

# TIME TO GROW

Senior Women Talent Pipeline Workshop  
Entebbe, Uganda, Fall 2022

## THE SENIOR WOMEN TALENT PIPELINE & THE PATH TO GENDER PARITY

ANNUAL REPORT 2022-23



# FIVE-YEAR ANNIVERSARY OF THE UN SYSTEM-WIDE GENDER PARITY AGENDA

*“Achieving gender parity is not only a personal priority, it is a strategic goal for the Organization. And it’s vital for the United Nations to represent the values it stands for – the values enshrined in the Charter – and to lead by example...Gender parity in our personnel is the only way to achieve gender equality in our work.”*

António Guterres, UN Secretary-General  
12 December 2022 - Secretary-General’s message marking five years of the UN System-Wide Strategy on Gender Parity.

To mark the fifth anniversary, UN Women has launched a collection of best practices of the UN system in addressing the gender parity gap. The Senior Women Talent Pipeline is among highlighted initiatives.



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## ABOUT THE SENIOR WOMEN TALENT PIPELINE

The Senior Women Talent Pipeline (SWTP) in the Department of Operational Support (DOS) is the UN Secretariat’s flagship project aimed at supporting the recruitment of more women to senior civilian positions, primarily in the field.

The SWTP came into existence as a response to one of the recommendations contained in the report “Bridging the Civilian Gender Gap in Peace Operations”, which highlight-

ed the need to develop new targeted initiatives aimed at promoting increased participation of women in peace operations.

The Pipeline consists of a regionally diverse pool of more than 300 senior leaders interested in a career in UN peace operations. The SWTP provides personalized support to candidates as they apply for senior positions at the P5 to D2 levels and targeted training and development

opportunities to enhance the competitiveness of members.

Since 2014, 62 appointments have been made from the SWTP for positions at P5 to USG levels. In this way, the SWTP has supported key milestones in the Women, Peace and Security and Action for Peacekeeping (A4P+) agenda, promoting the meaningful participation of women in peace and security and decision-making more widely.



FOR MORE INFORMATION VISIT [THE SENIOR WOMEN TALENT PIPELINE | UNITED FOR GENDER PARITY](https://www.un.org/en/peace-operations/senior-women-talent-pipeline) OR CONTACT THE TEAM AT [TALENTPIPELINE@UN.ORG](mailto:TALENTPIPELINE@UN.ORG)





# FOREWORD



Women’s representation in the United Nations has come a long way since I joined the Organization **40 years ago**. At that time, **women accounted for about 20% of staff at the professional and higher levels**. The contrast was even more evident in the peace-keeping environment. When I deployed to the United Nations Truce Supervision Organization in Jerusalem, I was the only female political affairs officer, serving together with one female field service officer (who drove the mail truck!) and a handful of female internationally and locally-recruited general service staff. There was solidarity among us – we were a tiny core of women amidst men of all ranks, uniformed and civilian, who constituted the personnel of the mission.

**Fast forward to 2023;** and we see a markedly different picture. Thanks to the commitment and strenuous efforts of Secretary-General António Guterres, gender parity has been reached at the level of the Senior Management Group, as well as at the level of Special Representatives and Heads of Mission in the UN peace operations, and among 130+ UN Resident Coordinators. **Overall, 44% of the civilian staff serving in the Secretariat are female.** This is a tremendous and transformative achievement, reflecting the Secretary-General’s determination to promote gender parity, which, in turn, enhances the Organization’s ability to deliver effectively on its mandates.

Nevertheless, we should not lose sight of the continued gaps in women’s representation, particularly in many of the largest and most complex UN peace operations. There, women continue to be represented at well below parity levels. Despite numerous endeavors to correct this, in the five biggest operations, in the Central African Republic, Democratic Republic of Congo, Mali, Somalia, and South Sudan, the proportion of women has remained static at about 30%.

This explains why the UN continues to strengthen its efforts to address the gender parity gap in UN peace operations. The Senior Women Talent Pipeline (SWTP)

in the Department of Operational Support is a key organizational tool to assist candidates external to the UN Secretariat interested in a career in UN peace operations as well as facilitating the efforts of these operations to recruit and retain women. It is reassuring to observe the continued interest on the part of women to serve with the United Nations in the field, including in some of the most remote and challenging locations. As an Organization, while we work towards creating an enabling environment and structural mechanisms that would allow us to retain and provide career progressions for all our serving staff, women and men alike, we continue to encourage women leaders serving in different capacities in their home countries and/or in UN system organizations outside the Secretariat to join the Pipeline.

