

**FOR PARTICIPANTS ONLY**

REFERENCE DOCUMENT  
DDR/1

11 October 2013

ENGLISH  
ORIGINAL: SPANISH

---

ECLAC  
Economic Commission for Latin America and the Caribbean

Twelfth session of the Regional Conference on  
Women in Latin America and the Caribbean

Santo Domingo, 15-18 October 2013

**STRATEGY FOR MAINSTREAMING GENDER AT THE ECONOMIC COMMISSION  
FOR LATIN AMERICA AND THE CARIBBEAN (ECLAC), 2013-2017**

## CONTENTS

	<i>Page</i>
INTRODUCTION .....	3
A. BACKGROUND.....	3
B. GUIDING PRINCIPLES .....	4
1. The principle of equality .....	4
2. Participation and inclusion.....	5
3. Coordination and complementarity.....	5
4. Phasing of action.....	5
C. DEADLINES.....	5
D. OBJECTIVE.....	6
E. EXPECTED ACHIEVEMENTS.....	6
F. STRATEGIC AREAS FOR THE PERIOD 2013-2017 .....	6
1. Political commitment to gender equality .....	6
2. Results-based management for gender equality.....	7
3. Knowledge management and dissemination.....	8
4. Monitoring, supervision and resources .....	8
5. Capacity-building.....	9
6. Gender parity .....	9
G. INDICATORS FOR THE PERIOD 2013-2015.....	10
Annex 1   Gender balance at ECLAC, 2000-2011 .....	14

## INTRODUCTION

### Definition of gender mainstreaming

“Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.”

Economic and Social Council, agreed conclusions, 1997/2

### Mandates and guidelines

- ECLAC resolutions:
  - Resolution 483(XXI), adopted at the twenty-first session of ECLAC, Mexico City, 1986
  - Resolution 618(XXXI), adopted at the thirty-first session of ECLAC, Montevideo, 2006
- Economic and Social Council, agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system
- United Nations system-wide policy on gender equality and the empowerment of women: focusing on results and impact (CEB/2006/2)
- United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (SWAP), adopted on 13 April 2012

## A. BACKGROUND

The gender mainstreaming process at ECLAC goes back more than three decades. In the 1970s, the member States requested that the secretariat undertake studies on the situation of women in the region. At the United Nations World Conference of the International Women’s Year, held in Mexico City in 1975, the United Nations regional commissions received a mandate to become focal points for regional women’s affairs. In 1977, the first meeting of the Regional Conference on the Integration of Women into the Economic and Social Development of Latin America took place in Havana. The conference was established as a subsidiary body of ECLAC and the main regional forum on gender policy, with meetings to be held every three years. That same year, the Women and Development Unit was set up at ECLAC, which in 2008 became the Division for Gender Affairs.

In 1986 the member States conferred upon the Commission a mandate to review and consider sectoral and intersectoral problems in all the programmes of the ECLAC system in order to ensure women’s participation in development on an equal basis with men (resolution 483(XXI), adopted at the

twenty-first session of ECLAC in Mexico City). The gender mainstreaming process was given fresh impetus in 1997 when the Secretary-General of the United Nations and the Economic and Social Council called on the regional commissions to adopt an explicit decision to mainstream gender in their work, as a first step. Consequently, a project was launched to institutionalize the gender perspective in the substantive work of ECLAC, with the support of the German Agency for Technical Cooperation (GTZ). A study was conducted consulting with the chiefs of the substantive divisions and the first ECLAC gender mainstreaming strategy was presented, consisting of five specific objectives.

More recently, significant progress has been made at ECLAC that has led to concrete, strategically important, results. Of particular note is the work undertaken on a joint basis by the Statistics Division and the Division for Gender Affairs to link the activities of the Statistical Conference of the Americas with those of the Regional Conference on Women; the strides made by the Social Development Division and the Latin American and Caribbean Demographic Centre (CELADE)-Population Division of ECLAC; and the work carried out in conjunction with the Division of Production, Productivity and Management in preparation for the twelfth session of the Regional Conference on Women in Latin America and the Caribbean in 2013. At the forty-eighth meeting of the Presiding Officers of the Regional Conference on Women in Latin America and the Caribbean, which was held in Santiago on 7 and 8 November 2012, Governments requested that ECLAC “appoint more women to decision-making positions, in follow-up to the process of gender-mainstreaming”.<sup>1</sup>

## B. GUIDING PRINCIPLES

### 1. The principle of equality

In the document entitled “Time for equality: closing gaps, opening trails”,<sup>2</sup> presented to member States at its thirty-third session, ECLAC placed equality at the heart of all efforts to achieve greater well-being in Latin America and the Caribbean. Equality is defined not only as access to opportunities, but also as ownership of rights.

