style-type: none"> • Cities Alliance receives fewer applications from female applicants: 45 per cent from women and 55 per cent from men, and applications received from female applicants are concentrated in administrative positions, which indicates that traditional gender roles are perpetuated with regards to applications to Cities Alliance posts.

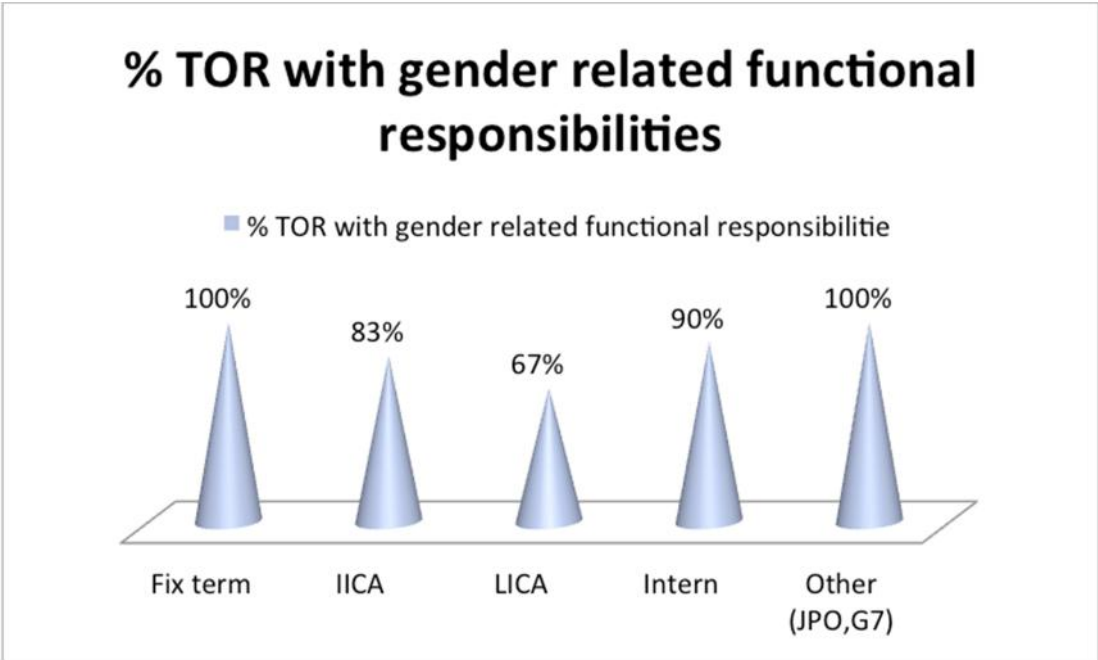
Source	Key Findings
	<ul style="list-style-type: none"> • Senior positions in fix-term, LICAs and ICCAs remain areas that receive low number of applications from females, with the exception of ICCA 3, which receives more applications from females than males. • Female applications to LICA senior positions are as low as 17 per cent, indicating data that correlates with the existence of possible bias in TOR elaboration. • Overall, shortlisting favours women, with a 10 per cent difference in favour of women over men. However, when looking at specific positions, women are shortlisted to a greater extent in administrative or junior positions such as LICA 6, LICA 5, LICA 4, interns and G7 positions. • There is a gap between the number of female applications received and the number of women shortlisted at senior positions, which indicate possible bias in shortlisting candidates at senior positions. For instance, for ICCA 4 positions, nearly 50 per cent of applications come from female applicants, but only 20 per cent of shortlisted candidates were female. • A positive correlation exists between the gender-responsive elaboration of the TOR with a higher number of applications received and a higher number of females shortlisted. Indicating that starting out by developing a gender responsive TOR will likely have a positive effect on mainstreaming gender in all areas of the hiring process. P3 is a good example. • ICCA 3 shows nearly equal levels of applications and shortlisted candidates; however, male candidates tend to be hired, which puts attention on the need to include a gender perspective in selection panels to avoid bias during interviews. • Cities Alliance recruits fewer women (47.8%) than men (52.2%) and receives fewer applications from women (45%) than men (55%) — which means the organization is not favouring women in its recruitment processes. • In ICCA and LICA positions — where most Cities Alliance’s recruitments happen - the results show that women are hired less often than men (for ICCA, 41 per cent of women compared with 59 per cent of men) and are concentrated at the lowest positions, as observed in LICA positions.
Applicant’s Gender Competency	<ul style="list-style-type: none"> • 25 per cent of interview questions analysed for different positions include a gender-related question, which is low when considering that 88 per cent of TORs include implicit or explicit gender-related functional responsibilities. These questions are concentrated in roster and local senior positions, while ICCA and fix-term positions’ standard questions are gender blind. • In all standard interview questions reviewed, the competencies tested are “motivation”, “planning and organization” and “teamwork”; none include “respect for diversity”, which the UN developed to specifically measure gender sensitivity.
On work-life balance, retention and promotion	<ul style="list-style-type: none"> • A total of 22 Cities Alliance staff answered the Cities Alliance Human Resources Survey. According to survey results, 91 per cent of Cities Alliance staff declares being aware of the work-life balance policies of the organization. When asked about staff access to work like balance options, CWS come in the first place with 95 per cent of staff declaring access to it followed by flexible working with 33 per cent, telecommuting 28 per cent and part time work schedule 14 per cent. • Staff feels very confident to ask supervisors to take CWS 71 per cent and 63 per cent of staff has already taken it. However, CWS does not represent the preferred work-life balance option to staff with dependents whose timetables conditioned by the running hours of kindergarten and schools. This makes difficult to extend the working hours in order to have one day free. In these cases, staff seems to prefer the options of flexible working and

Source	Key Findings																																					
	<p>telecommuting. However, staff feels less confident when asking for those. In particular, 59% feel moderately confident or not confident to ask for flexible working and 66% per cent feel moderately confident or not confident to ask for telecommuting. The fact that the HR manager and supervisor roles are the same person is mentioned as a deterrent for staff to ask for other WL balance options.</p> <ul style="list-style-type: none"> Data on staff confidence to ask for Work Life balance options <table border="1" style="margin: 10px auto; border-collapse: collapse; width: 80%;"> <thead> <tr> <th></th> <th style="color: #1a3d4d;">Very confident</th> <th style="color: #1a3d4d;">Confident</th> <th style="color: #1a3d4d;">Moderately Confident</th> <th style="color: #1a3d4d;">Not Confident</th> </tr> </thead> <tbody> <tr style="background-color: #e6f2ff;"> <td>Flexible working</td> <td>32%</td> <td>10%</td> <td>36%</td> <td>23%</td> </tr> <tr> <td>Telecommuting</td> <td>24%</td> <td>9.5%</td> <td>33%</td> <td>33%</td> </tr> <tr style="background-color: #e6f2ff;"> <td>CWS</td> <td>71%</td> <td>19%</td> <td>9.5%</td> <td>0%</td> </tr> <tr> <td>Part time work</td> <td>14%</td> <td>14%</td> <td>32%</td> <td>41%</td> </tr> </tbody> </table> 31 per cent of staff somewhat disagree with the statement “Good performance is equally recognized for men and women in my work unit” while 23 percent somewhat agree, up to 14 per cent strongly agree and disagree respectively. These numbers reveal that Cities Alliance needs to make an effort to make its performance assessment processes more transparent. <div style="text-align: center; margin: 10px 0;"> <p>Q9 To what extent do you agree or disagree with the following statement: Good performance is equally recognized for men and women in my work unit</p> <p>Answered: 22 Skipped: 0</p> <table border="1" style="margin: 0 auto; border-collapse: collapse;"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly agree</td> <td>13.64%</td> </tr> <tr> <td>Somewhat agree</td> <td>22.73%</td> </tr> <tr> <td>Neither agree nor disagree</td> <td>18.18%</td> </tr> <tr> <td>Somewhat disagree</td> <td>31.82%</td> </tr> <tr> <td>Strongly disagree</td> <td>13.64%</td> </tr> </tbody> </table> </div> Of the total of staff surveyed, 68 per cent declare having access to training and learning opportunities. However, 30 per cent of staff surveyed report having access only to UNOPS mandatory trainings 		Very confident	Confident	Moderately Confident	Not Confident	Flexible working	32%	10%	36%	23%	Telecommuting	24%	9.5%	33%	33%	CWS	71%	19%	9.5%	0%	Part time work	14%	14%	32%	41%	Response	Percentage	Strongly agree	13.64%	Somewhat agree	22.73%	Neither agree nor disagree	18.18%	Somewhat disagree	31.82%	Strongly disagree	13.64%
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Source	Key Findings
	<ul style="list-style-type: none"> • In Cities Alliance 54 percent of personnel has been in the same position for 1 to 3 years while only 10% of personnel has been in the same position for 5 years or more. • The survey shows that staff feels gender bias, key issues of concern are unclear reporting lines, lack of good management practices, unequal treatment in assessing performance, unequal inclusion of women in decision-making and the need to provide more work life balance options. In summary, staff perceives Cities Alliance processes favors men in terms of promotion, retentions and recognition of good work.

Terms of Reference

Figure 1. Percentage of TORs with Gender-Related Functional Responsibilities



According to the review, gender-related functional responsibilities are explicitly or implicitly included across all positions advertised in Cities Alliance. Out of 47 TORs reviewed, 37 include gender-related functional responsibilities. Although the level of inclusion of gender-functional responsibilities varies with the different positions, TORs with gender-functional responsibilities make up an average of 88 per cent of all TORs. This allows for two conclusions: First, gender mainstreaming and the promotion of gender equality in Cities Alliance is the responsibility of all areas of work, either programmatic or operational; thus, responsibilities and competencies for gender mainstreaming should be clearly stated in TORs at all levels across the organization. Second, in the elaboration of TORs, gender responsibilities are included more consistently from 2015 onwards, yet the practice needs to be standardized and become the norm.

Managerial and programmatic areas like fix-term positions more explicitly state gender in TORs, while in LICA TORs it is more difficult to find references to gender responsibilities (67%). Far from concluding that LICA positions do not have gender-related responsibilities as part of their function, these data shed light on the need to elaborate these TORs with a gender perspective so as to make visible the gender responsibilities inherent to their functions.

This review has observed that gender-functional competencies are more often implicitly mentioned, rather than explicitly. Explicit mentions to gender responsibilities in TORs, although existing, are rare. From 2015 onwards, fewer than half of the TORs reviewed include in functional responsibilities the section “core values” by stating that all deliverables should incorporate gender equality. Inclusion of “core values” in TORs is a good practice that should be replicated in the development of TORs.

The gender specialist position’s TOR more comprehensively mentions gender responsibilities and elaborates on the specific deliverables to achieve in this area. As UNOPS and Cities Alliance gender strategy strives for gender equality and an inclusive urban development, gender-functional responsibilities become necessary and inherent to most programmatic areas and its support staff and not only to gender specialist positions. In particular, Cities Alliance needs to include gender specific deliverables in TORs for key functional areas such as the development and setting of strategic direction.