As the world has emerged from the pandemic, the past twelve months have been particularly active and impactful. **With the launch and completion of its latest intake, the SWTP brought 83 new women leaders from 48 countries into the Pipeline,** ensuring the Organization is better placed to meet the complementary goals of gender and geographical diversity when filling positions in the field. **The support provided by the Pipeline to over 140 members going through the UN recruitment process** in 2022-23 – representing the highest-ever number of candidates supported – should lead to the appointment of more women to senior positions. At the same time, the continued capacity development offered by the program – including **two in-person trainings for members in 2022-23 – enhances the profiles and competitiveness of Pipeline members** when applying for diverse roles. **This is directly linked to six (6) appointments recently made from the P5 to D2 levels.** Members were selected to serve in the Central African Republic, the Democratic Republic of Congo, Mali, Niger, and Zambia.

As a project funded by extra-budgetary resources, the Senior Women Talent Pipeline’s ability to deliver results is directly linked to the critical support provided by donors and partners. The United Nations as a whole and we in the Department of Operational Support are deeply grateful to all who provided financial backing as well as training capacity to underpin our endeavours in 2022-23, including Denmark, France, Japan, Portugal, Sweden, the UK, and the US, whose contributions have greatly facilitated our efforts to further enhance gender parity in the field. Strengthening the representation of women across our Organization makes us more effective and reflective of the world and the constituents we serve.

**Lisa M. Buttenheim**  
Assistant Secretary-General for Support Operations  
[Department of Operational Support \(DOS\)](#)

# EXECUTIVE SUMMARY: A YEAR IN REVIEW

*In 2022, the UN marked the five-year anniversary of the Secretary-General’s UN System-Wide Gender Parity Strategy. Five years on, considerable progress has been made. The UN has reached gender parity in its senior management group and there has been an increase in the percentage of women among international staff. However, significant gaps remain in UN field missions, especially in some of the largest and most complex UN missions.*

The UN Senior Women Talent Pipeline (SWTP) housed in the Department of Operational Support (DOS) is the UN’s flagship initiative aimed at addressing the parity gap among international UN civilian staff in UN field missions.

Since the launch of the SWTP, its mandates and work have expanded. In addition to recruitment support, the Pipeline increasingly provides operational support to missions with the biggest gaps in women’s representation.

The SWTP annual report provides a snapshot of the activities and impact of the SWTP in the 2022-2023 funding cycle. During this particularly busy and impactful period, the SWTP delivered several records and firsts for the project including:

- Supporting 145 candidates at various stages of the recruitment process – an increase of more than 60%.
- Increasing the diversity of the candidate pool, bringing in nationals from 48 countries.

- Enhancing recruitment support for peace operations, including three operational support visits to the Central African Republic, the Democratic Republic of Congo, and Somalia.
- Supporting the appointment of six SWTP members for UN senior P5 to D2 positions, with many others rostered for senior positions.

The SWTP benefits from broad support of the gender parity agenda at the UN. Coupled with strong results, this has allowed the SWTP to receive continued support and funding. At the end of 2022, the SWTP was proud to be selected for funding from the UN Peace and Development Fund, overseen by the Executive Office of the Secretary-General.

As a project funded through extra-budgetary sources, the SWTP is reliant on the generous support provided by UN Member States and partners. The SWTP wishes to thank all partners for the invaluable support provided in 2022-2023.



SWTP Induction Training  
February, 2023 - Entebbe, Uganda





## REPLENISHING THE SWTP AND SUPPORTING MUTUAL GOALS OF GENDER AND GEOGRAPHICAL DIVERSITY

*"I am determined that we pursue the mutually reinforcing goals of gender parity and equitable geographical diversity in a complementary and comprehensive way."*  
- Secretary-General António Guterres, March 2021

For the UN, the diversity and complexity of the Organization's mandates must be reflected by a gender balanced and geographically diverse workforce. The UN is committed to addressing these linked goals in a complementary and comprehensive way.

Whereas the promotion of gender equality is inherent in the mandate of the SWTP, in the past, the membership of the Pipeline has not adequately reflected geographical diversity. A segmentation analysis of the SWTP membership in 2021 highlighted the need to include more candidates from under-represented regions.