*[...] equality transforms the dignity and well-being of people into an irreducible value, makes democratic life inseparable from social justice, links access and opportunities with effective citizenship and thereby strengthens the sense of belonging.*

Equality as the main focus of ECLAC is further emphasized in the position paper “Structural Change for Equality: An Integrated Approach to Development”<sup>3</sup> presented at the thirty-fourth session of ECLAC in August 2012.

ECLAC believes that gender equality is rooted in the concept that women’s autonomy in both the public and private spheres is fundamental to ensuring they are able to exercise their human rights. Thus, women’s ability to earn their own income and control assets and resources (economic autonomy), their control over their own bodies (physical autonomy), and their full participation in decisions affecting their lives and those of their community (decision-making autonomy) are the three pillars of gender equality

---

<sup>1</sup> Agreement 29.

<sup>2</sup> LC/G.2432(SES.33/3).

<sup>3</sup> LC/G.2524(SES.34/3).

and parity. As may be seen in regional consensuses adopted by the Governments, the concepts of autonomy and substantive equality have both evolved over time.

## **2. Participation and inclusion**

From a gender perspective, recognizing equality as a guiding principle has two dimensions:

- (i) Incorporating goals and indicators into the programme of work so that the achievements and challenges of the implementation phase can be identified, and
- (ii) Promoting equal participation, as demonstrated by parity between the sexes at all levels of the Professional and Administrative categories at ECLAC and in terms of participation in the activities organized by the Commission.

Decisions regarding the programme of work are based on a consultation process as part of which each ECLAC division may establish relevant objectives and activities, supported by the Division for Gender Affairs and coordinated by the Programme Planning and Operations Division (PPOD).

In order to achieve a gender balance at ECLAC, in accordance with the recommendations of the Secretary-General of the United Nations, the Human Resources Section must actively monitor recruitment processes, and all divisions and offices of ECLAC must collaborate in these processes.

## **3. Coordination and complementarity**

Coordination is crucial to the ECLAC gender mainstreaming strategy. It serves to ensure that isolated action is not taken and fosters institutional synergies and complementarities, both between ECLAC divisions and within the United Nations system. In this regard, the present strategy is in line with the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (SWAP) to facilitate the production of the relevant annual reports.

## **4. Phasing of action**

In order to ensure the most effective use of ECLAC resources, the gender mainstreaming strategy prioritizes action that is likely to have the greatest impact in the shortest time. A gradual and progressive approach is key to the sustainability of the tasks involved in mainstreaming the gender perspective at ECLAC, since it is conducive to ensuring that all activities form part of a permanent process of learning and adjustment.

## **C. DEADLINES**

On the basis of this gradual approach, the strategy proposes expected results to 2017 and specific indicators for 2013 and for the 2014-2015 biennium. The strategy will be evaluated at the end of 2015 and an implementation plan will subsequently be drawn up for the 2016-2017 biennium which will contain expected results and updated indicators.

This ties in with the SWAP deadline, according to which all United Nations bodies shall comply with the requirements for the submission of reports in 2017 (SWAP, p.16).

#### **D. OBJECTIVE**

To contribute to achieving gender equality and its institutionalization in public policies in Latin America and the Caribbean by mainstreaming the gender perspective in all areas of the Commission's work and by achieving gender parity at all levels of the organization.

#### **E. EXPECTED ACHIEVEMENTS**

- (i) The ECLAC session and the subsidiary bodies of ECLAC will incorporate and promote the gender perspective.
- (ii) ECLAC staff members will have the knowledge, skills and resources they need to systematically mainstream gender in all their activities.
- (iii) The proportion of women in posts at the P3 to D1 levels will increase with a view to achieving a 50/50 gender balance by 2020.