In these regard, the assessment reveals that key roles do not specify the deliverables on gender equality. Specifying deliverables such as “conduct gender-sensitive mapping exercises” or “elaborate gender-sensitivity indicators for country programmes” will facilitate the assessment of the specific gender competencies required during interview panels as well as the establishment of progress controls to measure completion, performance and impact of the specific gender activity. Good practices in this direction exist. For instance, ICA 2 contracts in 2015 include in the TOR responsibilities linked to gender specific deliverables “Ensure substantive linkages of the JWP to other Cities Alliance portfolios, including other thematic priorities of the MTS (promoting inclusive economic growth and gender equality) and existing Country Programmes”.

It is interesting to note that even when functional responsibilities on gender are explicitly mentioned on the TOR, requirements regarding work experience and competencies do not make specific reference to experience related to gender issues and urban development. Because of this, competencies are not being tested during interviews, thus reducing the actual positive effect of including specific gender-related functional responsibilities.

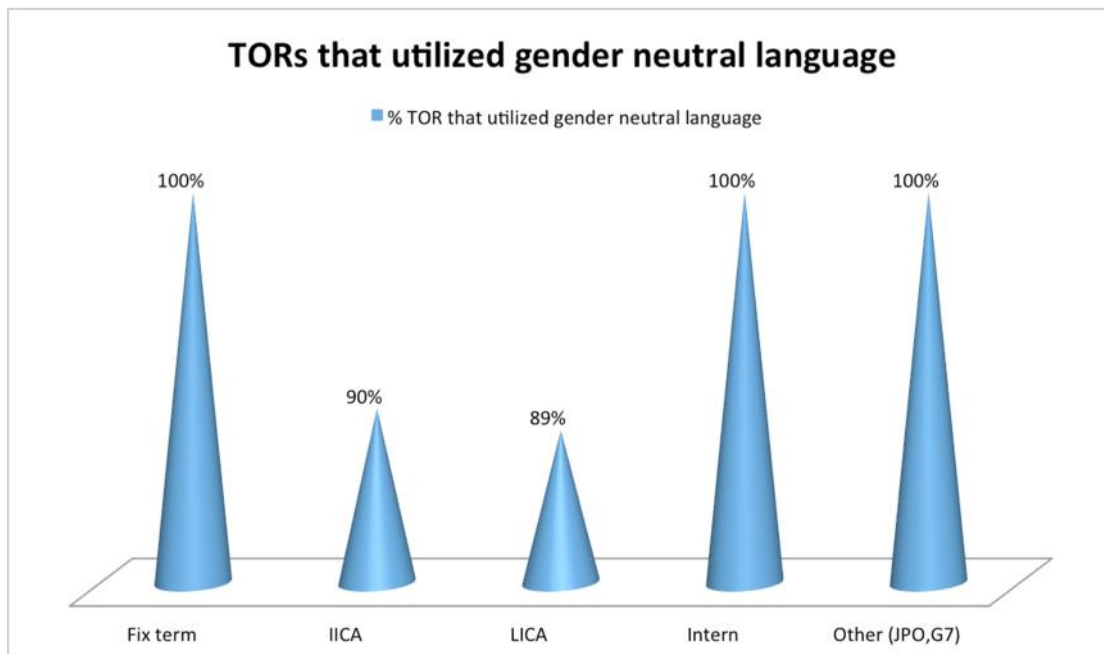
✓ **Good practice:** In 2015, core values were included in TOR functional responsibilities with the following text: “The X position will ensure that all work undertaken in the name of the project under UNOPS — Cities Alliance encapsulates the core values of UNOPS, and that gender equality, a central pillar of the Cities Alliance Medium Term Strategy, is incorporated in all aspects of consultancy briefs”.

Gender functional vs Gender sensitive

Gender functional responsibilities integrates gender equality and women's empowerment considerations at all stages into the design, implementation, monitoring and evaluation of a programme, project or activities including the setting of goals and objectives, the definition of strategies and indicators, the selection of methodologies and tools for integrating a gender perspective,

Gender sensitive policy and action recognize that within a society, actors are women and men, that they are constrained in different and often unequal ways, and that they may consequently have differing and sometimes conflicting needs.

Figure 2. Percentage of TORs that Use Gender-Neutral Language

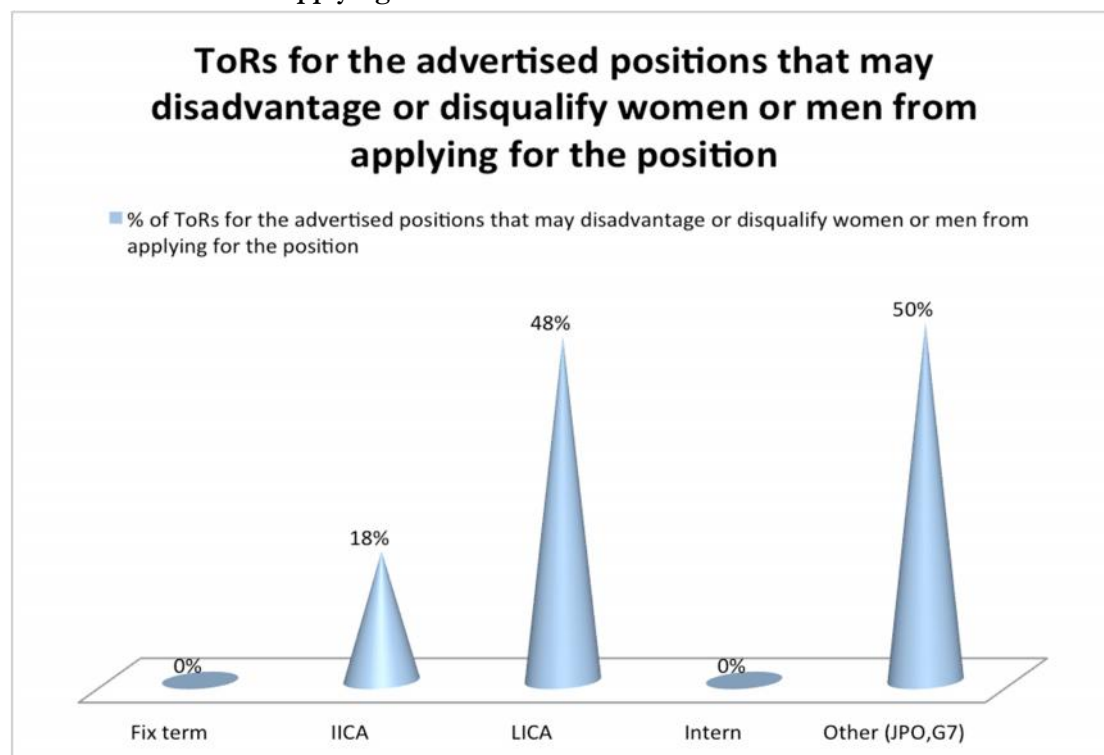


A total of 41 TORs reviewed use gender-neutral language, which represents 90 per cent of the total TORs reviewed. Despite these good results, we must achieve 100 per cent gender-neutral language in the development of TORs. Of the few cases where gender biases are detected, these biases are flagrant — for instance, using the pronoun “he” when referring to the consultant.¹ The TORs elaborated for the fix-term and intern positions show a greater level of gender neutrality in language. While maintaining good practices in fix-term and intern TORs, efforts should focus on the elaboration of IICAs (90%) and LICAs (89%) TORs to attain 100 per cent gender-neutral language. This is important because these are the two categories from which more contracts have been issued during 2014–2015 in Cities Alliance.

Also, there is a need to harmonize language regarding how gender language is used. Some use the term “s/he”, while others use generic terms like “the intern” and “the consultant”. Both formulas are correct and can be used interchangeably; however, the assessment recommends adopting one of them as the official standard for Cities Alliance.

In addition, the review found the need to move from gender neutrality in TORs, which Cities Alliance is close to achieving, to gender-responsive language, where precise terms are used when referring to generic groups. Instead of using generic terms such as “urban poor” or “pro-poor policies”, use precise terms such as “women working in the informal economy”, “female and male urban population” and “young men and women pro-poor policies”. This change in language results in the ability to represent different realities, challenges and opportunities for men, women, boys and girls in a given urban development context that can easily go unaddressed.

Figure 3. Percentage of TORs for the Advertised Position that May Disadvantage or Disqualify Women or Men from Applying for the Position



¹ Found in ICCA3 Monrovia TOR

Eleven out of 47 TORs reviewed contain features that may disadvantage either men or women from applying, which represents 23 per cent of total TORs. The majority of TORs containing specific requirements that may disadvantage women or men correspond to the LICA category, with 48 per cent of the TORs, followed by IICAs with 18 per cent. When reviewing the nature and qualitative aspects of the TORs for these two positions, explanations for these numbers arise. In the field of experience, some TORs require around 15 years of experience at senior positions acquired in different countries throughout the professional career of the candidate. When analyzing this requirement from a gender perspective, the specific barriers that women face when trying to access a senior position considers the triple role that women often play in most societies — productive, reproductive and caring — which limits their professional geographical mobility. Also, women's careers paths tend to be circular rather than linear due to key milestones in women lives associated with maternity that often move them in and out of the job market. As a result, years of seniority are more difficult to attain for female candidates. Therefore, such requirements in the specific context where the gender gap is high can be considered bias. For these positions, and once the job market and trend on the number of applications is analyzed, this assessment recommends to lower the level of senior experience required to allow more women to fulfill the requirements in terms of years of experience. In addition, TOR work experience should be defined objectively and exclusively based on the required skills needed to perform the job rather than on the number of years of seniority usually required for those positions.

Likewise, requiring three years of executive secretariat experience might be difficult to find in a man, which makes by definition this position to be filled by a woman, thus perpetuating the traditional scheme of having women occupy administrative positions without appropriately considering male candidates. Actually, data analyze show that the number of male applications for G7 positions is 39 per cent however no men were shortlisted for this position.

Another bias is noted regarding the development of competencies in the TOR. Competencies required for administrative positions and for senior positions correspond to the traditional competencies attributed to roles of females and males in society. Administrative job descriptions for LICA positions require competencies usually attributed to females such as the ability to plan, multitasking, a positive attitude and attention to detail and resulted in hiring female candidates. In contrast, senior positions include competencies written in a different overall tone along the lines of “strong commitment, knowledgeable, understanding”— all competencies traditionally attributed to men in society.