To address this need, in the fall of 2022, the SWTP launched a new intake process focused on promoting geographical diversity. Targeted efforts included using outreach multipliers and social media to source candidates from under-represented regions. Note verbales were issued to all Member States in English and French and information sessions were hosted with key priority groups.

In addition, the Human Resources Services Division (HRSD) developed a screening modality using diversity markers, which ensured

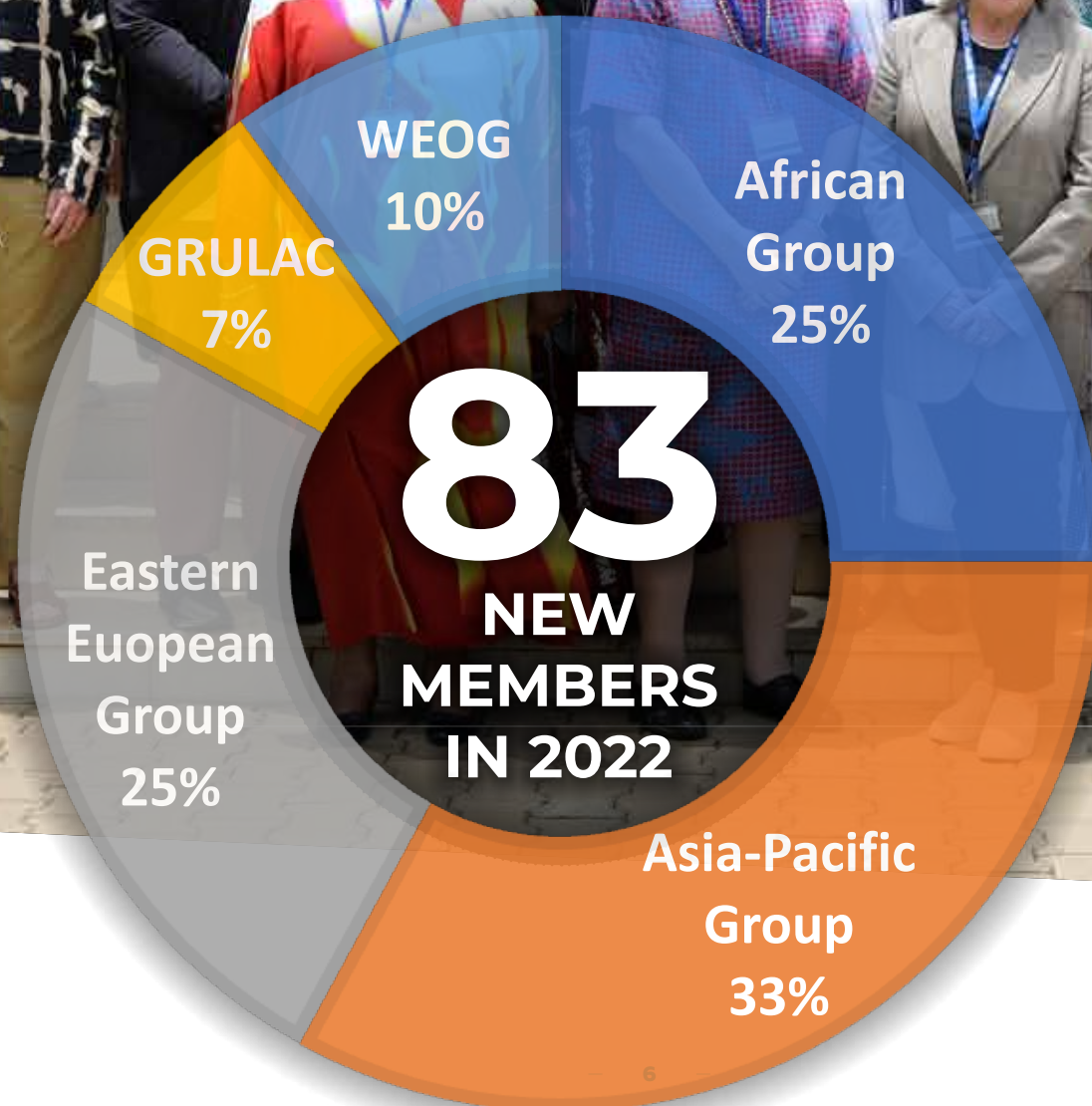
that candidates from under-represented regions and diverse backgrounds were given priority over candidates from over-represented regions. Finally, the technical assessments made use of a blended assessment format, including video and structured written questions, which is found to support diversity among applicants. Candidates were able to complete the test in English or French.