#### **F. STRATEGIC AREAS FOR THE PERIOD 2013-2017**

##### **1. Political commitment to gender equality**

In recent decades, the countries of Latin America and the Caribbean have worked hard and have made significant progress in mainstreaming gender in public policy and regional development. On analysing these processes, it is clear that successfully mainstreaming gender within the State is the result of political relations, social practices and world views that are accepted as public goods in processes preceded by political strife.<sup>4</sup>

ECLAC has a fundamental impact on regional policies, in particular through its session, its subsidiary bodies and the regional integration organizations to which it provides technical support. This presents a unique opportunity to promote gender equality and its integration into the region's development, supporting member States' efforts in this regard.

---

<sup>4</sup> Virginia Guzmán and Sonia Montaña, "Políticas públicas e institucionalidad de género en América Latina (1985-2010)", *Mujer y Desarrollo* series, No. 18 (LC/L.3531), Santiago, Chile, October 2012.

As the most important biennial meeting of ECLAC, the session represents an opportunity for member States to debate and share information and views on the most important topics for the region's development and to review the progress of the Commission's activities. The position paper presented by ECLAC outlines its vision and its proposals for regional development on a specific topic, identified in consultation with the host country, and is thus of considerable importance. This document should contain sex-disaggregated statistics and a gender-based analysis of the topic under consideration. In other words, it should use the available evidence to respond to or endeavour to examine the impact on women and men of the policies under analysis.

The subsidiary bodies of ECLAC represent another critical sphere of influence. In practice, the headway made by the subsidiary bodies is a driving force, since many of them are headed by female representatives of the member States and their agendas are aimed at overcoming gender inequality, which then become a mandate for ECLAC. It is particularly important to mainstream a gender perspective in the work, documents, studies and activities of the Statistical Conference of the Americas, and the recently formed Regional Conference on Population and Development in Latin America and the Caribbean and Conference on Science, Innovation and Information and Communications Technologies. The Regional Conference on Women in Latin America and the Caribbean, which is the most important regional forum for promoting public policies on equality, encourages collaboration to achieve this goal. In fact, at the last meeting of the Presiding Officers of the Regional Conference on Women in Latin America and the Caribbean, held in November 2012, the member States congratulated ECLAC on the creation of the new subsidiary bodies, whose thematic agendas are shared by the Presiding Officers, and agreed "to encourage participation by the national machineries for the advancement of women in the region in the Government delegations that will be attending the sessions of these bodies".<sup>5</sup>

ECLAC also contributes to regional integration by providing technical support to organizations such as the Community of Latin American and Caribbean States (CELAC), the Southern Common Market (MERCOSUR), the Central American Integration System (SICA), and the Union of South American Nations (UNASUR). This presents another opportunity to strengthen political commitment to gender equality and the empowerment of women.

## **2. Results-based management for gender equality**

Strategic planning and a results-based approach to managing the programme of work are crucial tools for mainstreaming gender at ECLAC. If gender mainstreaming is to become an integral part of the ECLAC management cycle, it must be systematically incorporated into every stage of planning, including:

- (i) The process of preparing and revising the strategic framework and the programme of work for future bienniums.

---

<sup>5</sup> Agreements adopted at the forty-eighth meeting of the Presiding Officers of the Regional Conference on Women in Latin America and the Caribbean.

- (ii) Discussions with the Executive Secretary regarding each division's priorities and direction in terms of implementing the current programme of work.
- (iii) Monitoring activities, through the Integrated Monitoring and Documentation Information System (IMDIS) and internal and external assessments.

In keeping with the foregoing, gender must be mainstreamed in all ECLAC technical cooperation projects. It is the responsibility of the chiefs and the technical staff to ensure that project proposals include an analysis of the impact on gender equality and, as far as possible, that they incorporate the gender perspective into the goals, indicators and activities. As such, the subject of gender must be raised at the beginning of the negotiation process, so that it is taken into account while the project is being designed and discussed. This also assigns a key role to the Project Committee and to the Programme Planning and Operations Division —as coordinator and permanent member of the Committee— in monitoring and offering incentives that prioritize and recognize projects that mainstream gender effectively.

### **3. Knowledge management and dissemination**

The third strategic area concerns the management of knowledge and its systematic dissemination. This refers to mainstreaming gender in the information produced by ECLAC on a variety of subjects, and its dissemination both externally and internally. The objective here is to maximize understanding within the organization and its impact on the organization's work as well as to maximize the impact of this information in the public and political domains of the region. Anticipated activities include mainstreaming gender in the main ECLAC publications —the annual reports (flagships)— and running, supervising and monitoring various communication projects (such as seminars, workshops, forums and publications) using effective methods, and incorporating the gender perspective into the “early bird alerts” for internal use.