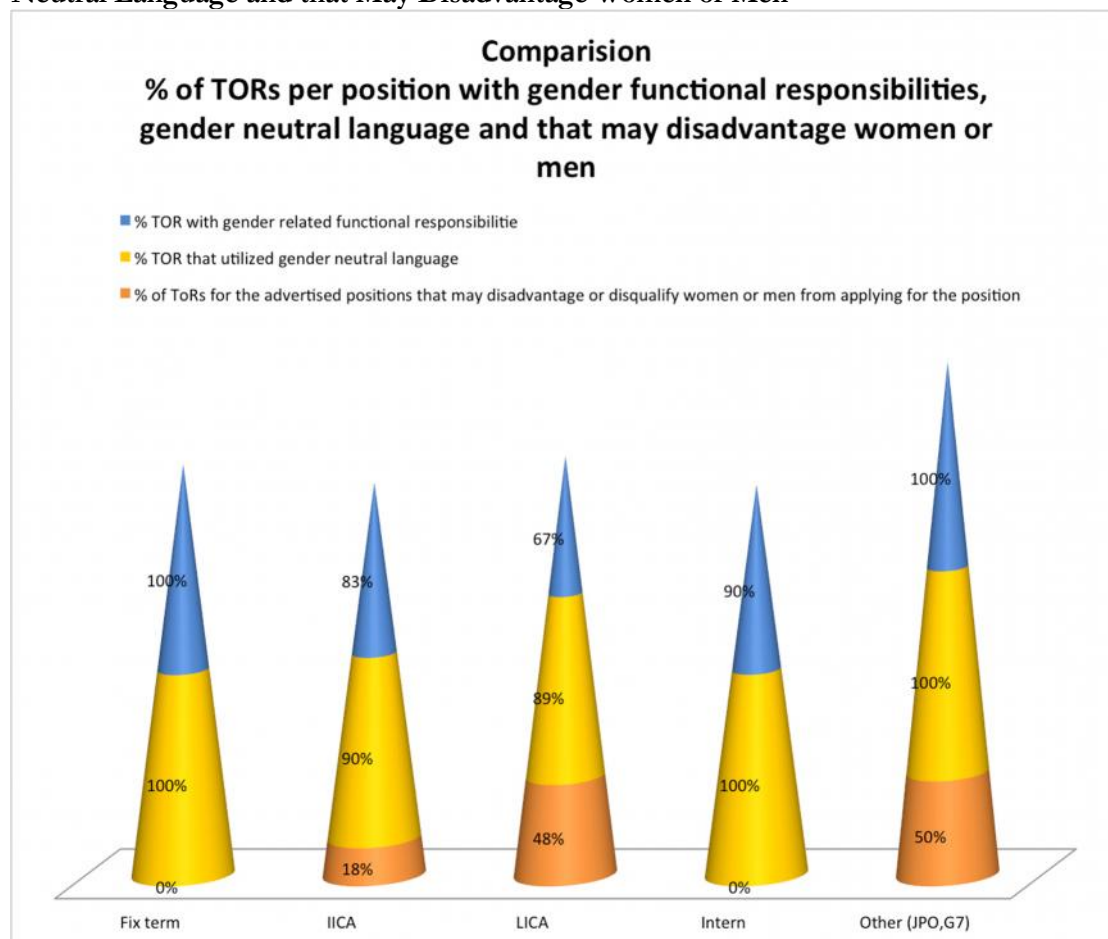
The bias that occurs when developing the TORs competencies influences the whole hiring process by predisposing candidates to apply for a specific position and hiring managers to screen CVs, shortlist candidates and interview candidates with a pre-set gender when looking to fill these positions. Removing biases in the elaboration of TOR competencies requires defining competencies based strictly on the nature of the work to be carried out, rather than on the specific attitudes that are usually encountered in those positions.

The “**respect for diversity**” UN competency, which includes in its definition the promotion of gender equality, appears only in two TORs out of 47. Inclusion of the competency in all managerial TORs as well as key support positions will result in a more gender-sensitive workforce and will ensure that panel member assess respect for diversity **competency**. This is specifically important for managerial and senior positions, where managing teams and dealing with people is a main task and given that currently, Cities Alliance uses this competency only in two TORs: GM advisor and environmental mainstream specialist.

Quick guide: Gender sensitive TOR

- ✓ **Background:** Includes relevant gender and urban development issues and data.
- ✓ **Objectives:** Includes the analysis of gender issues to inform the planned outcomes.
- ✓ **Scope of work:** Ensures women are represented in data collection samples
Includes women and men in urban planning
- ✓ **Controls:** M&E provides baseline and tracking of gender disaggregated and beneficiary impact data
- ✓ **Selection criteria:** Objective knowledge of gender analysis, participatory process skills and social assessments.
- ✓ **Language:** Use gender responsive language

Figure 4. Comparison of Percentage of TORs with Gender-Functional Responsibilities, Gender-Neutral Language and that May Disadvantage Women or Men



Interesting points arise when qualitatively reviewing the TORs. Firstly, the background section of TORs mentions Cities Alliance gender-equality commitments in a patchy way. From 2015 onwards, the GPRS background information on Cities Alliance now includes “The current Medium Term Strategy is focused on Promoting Equity in Cities through equitable economic growth, gender equality and partnerships” — which is a positive step toward systematically including this information in TORs for all positions and levels. Starting in 2015, the LICA7, LICA 10 and Communications internships mention the “Medium Term Strategy that is focused on Promoting Equity in Cities Alliance through equitable economic growth, gender equality and partnerships” but is not generally included in IICA TORs. The TOR for the internship position on Grant Support is a good practice which states that: “Country and Regional Partnership Programmes mobilize members and partners around longer-term, demand-oriented and customized interventions in selected regions and countries to engender a more effective urban agenda centered on inclusive, pro-poor cities”. However, the TOR, does not include gender in responsibilities, deliverables or controls. According to the Gender Equality Strategy 2014-2017, Cities Alliance envisions inclusive cities increasingly characterized by effective and transparent local government, engaged citizens from all social groups and improved and responsive service delivery to urban women and girls of all backgrounds. Cities Alliance’s has made a strong commitment to achieve gender equality in its programmes and has recognized its comparative advantage to address gender inequality in urban development drawing on its knowledge, experience and existing partnerships across different stakeholders and geographical areas. To make this commitment in reality it is paramount that they are re-stated in each TOR and Cities Alliance’s current and prospective workforce are responsible for achieving these goals on gender equality.

The sentence “Qualified female candidates are strongly encouraged” appears in fix-term positions as well as in some internship positions under “additional considerations”. The fact that more women are hired in fix-term positions speaks to the effective result of this measure. However, it is not applied in **ICCA and LICA positions’ TORs as a temporary measure.**

In sum, Cities Alliance’s shows efforts to remove bias in the development of TORs, but further measures should be implemented to remove existing bias and gender is systematically mainstreamed in TORs.

Key Findings

- 88 per cent of TORs reviewed explicitly or implicitly include gender-functional responsibilities. Explicit mentions to gender responsibilities in TORs, although existing, are rare.
- Even when functional responsibilities on gender are explicitly mentioned on the TOR, work experience and process control required to fulfilled those responsibilities are not included in the TOR.
- 90 per cent of the total TORs reviewed use gender-neutral language. Despite this good result, Cities Alliance needs to achieve 100 per cent gender-neutral language and move toward the generalization of gender-responsive language in the elaboration of TORs.
- 23 per cent of TORs contain features that might disadvantage women or men or cause them to refrain from applying. Specific biases exist in the elaboration of the work experiences and competencies requirements and are concentrated in ICCA and LICA job descriptions.

Advertising Practices/ Outreach

Information on advertising practices is not systematically collected and is therefore difficult to access. The question “How did you hear about this vacancy?” is included in GPRS when candidates submit their online applications; however, Cities Alliance currently does not track this information missing important data on the impact of outreach and advertising practices.

From a web search of current positions advertised by Cities Alliance as well as informal exchanges with HR staff, Cities Alliance advertises its job vacancies on UNOPS and Cities Alliance website, UNOPS and Cities Alliance social media and staff networks. Other Cities Alliance recurrent sites for advertising are development-specific job sites, such as Devex, Urban Gateway and the UN Job List. Currently, Cities Alliance does not target as part of its advertising and outreaching practices women-specific or gender and urban development sites with the objective of reaching out to qualified female candidates or other specific groups traditionally discriminated such as LGBTQI.

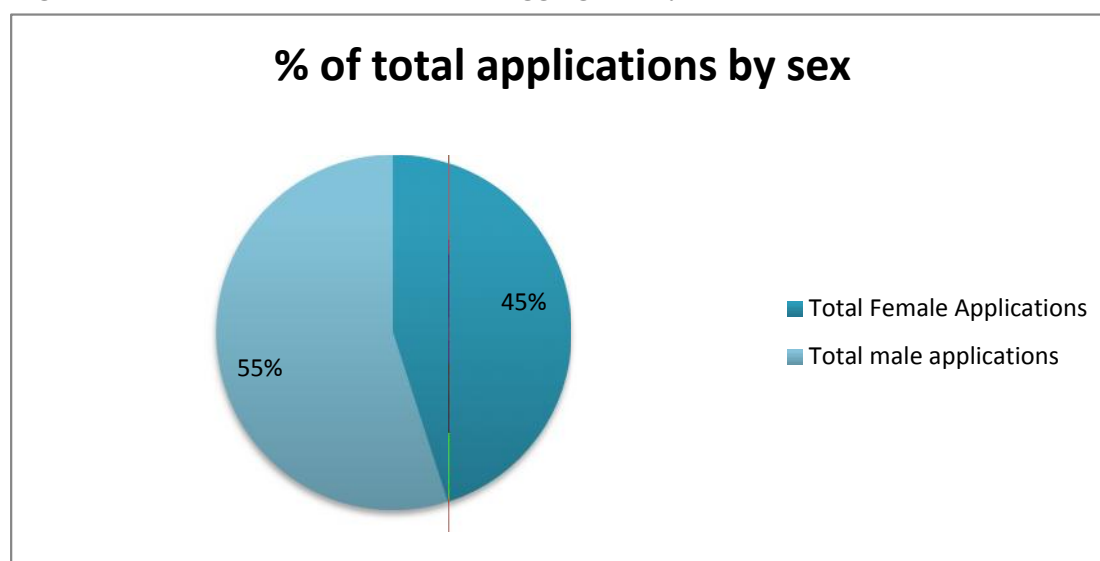
Another important piece of missing information is desk reviews. Currently, Cities Alliance does not collect and tracks information on the existing processes to assess candidates’ CVs against TORs competencies and required skills nor information on panel interview members. UNOPS standard measures on the composition of UNOPS interview and assessment panels is a minimum of 3 voting members, including a Chair who is/represents the hiring manager, technical expert and HR representative, all preferably at least at the level of the vacant post.

For project-funded posts: other members may be invited and gender and geographical balance is desirable. Ensuring transparency and objectivity in these processes is vital to remove perception of unfairness and ensure that hiring processes comply with the minimum UN standards. Cities Alliance cannot claim to be an equal and inclusive employer unless it puts into place specific measures to remove bias and ensure objective processes.

Shortlisting and Hiring Practices

Overall, Cities Alliance receives more applications from male candidates: 55 per cent from male candidates and 45 per cent from female candidates. Taking into account that Cities Alliance’s mandate, urban development, is a male-dominated area these results are positive.