The SWTP was able to design and employ this more flexible intake, as the process is not tied to the specific recruitment requirements of the UN Staff Selection System. During the 45-day application period, the SWTP received more than 750 applications and nominations. Following a highly competitive process, 83 new members were included in the latest intake.

Through its focus on supporting diversity at every stage of the process, the SWTP intake effectively increased the number of successful applicants from traditionally under-represented regions at the UN. In total, candidates representing no less than 48 nationalities were included in the SWTP. Moving forward, the SWTP will be better placed to support the UN in meetings the linked goals of gender and geographical diversity.



SWTP Induction Training  
February, 2023 - Entebbe, Uganda





# BUILDING CAPACITY TO MAKE PIPELINE MEMBERS MORE COMPETITIVE



*"The SWTP is a formidable source of knowledge and apprenticeship at the UN. It is also an extraordinary way to gather and meet talented women, creating professional bonds and friendships across continents – something which I believe, is priceless"*  
Maud Scelo, SWTP member

In 2022-23, the SWTP conducted a total of five (5) training and development opportunities to increase members' competitiveness for senior-level vacancies. In total, 171 members participated in the SWTP's training offerings in 2022-2023.

The SWTP utilized blended formats, offering both virtual and in-person programming. For the first time since the beginning of 2020, the Pipeline was able to host in-person trainings, including two week-long workshops for new and existing members.

The SWTP also hosted an information and training meeting for about 40 French-speaking candidates to encourage more applicants from Francophone countries.

The Pipeline continued to expand and add content to its self-paced digital training platform, the SWTP Learning Hub. Information and policy documents were updated to help members prepare for the UN recruitment process and brush up on their knowledge of the UN and its core mandates.

The SWTP wishes to thank the following core training partners for their invaluable support in 2022-23:



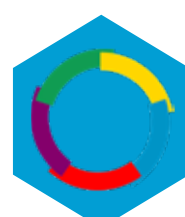
**THE FOLKE BERNADOTTE ACADEMY (FBA)**



**UN INSTITUTE FOR TRAINING AND RESEARCH (UNITAR)**



**UN SYSTEM STAFF COLLEGE (UNSSC)**



**L'ORGANISATION INTERNATIONALE DE LA FRANCO-PHONIE (OIF)**



**RWANDA PEACE ACADEMY**



**GROUPE DE RECHERCHE ET D'INFORMATION SUR LA PAIX ET LA SÉCURITÉ (GRIP)**

## GENDER-RESPONSIVE LEADERSHIP TRAINING

focusing on accountability in partnership with the Folke Bernadotte Academy (FBA), November 2022 (41 participants)

## MENTORING PROGRAM

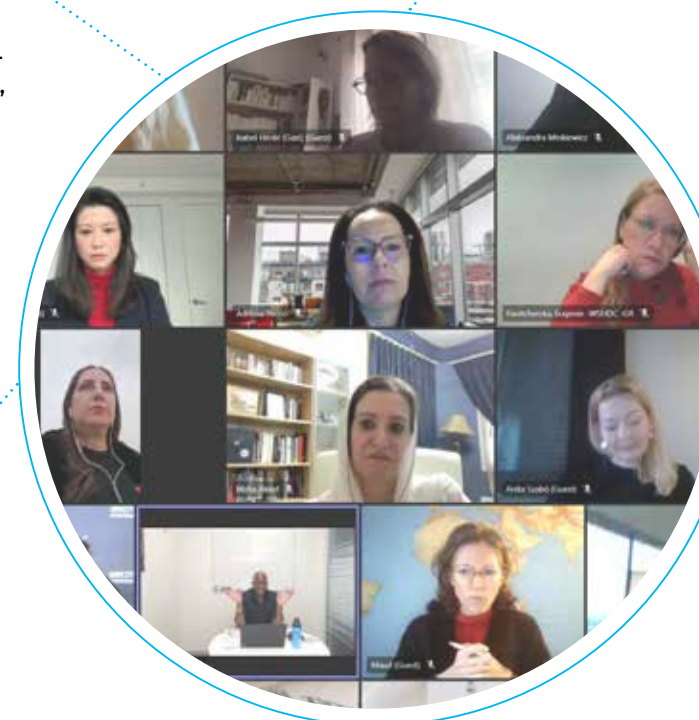
Oct. – Dec. 2022 (9 participants)