### **4. Monitoring, supervision and resources**

All ECLAC staff are responsible for mainstreaming gender in their work. Nonetheless, specific duties in terms of monitoring and supervision must be assigned, in particular to chiefs of division and offices and to staff working for the Office of the Executive Secretary and the Programme Planning and Operations Division. In addition, clear guidelines and technical and methodological resources will be needed to ensure that the staff responsible for implementing this strategy are able to perform their duties. A focal point will thus be appointed in each division and office to facilitate coordination and boost synergies.

For the purposes of monitoring and evaluating the progress of gender mainstreaming at ECLAC, an annual report will be prepared by the Office of the Executive Secretary and presented on International Women's Day (8 March). It will draw on the annual reports submitted by each division, which will also outline the priorities for the upcoming period.



## **5. Capacity-building**

This strategy can only be successfully implemented if ECLAC staff possess sufficient capacity and skills in gender analysis and in mainstreaming the gender perspective in their activities. Capacity-building will also be needed in the substantive divisions to enable them to produce and analyse sex-disaggregated statistics and other relevant variables. Training will take place at the individual, team and organizational level, but will also form part of a more extensive process of heightening awareness, in order to foster an organizational culture that considers gender mainstreaming to be one of its main objectives.

First of all, existing capacity in each division, office and unit must be assessed, given that not everyone will perform the same role in implementing the gender mainstreaming strategy. Based on this analysis, a phased training plan will be drawn up that meets each division's specific needs. Owing to their cross-cutting responsibilities, some divisions, such as the Programme Planning and Operations Division and the Administration Division, will play a more active role in certain areas, and their training needs will differ from those of the substantive divisions. Furthermore, thanks to the headway already made at ECLAC, some divisions already have some capacity with regard to mainstreaming gender in their activities.

## **6. Gender parity**

The General Assembly of the United Nations has on numerous occasions called for a gender balance in posts at all levels of the organization. Since the beginning of his term of office, the Secretary-General Ban Ki-moon has expressed his commitment to defend this principle and has made a personal promise that the United Nations will ensure a work culture that leads by example. In March 2012, the Secretary-General addressed all heads of department, offices and missions asking them to take action to make faster progress towards gender parity through specific measures.

In keeping with the Secretary-General's call, ECLAC is committed to achieving a gender balance and to equal career opportunities for women and men. Stepping up progress towards the goal of a 50/50 gender balance requires positive action on various fronts (see annex 1 for an illustration of the current gender balance at ECLAC). A survey conducted in 2011 by the gender focal point at ECLAC revealed some of the main barriers preventing women from ascending to high-level posts in the organization, many of which have to do with balancing family and work commitments. Thus, a key step that would hasten progress towards gender parity would be to review the use of flexible working arrangements at ECLAC with a view to removing any barriers to their full implementation.

## G. INDICATORS FOR THE PERIOD 2013-2015

### Strategic area 1: political commitment to gender equality

Expected results	Indicators	Activities	In charge/collaborating
1. The ECLAC session in 2014 mainstreams the gender perspective.	(i) The position paper includes an analysis of sex-disaggregated statistics. (ii) A gender balance among the speakers. (iii) The session includes a high-level debate on gender equality.	<ul style="list-style-type: none"> <li>– Identifying available disaggregated information for the position paper.</li> <li>– Identifying the most important gaps concerning sex-disaggregated statistics.</li> <li>– Identifying experts for the themes to be discussed, including government authorities.</li> <li>– Analysing the main themes in which the position paper should include a gender perspective.</li> </ul>	In charge: Executive Secretary Collaborating: Substantive divisions
2. The subsidiary bodies of ECLAC mainstream the gender perspective.	(i) Thematic documents and position papers produced by the subsidiary bodies of ECLAC include a gender-based analysis and sex-disaggregated statistics. (ii) The agendas for the conferences and for the subsidiary bodies include a gender perspective in the various subjects. (iii) A gender balance among the speakers invited by ECLAC and its subsidiary bodies.	<ul style="list-style-type: none"> <li>– Identifying available disaggregated information for the working documents and position paper.</li> <li>– Identifying the most important gaps concerning sex-disaggregated statistics.</li> <li>– Identifying experts for the themes to be discussed, including government authorities.</li> <li>– Analysing the main themes in which the working documents and position paper should include a gender perspective.</li> <li>– Analysing links between the thematic agendas and the agreements of the subsidiary bodies and the subjects dealt with by the most recent Regional Conference on Women in Latin America and the Caribbean.</li> </ul>	In charge: Executive Secretary Collaborating: Substantive divisions
3. ECLAC promotes a gender perspective in regional and subregional cooperation, processes and organizations.	(i) Thematic documents prepared by ECLAC for regional integration mechanisms incorporate a gender perspective and, where relevant, sex-disaggregated statistics.	<ul style="list-style-type: none"> <li>– Incorporating a gender perspective into the technical assistance ECLAC provides to regional integration mechanisms.</li> </ul>	In charge: Executive Secretary  Collaborating: Substantive divisions, subregional headquarters and national offices