Figure 5. All Applications Received, Disaggregated by Position



However, trends arise when looking at the applications received per position disaggregated by sex. Female applications are most received for the positions of G7 (61%), IICA3 (60%) and LICAs 4, 5 and 6 (52%). This information reveals a tendency for females to apply for administrative roles, which are associated with traditional roles for women in society. For IICA 3 (60%), it is interesting to note that the number of applications is much higher than for IICA 4 (26%) positions. The cause for this might be twofold — due to both the glass ceiling within the organization and the “sticky floor.” The glass ceiling is the invisible and artificial barriers that militate against women’s access to top decision-making and managerial positions, arising chiefly from a persistent masculine bias in organizational culture.² Removing the glass ceiling is bound to offer a wide range of work–life packages that make contracts attractive for women, and eliminate sex discrimination in retention and promotion policies of the organization. The “sticky floor” is a concept that refers to women becoming trapped in the lowest-paid positions. It involves women with family responsibilities, who often refrain from applying to senior positions with more responsibility that might result in less time to care for children.

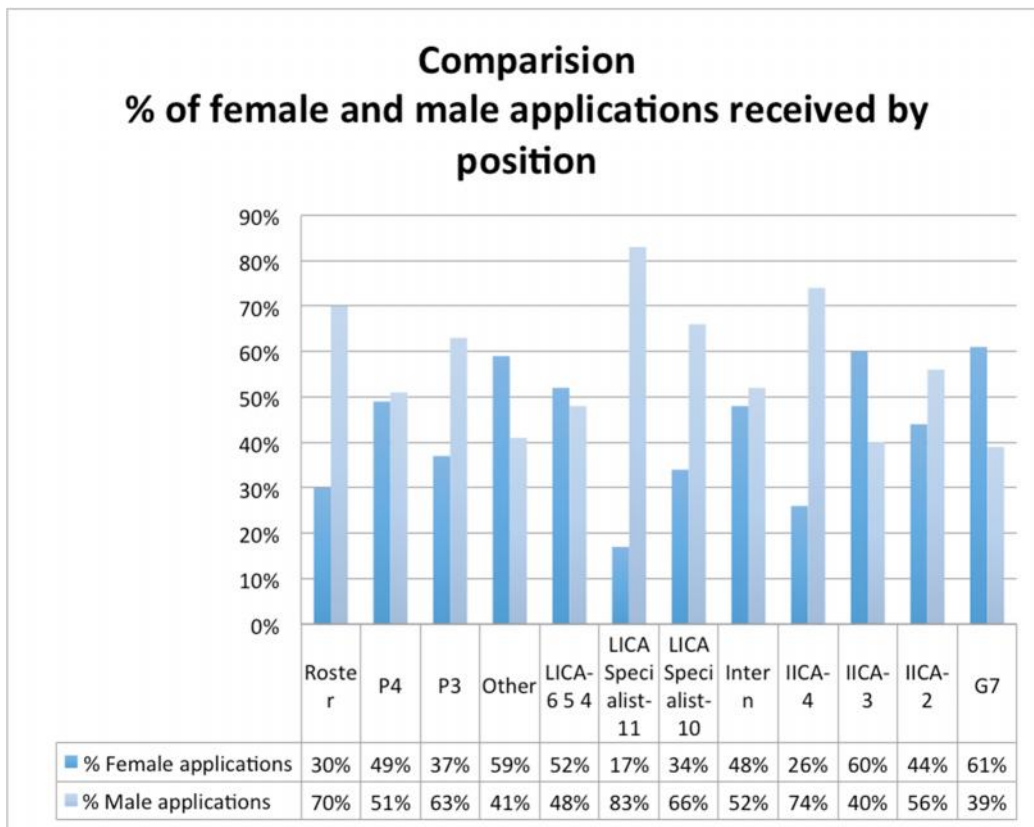
² ILO Gender Audit, Gender Glossary, annex 2

Glass Ceiling and Sticky Floor

Glass Ceiling. Invisible and artificial barriers that militate against women’s access to top decision-making and managerial positions, arising chiefly from a persistent masculine bias in organizational culture.

Sticky floor. A phenomenon where women are concentrated in certain sectors and are unable to jump the gap between secretarial/administrative and managerial functions regardless of

Figure 6. Percentage of Female and Male Applications Received per Position



When cross-referencing this information with the nature and elaboration of TORs, we find that ICCA positions still have biases when elaborating the TOR competencies and work experience. The review revealed that 18 per cent of them are biased. The nature of the TORs is associated to senior positions typically conducted by males; however, that is not a deterrent at ICCA 3 levels.

Regarding fix-term positions, while P4 positions are almost equally attractive to women and men, with 49 per cent of applications from women and 51 per cent from men, female applications to P3 positions are low (37%) compared with application from males (63%). In P3 TORs, females are encouraged to apply and do not include bias in the TOR elaborations. However, applications for P3 categories remain low. Fix term categories include benefit packages that make these positions interesting for women. This fact leads to the conclusion that the absence of women targeted outreach activities is the reason for the low level of applications in this job category.

For ICCAs and fix-terms position there is no total correlation between the gender sensitivity of TORs' and the number of female applications received, given the great differences in applications received within the different level in a position. For instance, ICCA 4 (26% female applications) and ICCA 3 (60% female applications) Information on the impact of outreach practices can shed light on this phenomenon that we do not completely understand at this point.

Female applications for LICA 10 and 11 senior positions are low, with LICA 11 female applications as low as 17 per cent and 34 per cent applying to LICA 10 positions. After analysing and cross-referencing this data with the TORs, we see that LICA 11 TORs have a restrictive description of work experiences and competencies, such as 15 years of experience in the country and willing to travel. Also, Competencies required for administrative positions and for senior positions correspond to the traditional competencies attributed to roles of females and males in society. Administrative job descriptions for LICA positions require competencies usually attributed to females such as the ability to plan, multitasking, a positive attitude and attention to detail and resulted in hiring female candidates. In contrast, senior positions include competencies written in a different overall tone along the lines of "strong commitment, knowledgeable, understanding"— all competencies traditionally attributed to men in society. Bias descriptions likely 1) discourage women with family responsibilities from applying to these positions, and 2) restrict the number of women applicants with senior experience.

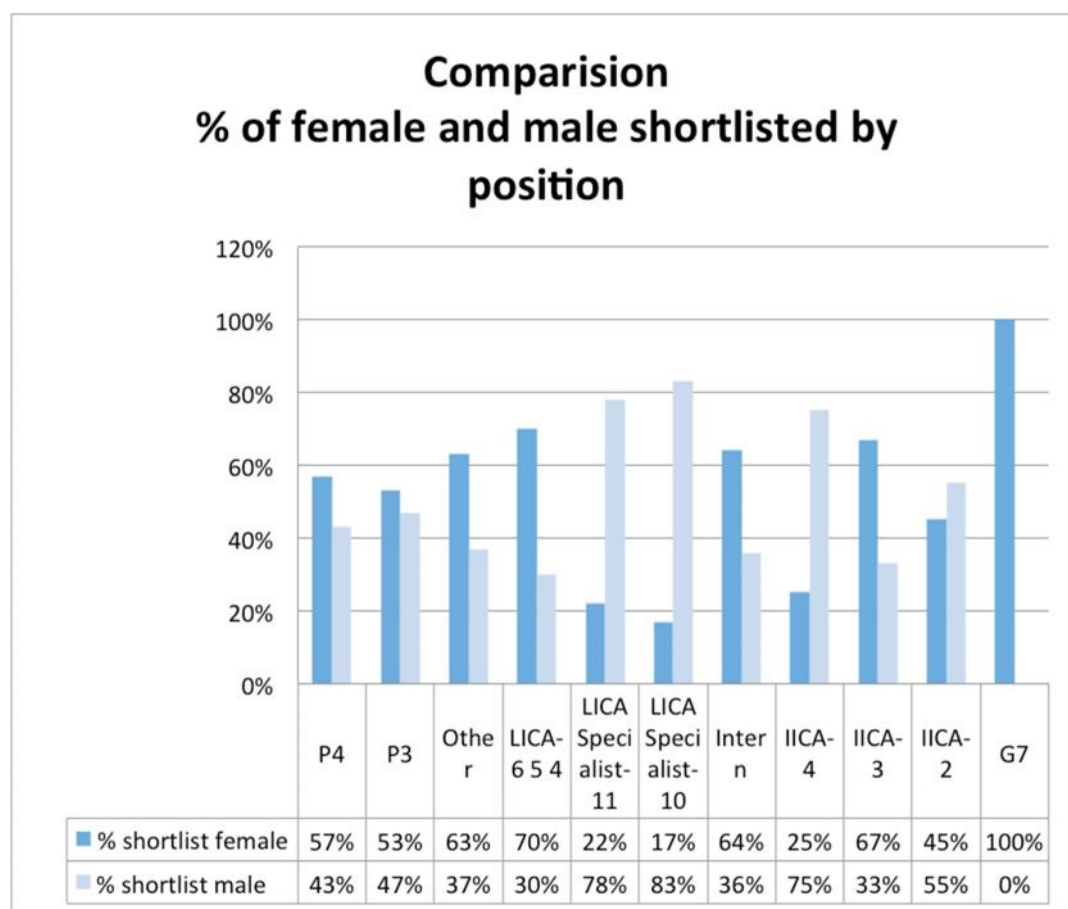
Finally, the proportion of men applying to the roster is 70 per cent, compared with female applications at only 30 per cent. The nature and instability of the work might explain the difference. It is interesting to note that when interview questions are analysed, questions for roster members are some of the most gender responsive. Given the difference in applications, in addition to strengthening outreach, Cities Alliance should consider temporarily allowing women in the roster for longer periods than the usual term.

Key Findings

- Cities Alliance receives fewer applications from female applicants: 45 per cent from women and 55 per cent from men, and applications received from female applicants are concentrated in administrative positions, which indicates that traditional gender roles are perpetuated with regards to applications to Cities Alliance posts.
- Senior positions in fix-term, LICAs and ICCAs remain areas that receive low number of applications from females, with the exception of ICCA 3, which receives more applications from females than males.
- Female applications to LICA senior positions are as low as 17 per cent, indicating data that correlates with the existence of possible bias in TOR elaboration.

Overall, shortlisting shows a slight favour towards women: 123 women were shortlisted compared with 101 men, representing a 10 per cent difference in favour of women over men. However, when looking at specific positions, bias is observed in the process of shortlisting. First, there is a tendency to shortlist more women in administrative positions such as LICA 6, LICA 5, LICA 4 contracts, interns and G7 positions. The case of LICA 6 is a clear example showing that despite receiving a similar number of applications from men and women (52 per cent from women and 48 per cent from men), 100 per cent of the shortlisted applicants were women.

Figure 7. Percentage of Females and Males Shortlisted per Position



LICA senior positions 10 and 11 show the most difference in the number of female candidates shortlisted: 17 per cent of women compared with 83 per cent of men. This is consistent with the number of applications received and shows that, besides strengthening outreach, there is a need to make a specific effort to implement a gender-balance policy in these positions by looking at the requirements and competencies from a gender perspective and favouring female recruitments of equally qualified candidates. The PM must justify why a male candidate is hired when there are two candidates, a man and a woman, with the same qualifications.

The number of shortlisted interns shows a preference for shortlisting female interns despite receiving the same number of applications from women and men.