## INTRODUCTION MEETING FOR NEW MEMBERS OF THE SWTP

January 2023 (71 participants)

## WEEK-LONG INDUCTION TRAINING FOR NEW SWTP MEMBERS

February 2023 (28 participants)



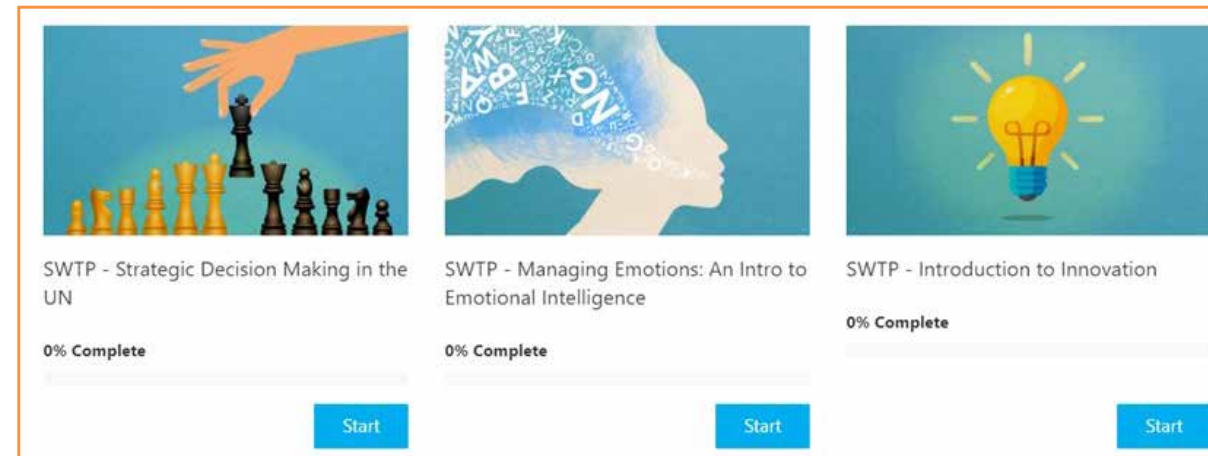
## WEEK-LONG TRAINING PROGRAM ON WOMEN'S LEADERSHIP FOR PEACE

in collaboration with the United Nations Institute for Training and Research (UNITAR), and the Rwanda Peace Academy December 2022 (22 participants)

*"The best workshop ever in my career that I found useful, time well managed and lessons learned invaluable."*  
SWTP member joining induction training February 2023

*"Wonderful course that boosted my motivation to represent the UN and work in its field operations."*  
SWTP member joining induction training February 2023

## SWTP LEARNING HUB







The SWTP Induction Training  
Entebbe, Uganda - February 2023

### THE SWTP INDUCTION TRAINING

For many external candidates, the complexity of the UN, its mandates in support of peace and security, and the UN's recruitment process can present a sizable barrier. To address this challenge, at the end of February 2023, the SWTP held the first of two planned induction trainings for 28 new members.

The induction training took place at the UN Regional Service Centre in Entebbe (RSCE) and focused on providing participants with a comprehensive introduction to UN peace and security mandates and their implementation, the UN's approach to leadership, and the UN recruitment process. All core sessions were run by experienced senior leaders in the UN system, including former Under-Secretaries General and Assistant-Secretaries General, Directors, and other senior leaders with field experience. The participants included a diverse group of members from across the world.

The SWTP wishes to thank all participants and core resource people as well as the UN Regional Service Centre in Entebbe (RSCE) for hosting the training.