### Strategic area 2: results-based management for gender equality

Expected results	Indicators	Activities	In charge/collaborating
1. The gender perspective is mainstreamed in each ECLAC sub-programme of work.	<p>(i) Each division's presentation at the annual strategic planning meeting includes information on mainstreaming gender in the implementation of the current programme of work.</p> <p>(ii) Proposals for the 2016-2017 programme of work incorporate the gender perspective into the expected results and/or the activities.</p>	<p>– Reviewing and mainstreaming gender as a criterion in instructions for:</p> <p>(a) preparation of the 2016-2017 programme of work, and</p> <p>(b) preparation for annual strategic planning meetings on implementation of the current programme of work.</p> <p>– Reviewing instructions regarding the preparation of activity reports (Integrated Monitoring and Documentation Information System (IMDIS)) and technical project reports and instructions for conducting evaluations.</p>	<p>In charge: Programme Planning and Operations Division</p> <p>Collaborating: Substantive divisions, subregional headquarters and national offices</p>
2. Technical cooperation projects incorporate the gender perspective.	(i) The impact on gender equality is analysed in all cooperation projects approved by the Project Committee.	– Developing guidelines for technical cooperation projects, highlighting that mainstreaming gender is a priority.	<p>In charge: Project Committee</p> <p>Collaborating: Programme Planning and Operations Division and substantive divisions</p>

### Strategic area 3: knowledge management and dissemination

Expected results	Indicators	Activities	In charge/collaborating
Knowledge of gender equality and the empowerment of women is systematically documented and widely shared.	<p>(i) Fifty per cent of annual reports (flagships) include a gender analysis of the subjects covered.</p> <p>(ii) An increase of 25% in the ECLAC publications (such as institutional books, <i>Libros de la CEPAL</i> (ECLAC books), CEPAL Review, <i>series</i> (working papers) and <i>Cuadernos</i> (studies)) that include a gender-based analysis and sex-disaggregated statistics and/or highlight the need for more information in cases where these statistics do not exist.</p>	<p>– Developing tools to give the subject of gender greater visibility with regard to pressing issues or sectoral topics dealt with by ECLAC.</p> <p>– Compiling, systematizing and distributing information on gender equality activities in the different sectoral themes dealt with by ECLAC, in terms of both content and women's participation in these activities.</p>	<p>In charge: Deputy Executive Secretary and substantive divisions</p> <p>Collaborating: Documents and Publications Division and Programme Planning and Operations Division</p>

#### Strategic area 4: monitoring, supervision and resources

Expected results	Indicators	Activities	In charge/collaborating
1. A coordination, monitoring and supervisory system is up and running, to implement the ECLAC gender mainstreaming strategy.	<p>(i) One staff member from the Programme Planning and Operations Division and one from the Office of the Executive Secretary (who must be at the P4 level or above) is responsible for implementing the strategy and this is reflected as a success criterion in the performance management system (e-Performance) for the 2013-2014 cycle.</p> <p>(ii) All division chiefs have implementation of the strategy as a success criterion in the performance management system (e-Performance) for the 2014-2015 cycle.</p> <p>(iii) One staff member at the subregional headquarters (ECLAC subregional headquarters in Mexico and ECLAC subregional headquarters for the Caribbean), who must be at the P3 level or above, is responsible for gender equality (and this is reflected as success criterion in the performance management system (e-Performance)).</p> <p>(iv) Each division at ECLAC has a gender focal point, depending on the priority themes identified (who must be at the P3 level or above).</p>	<ul style="list-style-type: none"> <li>– Annual presentations of the results of implementation of the ECLAC gender mainstreaming strategy on International Women’s Day (8 March).</li> <li>– Presentation of annual reports on progress made in implementing the strategy by all ECLAC chiefs, subregional headquarters and national offices.</li> <li>– Half-yearly meetings of the gender focal points from each division, coordinated by the Programme Planning and Operations Division and the Office of the Executive Secretary, based on the priority themes.</li> </ul>	In charge: Office of the Executive Secretary, Programme Planning and Operations Division and other divisions
2. Funds are assigned to gender mainstreaming in the ECLAC budget	(i) Funds have been assigned in each division’s budget to gender mainstreaming activities for the period 2014-2015.	– Mapping the human resources and funds needed to implement the gender mainstreaming strategy in 2013 and during the period 2014-2015.	In charge: Office of the Executive Secretary and the Programme Planning and Operations Division