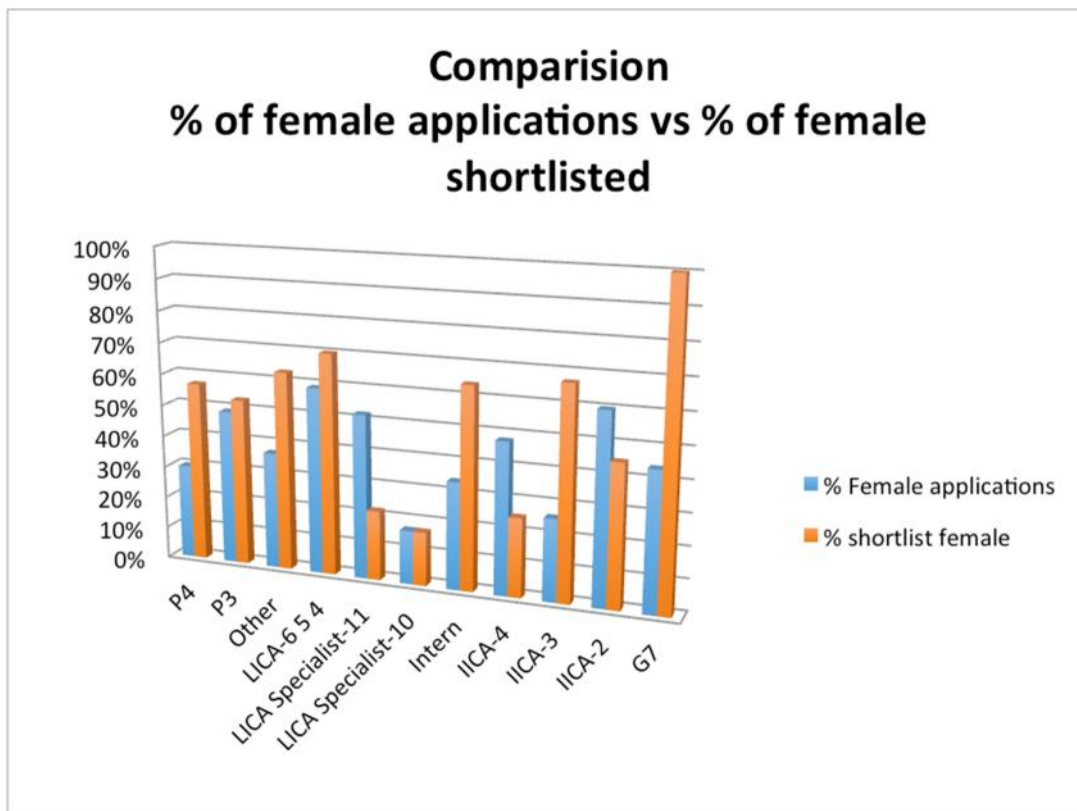
IICA 4 shows a tendency to shortlist more men. This position has a low number of female applications — 26 per cent from women compared with 74 per cent from men — which makes it a good position to work towards the application of a gender-balance policy by increasing the number of women shortlisted. The TOR review shows there was no encouragement for female applications, and the nature of the TOR is male dominated. In the end, more men were recruited for this position. For IICA 3 levels more women are shortlisted (67%), and more female applicants too (60%). The TOR revision shed

✓ **Good practice:** In a fix-term position, apply policies on gender equality into human resources. The TORs for these positions encourage females to apply, have gender-neutral language and do not contain features that might disadvantage or discourage women from applying. Although women were shortlisted almost equally to men, in the end a female candidate was hired.

light on these numbers: first, mainstreaming areas, such as gender, usually performed by women were published in these category; second, ICCA3 TORs more often contain specific functional gender responsibilities and messages on the need to encourage female candidates to apply. In addition, women tend to underestimate their years of experience, which prevents them from applying to higher categories such as IICA 4 and pushes them towards IICA 3 categories, which they may see as more suitable to their experience. Despite the higher levels of female applications received and females shortlisted, we find that more males are recruited in ICCA 3 categories. When looking at the standard interview questions used for recruitment in ICCA 3 categories we find they are gender blind. This finding calls for the need to track information on panel interview composition, gender competency of candidates and interview panel members to explain this phenomenon and identify possible biases.

For IICA 4 and 2, the number of shortlisted female candidates is not proportional to the number of female applications received, which is higher. For instance, almost 50 per cent of women applied to the ICCA 4 positions, but only 20 per cent were shortlisted. LICA 11 presents the same scenario. This information accounts for the need to close the gap between the number of female applications received and the number of women candidates shortlisted at senior positions by addressing possible biases that exist in the process of shortlisting. The opposite is found when looking at administrative and intern positions, where fewer female applications are received but more women are shortlisted.

Figure 8. Percentage of Female Applications versus Percentage of Female Shortlisted



Key Findings

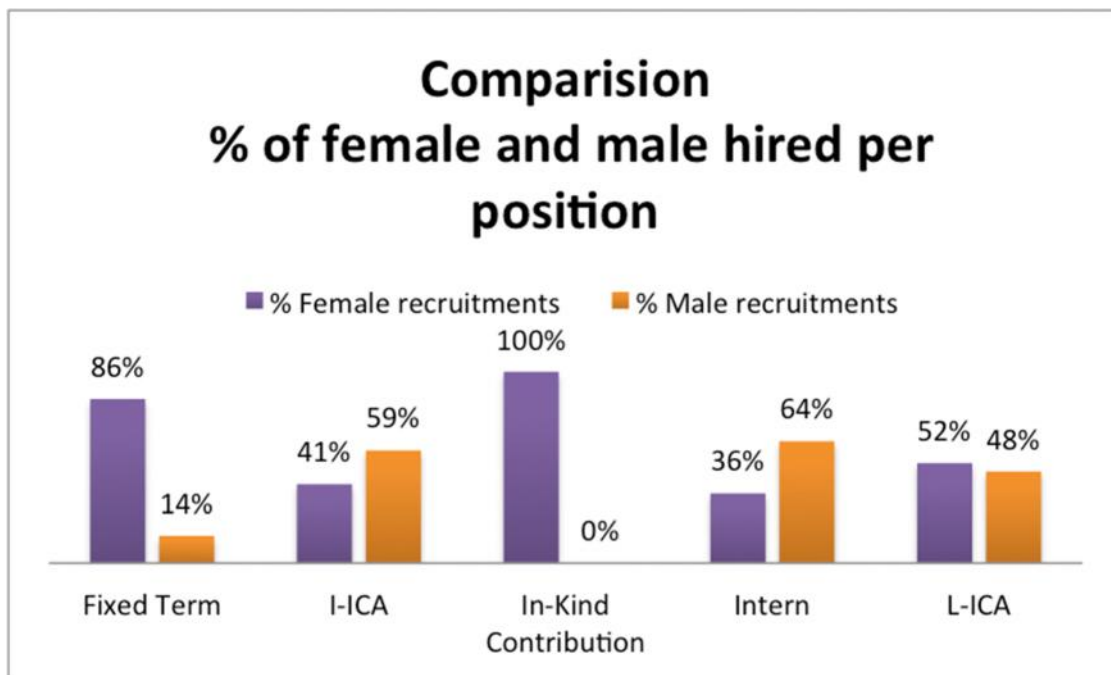
- Overall, shortlisting favours women, with a 10 per cent difference in favour of women over men. However, when looking at specific positions, women are shortlisted to a greater extent in administrative or junior positions such as LICA 6, LICA 5, LICA 4, interns and G7 positions.

- There is a gap between the number of female applications received and the number of women shortlisted at senior positions, which indicate possible bias in shortlisting candidates at senior positions. For instance, for ICCA 4 positions, nearly 50 per cent of applications come from female applicants, but only 20 per cent of shortlisted candidates were female.
- A positive correlation exists between the gender-responsive elaboration of the TOR with a higher number of applications received and a higher number of females shortlisted. Indicating that starting out by developing a gender responsive TOR will likely have a positive effect on mainstreaming gender in all areas of the hiring process. P3 is a good example.
- ICCA 3 shows nearly equal levels of applications and shortlisted candidates; however, male candidates tend to be hired, which puts attention on the need to include a gender perspective in selection panels to avoid bias during interviews.

Recruitment

Overall, the number of female and male recruitments in Cities Alliance is growing closer to gender parity, with women composing 48 per cent of total hires and males 52 per cent. However, there is still a visible gap of 4 per cent that favours men over women in recruitments.

Figure 9. Percentage of Females and Males Hired per Position



Women are mainly recruited in fix-term positions (86%) and in-kind contributions (100%). However, these positions only represent 7 per cent of the total recruitments conducted in 2014–2015 by the organization. In positions where more recruitments were completed — ICCA and LICA positions — the results differ. In the case of ICCAs, 41 per cent of women were hired, compared with 59 per cent of men hired. In LICAs more female candidates are recruited — although, as analysed before, these recruitments happen at the lowest positions. This shows that in the bulk of recruitments, women are still under-represented and in more administrative positions.

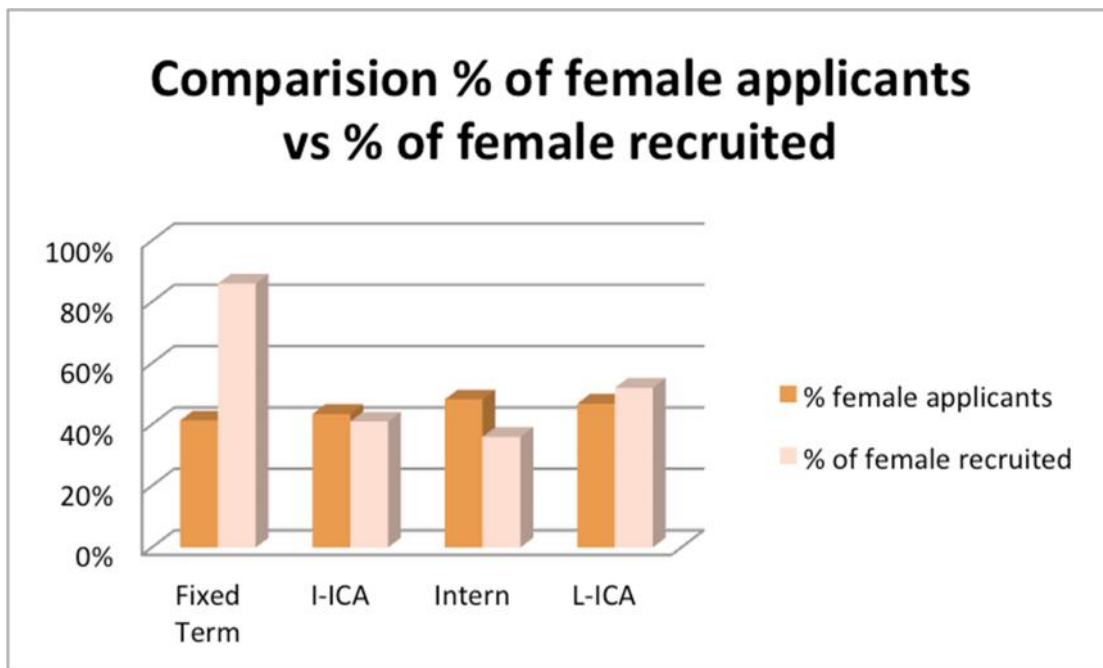
Regarding position type, women are more often recruited in fix-term positions (86% women to 14% men) and LICAs (52% women to 48% men), while men are over-represented in IICA (41% women to 59% men) and intern positions (36% women to 64% men).