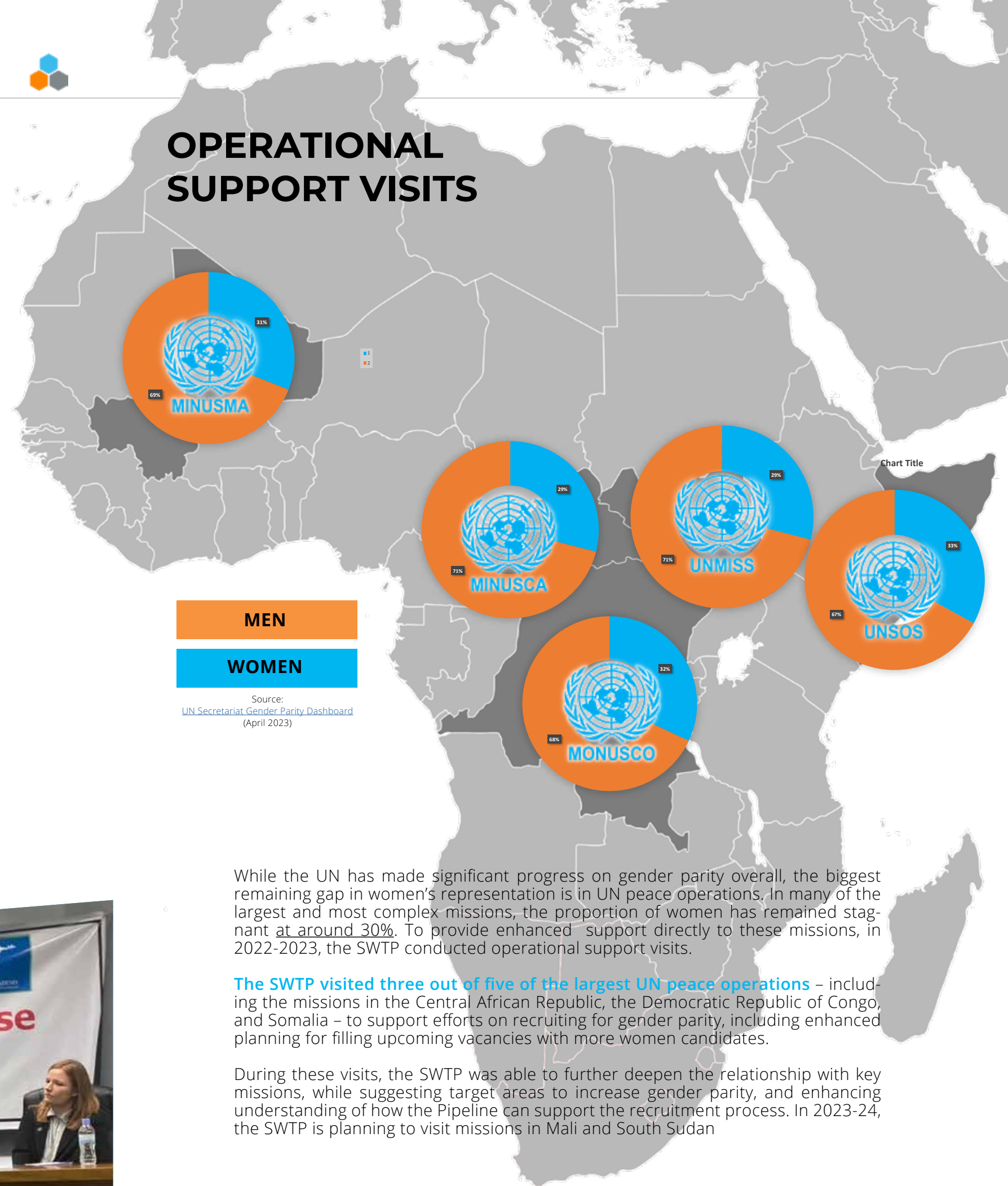
### LEADERSHIP FOR PEACE

In December of 2022, in partnership with the UN Institute for Training and Research, the SWTP hosted a week-long training at the Rwanda Peace Academy on leadership in UN peace operations. A key focus of the training was to enable participants to reflect on their own approach to leadership and consider how they aligned with the UN's approach and mandates. The SWTP is planning to replicate the training in the 2023-2024 fiscal year and is currently looking for partners.

Leadership for Peace training at the  
Rwanda Peace Academy



*"Contact with the other participants was inspirational and really lit a spark for me."  
SWTP member joining training on Leadership for Peace*



While the UN has made significant progress on gender parity overall, the biggest remaining gap in women's representation is in UN peace operations. In many of the largest and most complex missions, the proportion of women has remained stagnant at around 30%. To provide enhanced support directly to these missions, in 2022-2023, the SWTP conducted operational support visits.

The SWTP visited three out of five of the largest UN peace operations – including the missions in the Central African Republic, the Democratic Republic of Congo, and Somalia – to support efforts on recruiting for gender parity, including enhanced planning for filling upcoming vacancies with more women candidates.

During these visits, the SWTP was able to further deepen the relationship with key missions, while suggesting target areas to increase gender parity, and enhancing understanding of how the Pipeline can support the recruitment process. In 2023-24, the SWTP is planning to visit missions in Mali and South Sudan.





UNMISS (South Sudan) peacekeepers receive the United Nations Medal.  
Photos by Gregorio Cunha/UNMISS

## IMPACT IN NUMBERS

- 145 members received recruitment support, a 60% increase from last year.\*
- 6 members appointed for positions at P5-D2 levels.
- 171 members participated in 5 training programs.

\* This increase is closely linked with the growing SWTP membership following the 2022 intake.

## BUDGET UPDATE

In 2022-23, the SWTP received its core funding from the following donors: Denmark, Japan, Portugal, the UK, and the US. Funding in 2022-2023 totalled about \$538,000, of which more than 95% had been utilized by the end of the financial year ending in March 2023. The remaining balance will be transferred to the 2023-24 budget.

The 2022-23 budget represented an increase of about 40% compared to the previous year. In addition to increased activities, the additional fund-

ing requirements for the 2022-23 period were attributable to the implementation of a new intake process in the second half of 2022.

For 2023, core funding is provided by Denmark, the US, and the UN Peace and Development Trust Fund. No funding has been confirmed for 2024 and the SWTP is actively seeking donors to support its continued operations. The minimum estimated resources are \$315,000 for 2024.

### SWTP EVALUATION

At the end of 2022, the SWTP engaged an external evaluator to assess its cumulative impact and approach. A particular focus of the evaluation is to determine how the SWTP can better support members and deliver results in gender parity.

Preliminary findings have highlighted the need

for guidelines for the usage and maintenance of UN talent pools across the system as well as an increased SWTP focus on internal development of UN staff. The complete report is expected at the beginning of the 2023-2024 financial period, allowing the SWTP to develop updated strategies for mandate implementation.



## YEAR AHEAD

In the upcoming financial year, the SWTP will be focused on providing continued recruitment support to new and existing members. In addition, the Pipeline will provide training and development opportunities to enhance the profile and competitiveness of its membership. Training will focus on gender-responsive leadership, agile leadership, data management, leadership for peace, and introducing newly included members to UN peace operations.

This year, the SWTP will also be continuing its process of providing operational support directly to missions in the field. Planned visits in 2023 include visits to Mali and South Sudan in the third and fourth quarters.

The 2023-24 cycle will mark the 10-year anniversary of the SWTP. The SWTP will be using this milestone to take stock of programming in an effort to enhance and future-proof its offerings. Following the completion of an extensive external evaluation, the SWTP will be working to update and launch a new engagement and support strategy for its membership by mid 2023.

Also in this anniversary year, the SWTP will conduct a communications campaign to mark the contributions of women to peace and security in the UN.

The SWTP looks forward to engaging closely with key stakeholders including members, donors, Member States, and UN partners.

## THANK YOU TO DONORS AND SUPPORTERS

The Senior Women Talent Pipeline is made possible through the generous financial support provided by Denmark, Japan, Portugal, the UK, the US, the UN Peace and Development Trust Fund. As well, training support is provided by partners including France, the Folke Bernadotte Academy – the Swedish Government Agency for Peace, Security, and Development, the

Rwanda Peace Academy, and the UN Institute for Training and Research (UNITAR). The SWTP wishes to thank all donors and partners for the essential support provided. Where possible, the SWTP encourages current and potential donors to join SWTP capacity development initiatives in order to experience first-hand the support and training initiatives.



United Kingdom  
Mission to the  
United Nations



Permanent Mission of Japan  
to the United Nations



United Nations  
Peace and Development Trust Fund



MINISTRY OF FOREIGN AFFAIRS  
OF DENMARK  
Permanent Mission of Denmark  
to the UN in New York



PERMANENT  
MISSION  
OF PORTUGAL  
TO THE UNITED  
NATIONS  
IN NEW YORK



MISSION PERMANENTE  
DE LA FRANCE AUPRÈS  
DES NATIONS UNIES  
À NEW YORK

Liberté  
Égalité  
Fraternité





Photos (top clockwise):  
MONUSCO (Democratic Republic of  
the Congo) by Michael Ali  
MINUSMA (Mali) by Harandane Dicko,  
MINUSCA (Central African Republic)  
by Francis Yabendji-Yoga

## CONNECT



**SENIOR WOMEN  
TALENT PIPELINE**



**DEPARTMENT OF  
OPERATIONAL  
SUPPORT**



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[www.un.org/gender/](http://www.un.org/gender/)



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