Despite significant progress towards achieving gender parity in personnel, men still have the advantage in CA recruitment processes, given that IICA position types represent the majority of contracts awarded in 2014–2015.

It is interesting to note that although more females were shortlisted in intern positions, more males have been hired in these positions (64% males hired to 36% female). This refers to the need to collect data on the recruitment panel composition to analyse this process and draw possible explanations.

CA has implemented its policy to favour women in senior positions P4, with two women hired for P4 and P3 positions. International ICCAs overall have been awarded to more women; however, women are hired at the lowest categories IICA 2. Regarding LICA modalities, men are over-represented in LICA higher categories.

Figure 10. Percentage of Female Applicants Compared with Percentage of Female



Recruited

The number of females recruited was compared with the number of female applications. In 2014–2015 women represented an average of 45 per cent of applicants to open positions: 41 per cent for fix-term positions, 43 per cent for IICA positions and 47 per cent for LICA positions. Despite the low number of applications for fix-term positions, recruitment levels are high (86% of women), indicating an effort to incorporate women in these positions. However, there is more representation of women in IICAs, where more recruitments are completed. In this category, the number of female applicants is higher than the number of total females recruited in those categories (41% recruited and 43% applied). These numbers indicate that while efforts have been made to diversify the workforce, there is a need to improve outreach to qualified female professionals for fix-term and IICA positions. Besides increasing outreach, there is a need to encourage hiring qualified women in ICCA positions. When this information is cross-referenced with data on actual recruitments per category, we see a clear difference between higher and lower positions. This indicates the need to remove all biases that exist in

selection processes, starting with the elaboration of the TORs, screening of CVs, formation of panel interviews and assessment of gender competency.

For LICA positions, the percentage of female applications is 47 per cent, which is lower than the actual percentage of females recruited in these categories (52%). When examining the numbers per level within the LICA category, this 5 per cent difference towards hiring women becomes a negative advantage, given that women are over-represented in LICA 6 positions and below, not in LICA 11 senior positions.

In sum, the organization still recruits fewer women (47.8%) than men (52.2%) and receives fewer applications from women. In short, the organization is not favouring women in its recruitment processes.

Panel Composition

Learning about the specific composition of interview panels disaggregated by sex can enrich the gender analysis and allow us to be decisive in designing effective measures for achieving gender equality in HR. The review found that panel composition is part of the confidential interview minutes; therefore, such information cannot be accessed. It is important to make specific efforts to collect this type of information in future interview panels.

Key Findings

- CA recruits fewer women (47.8%) than men (52.2%) and receives fewer applications from women (45%) than men (55%) — which means the organization is not favouring women in its recruitment processes.
- In ICCA and LICA positions — where most recruitments happen - the results show that women are hired less often than men (for ICCA, 41 per cent of women compared with 59 per cent of men) and are concentrated at the lowest positions, as observed in LICA positions.

Applicant Gender Competency

Out of 20 interview sample questions corresponding to different positions, five included a gender-related question within the technical questions section. These five indicate that 25 per cent of candidates had their gender competency assessed, representing an area for improvement. Given that 88 per cent of TORs have implicit or explicit gender-functional responsibilities, failing to assess the gender competency of a candidate leaves out an important area of the candidate's evaluation and impacts final deliverables.

Regarding positions, roster and senior local positions included specific gender questions to evaluate candidate competencies. Standard interview questions for ICCAs and fix-term positions are gender blind and did not incorporate explicit gender questions.

The quality of the questions reviewed is satisfactory in terms of assisting the panel to assess candidate competency on the issue. In particular, the questions analysed assess candidates' capacity to analyse gender dynamics and propose actions for gender mainstreaming, which are two main indicators of gender competency.

It is interesting to note that although LICAs are gender blind in the processes of outreach, shortlisting and hiring female candidates, they include gender-responsive interview questions. Although this represents an excellent practice that could positively impact gender equality in programmatic areas of work, it needs to be combined with a gender-responsive hiring process that applies to all stages.

Regarding competencies included in the standard interview questions, in all standard interview questions reviewed, the competencies test motivation, planning, organization and teamwork; none included the “respect for diversity” competency, which the UN developed to measure gender sensitivity. Managerial and senior

positions often are tested on teamwork and their ability to manage diverse teams. Within this area, interview panels need to assess the candidate's attention to managing and forming gender-balanced teams and should be adequately rated by interview panel members. An example on conducting gender sensitive interviews and sample questions is provided in Annex II

Because access to interview minutes is restricted, the review could not assess whether gender is tested under the teamwork competency; therefore, this will be included in the recommendations section.

Finally, information on the written tests results and assessment regarding gender-specific questions is confidential and therefore was not accessible for the purpose of conducting this assessment.

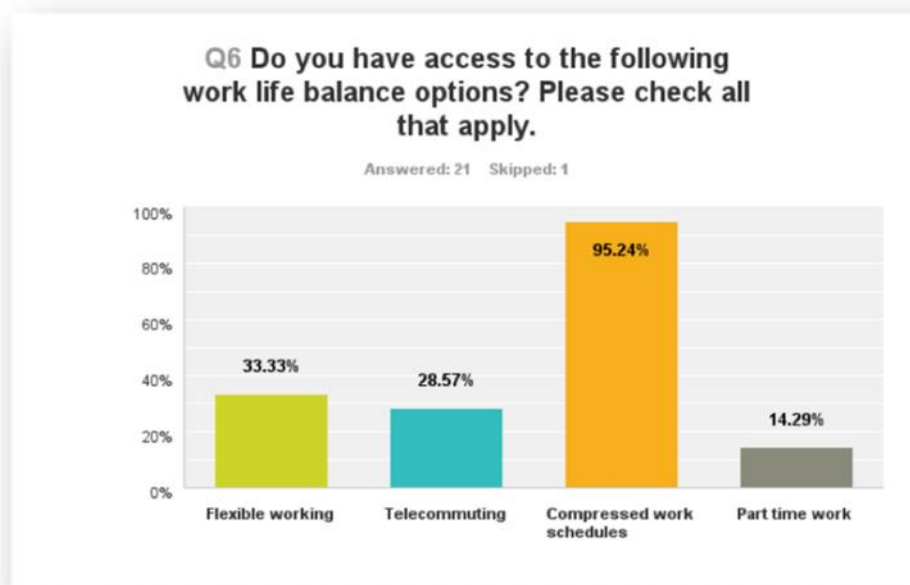
Key Findings

- 25 per cent of interview questions analysed for different positions include a gender-related question, which is low when considering that 88 per cent of TORs include implicit or explicit gender-related functional responsibilities. These questions are concentrated in roster and local senior positions, while ICCA and fix-term positions' standard questions are gender blind.
- In all standard interview questions reviewed, the competencies tested are "motivation", "planning and organization" and "teamwork"; none include "respect for diversity", which the UN developed to specifically measure gender sensitivity.

On Work-Life Balance, Retention and Promotion Policies

As part of its HR policies, UNOPS and Cities Alliance organizational directive No. 28 includes work–life balance harmonization, helping to facilitate the professional careers of women, who traditionally face family-related constraints, and offering all personnel the options of flexible working, telecommuting, compressed work schedules (CWS), part-time work and job sharing.

Figure 11. Access to work life balance options

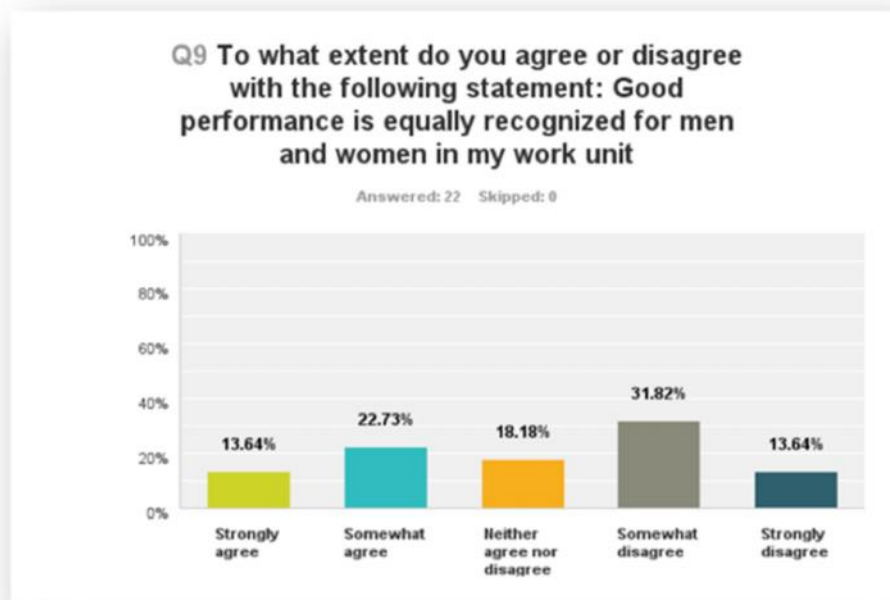


According to survey results, 91 per cent of Cities Alliance staff declares being aware of the work-life balance policies of the two organizations. When asked about staff access to the above-mentioned work like balance options, CWS come in the first place with 95 per cent of staff declaring access to it followed by flexible working with 33 per cent, telecommuting 28 per cent and part time work schedule 14 per cent. In 2015, Cities Alliance introduced CWS, assessment results find that staff feels very confident to ask supervisors to take CWS (71%) and 63 per cent of staff has already taken it making clear that the implementation of the policy is so far a success. However, CWS does not represent the preferred work-life balance option to staff with dependents whose timetables conditioned by the running hours of kindergarten and schools. This makes difficult to extend the working hours in order to have one day free. In these cases, staff seems to prefer the options of flexible working and telecommuting however staff feel less confident when asking for those. In particular, 59% feel moderately confident or not confident to ask for flexible working and 66% per cent feel moderately confident or not confident to ask for telecommuting. Cities Alliance should study the application of work life balance policies such telecommuting and flexible working on a case by case to make them available to staff without becoming the norm.

Promotion

Staff perceptions regarding equal recognition of staff performance vary, 31 per cent of staff somewhat disagree with the statement “Good performance is equally recognized for men and women in my work unit” while 23 percent somewhat agree up to 14 per cent strongly disagree with the statement. These numbers show room for improvement with regards to Cities Alliance’s performance processes.

Figure 12. Access to work life balance options



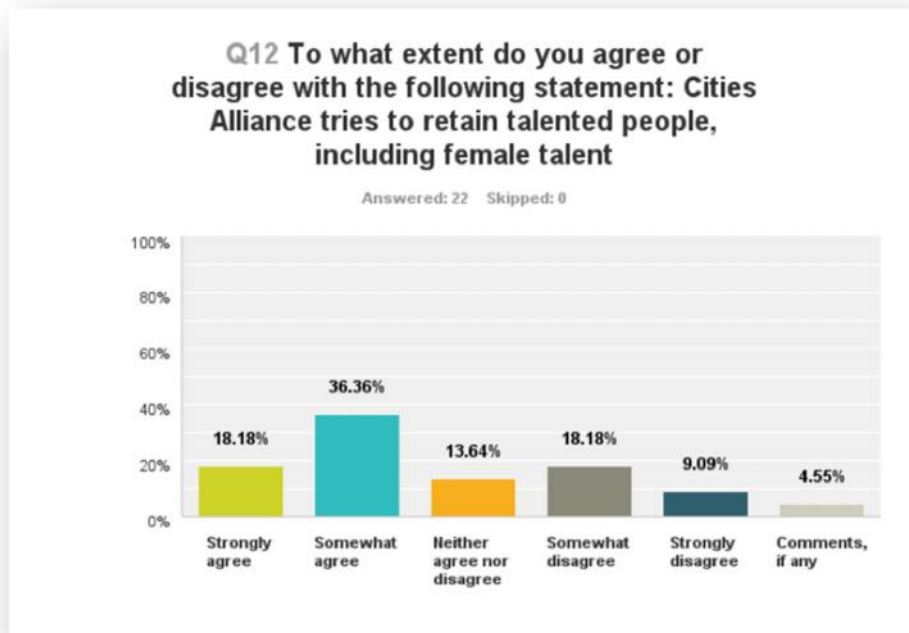
In particular, Cities Alliance needs to work towards making transparent and objective the processes of assessing good performance in order to eliminate perceptions of unfairness. Staff work performance should be rewarded according to their productivity and merit, taking into account the objective characteristics and occupational requirements of a job, such as skills, efforts, responsibilities and working conditions and without interference of considerations unrelated to merit.

Of the total of staff surveyed, 68 per cent declare having access to training and learning opportunities however, staff report having access only to UNOPS mandatory trainings. Only, 36 per cent of staff feels confident to ask for learning and training opportunities and when asked about the main barriers to access this opportunities time constrain and heavy workload come before financial constraints. From the qualitative responses analyzed, learning and training opportunities do not appear as a priority for the organization and staff is not completely aware of the training options available to them

Retention

Regarding retention of talent, including female talent, responses are polarized, 36 percent of personnel somewhat agree with the statement while 18 per cent strongly agree and another 18 per cent somewhat disagree. The main causes for disagreement are related to the perception of bias in addressing good performance and the existence of an organizational cultural that lacks clear and transparent norms in its HR processes.

Figure 13: Retention

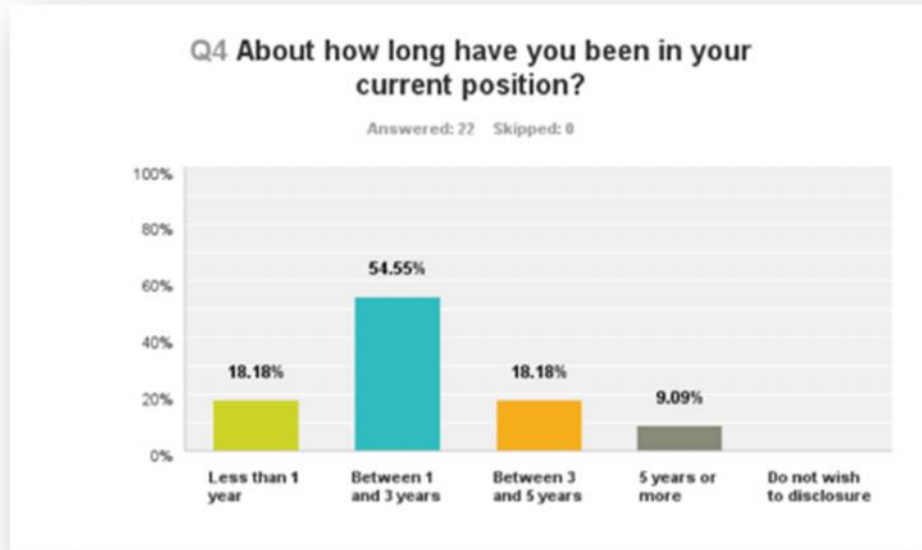


In Cities Alliance 54 percent of personnel has been in the same position for 1 to 3 years while only 10% of personnel has been in the same position for 5 years or more. When these numbers are crosschecked with the number of years working in the organization we see a tendency that mobility happens among staff that have been in the organization for five years or more. For the other categories there is no significance different between the number of years in the organization and the number of years in the current job position. To illustrate this, we can look at the 38% of staff working in the organization for five years or more against 9 per cent of staff that have been in the same position for five years or more. The longer staff stays in the organization the bigger the chances of being promoted³. When looking at these numbers from a gender perspective, we can assume that the availability and use of work life policies, will result in higher retention levels of female staff and higher probabilities of promotion to senior positions.

Regarding staff perception of a diverse and inclusive work environment, 50 per cent of staff perceives their work environment to be diverse and inclusive. Diversity in Cities Alliance workforce is perceived as diverse with regard to nationality and gender. The analysis shows that staff feels the need to improve inclusion in the organizational culture. Aspects of the organizational culture and work environment regarding decision-making, office-socializing rituals currently lack inclusiveness.

³ The bias would be that staff who has been in CA the longest gets rewarded.

Figure 14: Fluctuation and continuance in positions



Finally, 64% of staff reported being aware of the UNOPS sexual harassment policy and its reporting channels. Although this is a positive number it also reflects the need to make staff policies on sexual harassment and its reporting channels more present so as to achieve a 100% of awareness.

In summary, in Cities Alliance a perception of gender bias that impacts retention, promotion and work environment exists. The survey shows that staff feels gender bias, in particular female staff mentions as key issues unclear reporting lines, lack of good management practices, unequal treatment in assessing performance, unequal inclusion of women in decision-making and the need to provide more work life balance options. In summary, staff perceives that bias against women in Cities Alliance favors men in terms of promotion, retentions and recognition of good work.

While Cities Alliance has made efforts towards the achievement of a gender equal and inclusive environment, for instance by making CWS available for staff, there is room for improvement in some specific areas.

- a) Cities Alliance needs to work to eliminate the perception of gender bias in the office by making its HR processes more transparent and objective.
- b) Advertise and made available learning and training opportunities for staff and
- c) Expand work life balance options.

IV. RECOMMENDATIONS

On Terms of Reference

- **Standardize the background information in TORs regarding gender equality.** GPRS encourages HR focal points to use standard texts in the sections “UNOPS background information” and “**background information**” of the specific unit. Include in GPRS background information “The current Medium Term Strategy is focused on Promoting Equity in Cities through equitable economic growth, gender equality and partnerships” and consider expanding the details of this information on commitments for promoting gender equality into programmatic and internal operations.
- **Move from gender-neutral to gender-responsive language.** Gender-responsive language should be used, instead of gender-blind terms, which often result in women and girls becoming invisible. Gender-blind terms, such as “informal economy workers” or “rural non-farm workers”, often disguise the fact that women form a large part of these groups and should be replaced by terms such as “women and men urban workers”. Also, while Cities Alliance is close to achieving gender neutrality, some TORs use “s/he” and others use generic terms like “the intern” and “the consultant”. Cities Alliance needs to align the language of TORs based on the preferred formula
- **Specify the required skills and work experience on gender** in TORs with explicit gender-functional responsibilities. An example for an urban specialist TOR would be “In-depth experience on urban issues, including but not limited to governance, urban economy, social development and gender”.⁴
- Include “**mandatory question to all candidates**” for TORs where functional responsibilities on gender are explicitly required to ensure that screening CVs and shortlisted candidates have basic competency on gender. This is especially important for positions involving communications, programmatic and M&E areas as well as senior-level staff. This should be included in TORs and used during screening processes.
- **On competencies:** 1) Remove biases in the elaboration of TOR competencies by defining competencies based on the nature of the work to be carried out, rather than on the specific attitudes usually encountered in those positions. Gender-responsive TORs should be written in a non-stereotypical way to ensure that they encourage women to apply for senior positions (with emphasis on LICA positions); 2) include “**respect for diversity**” in competencies sections of TORs, specifically in managerial and senior positions, to ensure that candidates have the capacity to examine their own biases and behaviors to avoid stereotypical responses and avoid discriminating against individuals or groups during interviews.
- Prepare a **factsheet for project managers and hiring managers** on the main gender issues related to urban planning: access to land, water, sanitation and waste collection, inclusive growth, slum upgrading and environment with data per region. HR managers and PM can use this **factsheet** to make the connection on gender in the objectives and deliverables of the consultants when developing the TORs.
- Make good practice the norm by **including Core Values as an activity in the “scope of work” section.** An example taken from a real TOR is: “The Urban Analyst will ensure that all work undertaken in the name of the project under UNOPS — Cities Alliance encapsulates the core values of UNOPS and that gender equality is a central pillar of the Cities Alliance Medium Term Strategy is incorporated in all aspects of consultancy briefs”.
- When **monitoring and evaluating control processes**, in addition to including gender as functional competencies and in the scope of work for consultants, TORs should stipulate performance and control processes for assessing performance on gender equality. The objective is that gender-equality issues are **reported on substantially** and tracked within the context of their assignment.

⁴ ICCA3 Independent assessor evaluator (also mentions respect for diversity)

- **Encourage the application of female candidates** in senior positions by including the sentence “Qualified female candidates are strongly encouraged to apply” as a temporary measure for those positions and countries where there is little representation of women.

On Advertising Practices and Outreach

- **Targeted outreach.**
 - Cities Alliance vacancies need to be posted on a **wide range of websites** and forums targeting women to attract more qualified women. Besides development-specific job sites such as LinkedIn, Relief Web and UN Jobs, these might include thematic specific sites: gender and urban development forums, women’s professional groups and universities offering master’s and Ph.D. programmes related to gender issues and urban development. Use and expand UNOPS existing information on gender-sensitive networks to post vacancies.
 - Outreach efforts to attract qualified female candidates should concentrate on **LICA and ICCA** senior contracts, where challenges exist to attracting qualified women to apply for local senior positions. It is recommended that HR managers conduct a short mapping exercise to learn about existing urban development forums and job sites accessed by women, and circulate vacancies to national women’s organizations, women’s professional associations and local universities.
- **Tracking outreach.** As the basis for proper evidence-based planning and timely design of outreach activities, Cities Alliance needs to collect accurate data on the outreach of its vacancies.
 - The information developed under the GPRS specific question “How did you hear about this vacancy” needs to be collected and included with the general tracking sheets on recruitments.
 - Collect information on the number of positions advertised on websites for female professionals versus male-dominated or gender-blind professional groups or websites. This information will serve to establish baseline data, measure the impact of outreach activities and design appropriate actions. Monitoring gender balance in the pool of applicants will ensure timely outreach actions.
- **Advertising** should consider a wide variety of media channels and forums to ensure that it includes traditionally excluded and or discriminated groups such as women and LGBTQI.

On Shortlisting and Hiring Practices

- Ensure that shortlisting is undertaken against the objective criteria set out in TORs by recording the criteria under which job applicants are shortlisted. For instance, add another column in the template to screen CVs and do not disclose the gender of the candidate during the screening process. This will help remove bias in the shortlisting process.
- Include the need to **justify the selection of a male candidate** in a senior position when there are two candidates — a man and a woman — with the same qualifications. This will avoid concentrating one sex into specific categories by assessing the existing gender balance and implementing positive measures to increase diversity across different levels in one category, without compromising the quality of the work force.
- **Collect information regarding the sex disaggregation of the interview panel** as well as gender competency. These will be achieved by collecting this information together with the overall records on recruitment. To keep confidentiality intact, these records will not be disaggregated by position but disclosed as a total number of men and women participating in panel interviews.
- Favour access for men in administrative positions; ensure that shortlisting for administrative positions include men, specifically for G7 and LICA 6 positions, where none of the shortlisted candidates were male.
- Include qualified women in the roster for longer periods than usual as a temporary measure.

On Gender Competency

- Include gender-related questions as part of technical questions in interviews or written tests in ICCA3 and above and fix-term positions, following the example of questions used for interviews at LICA senior positions. If possible, include a target or minimum percentage on interviews that should include gender. Also, senior positions candidates should be tested on their competency to respect diversity and promote gender equality in the workplace.
- Record the number of gender-related questions asked in interviews and written tests to assess the impact on the overall recruitment process at least once a year.
- **Train panel members** on performing gender-sensitive interviews, and receive sex-disaggregated information on the current gender-balance status of the category for which the panel is open. Whenever possible bring specific gender expertise to the panel, or at least ensure one interview member with gender competency.
- Develop **10 questions as a guideline to assess candidates on their gender competency for hiring managers**. Hiring managers should be trained to assess the quality of the responses and rate them accordingly. Appropriate points should be awarded to candidates that consider gender dimensions in their responses to technical questions, even when the questions do not explicitly mention gender.

An example of such a question is “If you were tasked with promoting the importance of cities in the global development agenda, what would be your three key messages?” Answers to this question should include gender along the lines of the majority of the population today lives in cities; women are over-represented among the poor in cities, and therefore programmes targeting urban female poverty are key to end poverty; etc. (See annex II for more examples)

Retention, Promotion and Work–Life Balance

- Collection and analysis of sex-disaggregated data and statistics is crucial to understand current trends as well as to analysed the impact of gender equal HR processes. Cities Alliance needs to collect and analyse sex-disaggregated data on staff salary distribution by sex, retention rates, permanence in the same grade and performance rating versus pay gap. Also, track the number of separations for IICA category by male and female and by age.
- Raise awareness on work life balance policies and facilitate the use of options other than CWS. Emphasis should be placed on work life balance options more advantageous for staff with caring responsibilities or single parents such as telecommuting and flexible work. At the same time, involve senior staff in supporting the access and use to work life balance policies other than CWS.
- Cities Alliance needs to work towards making transparent and objective the processes of assessing good performance in order to eliminate perceptions of unfairness. On promotion, reserve posts for which only internal candidates are considered and consider women working in different UN agencies as internal candidates. For instance, reserve 20 per cent of senior position in LICA 11 to female internal candidates.
- On retention, conduct exit interviews either in person or electronically for departing staff to collect insight about organizational barriers regarding recruitment and retention. Review exit interviews data annually and design activities to promote retention accordingly.
- Organizational culture. Staff work performance should be rewarded according to their productivity and merit, taking into account the objective characteristics and occupational requirements of a job, such as skills, efforts, responsibilities and working conditions and without interference of considerations unrelated to merit. Processes regarding promotion and retention need to be transparent and objective criteria published.
- Cities Alliance’s gender equality meeting protocol should be established in all Cities Alliance’s work units to ensure inclusive decision-making processes.

V. ANNEX I: CHECKLIST FOR GENDER MAINSTREAMED HIRING PROCESS AND POLICIES

Item	Yes	No	Comments
Sex balance and equal pay			
Male and female are equally represented in decision making, management, technical, financial, administrative and operational levels.			
Track if men and women are found in “men’s” and “women’s” jobs respectively (e.g. men are managers, supervisors, and drivers and women are secretaries, and administrative or accounting assistants)?			
Male and female staff in all positions received equal paid for equal work and for work of equal value			
Terms of reference			
The TOR background information reflect Cities Alliance commitments on gender			
TOR reflect the need to incorporate a gender perspective in the job or consultancy (e.g. by including core values as an activity in the scope of work”			
TOR specifies the required skills and work experience on gender			
TORs competencies are defined based on the nature of the work to be carried out rather than on the specific attitudes that are usually encounter in those positions			
TOR includes respect for diversity as one of the competencies for managerial positions			
TOR includes progress controls on gender aspects of the job or consultancy			

Where women are underrepresented, TOR includes a message to encourage female applicants			
TOR uses gender responsive language			
Advertising practices/Outreach			
Advertise positions in gender and urban develop forums, women professional groups and universities imparting Master’s and PhD programmes related to gender issues and urban development, locally and internationally. Senior position vacancies should strictly follow this.			
Use and expand existing information on gender sensitive networks to post vacancies			
Circulate vacancy though different communications channels and job fairs to reach women and men, specifically senior positions			
Collect and track accurate data on the impact of outreach activities through GPRS			
Shortlisting and hiring practices			
Ensure that shortlisting is undertaken against the objective criteria set out in terms of reference by keeping record of the criteria under which job applicants are shortlisted			
Ensure shortlisting is diverse and allows to assess qualified women			
Include women in the list of candidates if they are among candidates who passed the threshold, specifically in senior positions			
Include qualified women in the roster for longer periods than the usually applied as a temporary measure.			

Include the need to justify the selection of a male candidate in a senior position where women are underrepresented when two equally qualified candidates exist.			
Collect information regarding the sex disaggregation of the interview panel as well as gender competency.			
Gender competency			
Include gender related questions in written tests and selection interview, specifically in senior position recruitments.			
Collect information on the number of gender specific question included in selection processes (interviews and written tests)			
Panel members are trained on performing gender sensitive interviews and assessing responses to gender related questions. (it includes inviting a gender expert to join the panel)			
Test the respect for diversity competency			
Panel members are aware of the recruitment policy gender provisions			
Work life balance policies, retention and promotion			
Staff is informed about work life balance policies in Cities Alliance and senior staff support their use in a case by case analysis.			
Collect and analyse sex-disaggregated data on staff salary distribution by sex, retention rates, permanence in the same grade and performance rating versus pay gap. Also, track the number of separations for IICA category by male and female and by age.			

Reserve posts for which only internal candidates are considered and consider women working in different UN agencies as internal candidates			
Conduct exit interviews either in person or electronically for departing staff to collect insight about organizational barriers regarding recruitment and retention			
Processes regarding promotion and retention need to be transparent and objective criteria published.			
Use Cities Alliance's gender equality meetings protocol in all meetings			

VI.ANNEX II: GUIDANCE ON GENDER SENSITIVE INTERVIEW QUESTIONS IN COMPETENCY BASED INTERVIEWS

On questions to address gender sensitivity and diversity

- Questions touching on the following categories are considered discriminatory: family status, sex, age, (dis)ability. Example of discriminatory questions are:
 - How will you work with a younger supervisor?
 - What is your plan in terms of family life?
 - Will your disability affect your work?
 - Why has this position interested you as a woman/man?
- Tell us about a time when you worked for someone you thought was very fair-minded when it came to women or an ethnic group. What struck you as positive in the way they worked?
- Tell us about somewhere you have worked that seems to have achieved a good balance with gender or culture difference. What do they do to achieve this? Why do you think they have done it right?
- The answers to this questions should look for positive indicators such as: the candidate is aware of and sensitive to gender and cultural differences, shows respect for these differences. Is fair-minded with all individuals Shows no bias on the basis of gender or group characteristics. Willing to make an extra effort to accommodate and respect someone different.

On assessing functional gender knowledge:

- Describe 1 or 2 priority gender issues, which confront the urban poor in cities and why is it important to address these issues? What would you see as a concrete entry point to address gender inequalities in cities? (LICA 11, Urban specialist)
- The importance of gender in City planning and management is a central pillar of the Cities Alliance Strategy. In this context what are some of the challenges that you think women face in cities?
- Roster: As gender is a main criterion in Cities Alliance at project evaluation stage, how would you measure impact on gender following project completion?

VII.ANNEX: III UNOPS AND CITIES ALLIANCE GENDER RELATED HUMAN RESOURCES POLICIES

Organizational Directive No.18 (rev. 3) on Recruitment Policy (July 2012)

“Corporate priorities such as ensuring proper gender balance and achieving a broad level of diversity in the workforce in all areas of work and at all levels come into consideration in the selection among qualified candidates. Head of Business Units and Hiring Managers are expected to pay due attention to the principles of diversity and gender balance, within regions and headquarters business units. [...]

Key Recruitment Principles: Diversity in the workforce.

While it is evidently based on selecting the most qualified candidate, our efforts also have to contribute to building the most diverse workforce possible, truly reflecting the world in its richness”

Organizational Directive No. 28, Policy on Work Life Harmonisation (2009) and working It is “important that UNOPS personnel are able to harmonise their work with their personal life – whether for family reasons, to pursue study courses, personal interests or voluntary and community activities etc. [...]. A progressive Work Life Harmonisation policy will provide UNOPS with a competitive advantage as a recruiting organisation and will support the needs of a diverse workforce.

It contributes to facilitate the professional career of women who usually face more family related constraints, and offers to the all the personnel the following options: flexible working, telecommuting, compressed work schedules, part time work, job share.

Administrative instruction AI/HRPG/2012/02 (rev. 2), Working hours and leave for Individual Contractors, and AI/JHRPG/2012/05 (rev. 1), Working hours and leave for staff members: Breastfeeding provisions “Approximately 30 minutes, twice daily, may be granted for the purpose of breastfeeding the infant or expressing milk”.

Administrative Instruction DHRM/2001/01 on Conduct in the workspace “UNOPS personnel shall at all times demonstrate unbiased willingness to work together, acting in a manner which respects the dignity and worth of all colleagues regardless of race, gender, religion, colour, national or ethnic origin, marital status, sexual orientation, age, physical disability or political conviction.”

Organizational Directive 08 (rev. 1), Policy on Prohibition of Discrimination, Harassment, including Sexual Harassment, and Abuse of Authority (2010)

“All personnel are expected to act towards others with tolerance, sensitivity and respect for differences. Any form of prohibited conduct in the workplace or in connection with work is a violation of these principles and may lead to disciplinary or administrative action, whether the prohibited conduct takes place in the workplace, in the course of official travel or an official mission, or in other settings in which it may have an impact on the workplace.”

Report harassment: harassment@unops.org