### Strategic area 5: capacity-building

Expected results	Indicators	Activities	In charge/collaborating
ECLAC staff members have sufficient skills to incorporate the gender perspective into the formulation, implementation and evaluation of their activities.	(i) All ECLAC staff have participated in an online course on gender mainstreaming. (ii) Selected staff from the Programme Planning and Operations Division and the Administration Division have participated in specific training. (iii) Chiefs and supervisors have participated in training activities. (iv) Gender equality is included in interview questions and in selection processes for filling vacancies.	<ul style="list-style-type: none"> <li>– Evaluating existing capacity in each division and identifying specific needs.</li> <li>– Preparing an online course on gender mainstreaming for all ECLAC staff.</li> <li>– Designing training activities for the Programme Planning and Operations Division and the Administration Division.</li> <li>– Designing training activities for chiefs and supervisors.</li> <li>– Organizing two annual seminars on gender and substantive ECLAC themes.</li> </ul>	In charge: Human Resources Section  Collaborating: Programme Planning and Operations Division, Division for Gender Affairs, substantive divisions, subregional headquarters and national offices

### Strategic area 6: gender parity

Expected results	Indicators	Activities	In charge/collaborating
Progress towards gender parity at ECLAC has been sufficiently stepped up to achieve parity by 2020.	(i) Number of women recruited to the Professional category and above each year: <sup>a</sup> P3: 1 woman (2%) P4: 2 women (12%) P5: 2 women (36%) D1: 1 woman (22%)	<ul style="list-style-type: none"> <li>– All else being equal, prioritizing the recruitment of women to fill vacant posts in the Professional category and above, from P3 to D1 (and preparing a memorandum regarding this).</li> <li>– Devising a strategy for attracting female candidates to vacancies in the Professional category and above (from P5 to D1).</li> <li>– Setting up an annual voluntary programme that allows a minimum of three women at P4 level to make a lateral move.</li> <li>– Studying the use of flexible working arrangements and identifying obstacles to their implementation.</li> <li>– Running a campaign to publicize the use and formalization of flexible working arrangements.</li> </ul>	In charge: Administration Division, Human Resources Section and chiefs of division

<sup>a</sup> Calculated on the basis of the composition of posts as at 31 December 2012. The calculation assumes that the current percentage of women in these posts in the Professional category and above has remained unchanged. This indicator will need to be reviewed annually, in order to balance out the effects of staff rotation.

## Annex 1

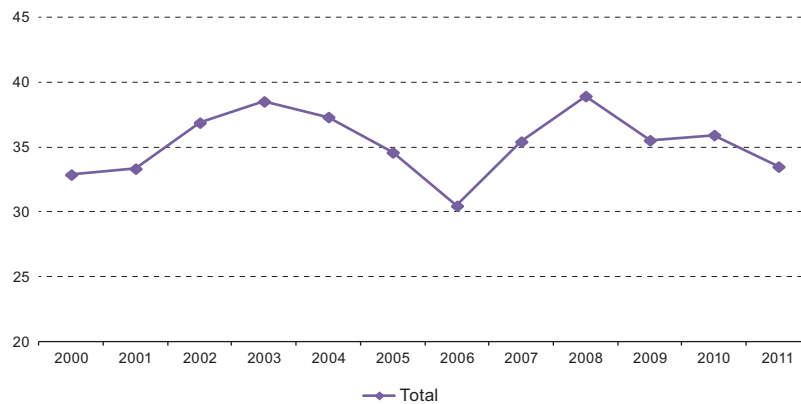
**GENDER BALANCE AT ECLAC, 2000-2011**

Table A.1  
**GENDER BALANCE AT ECLAC, 2000 AND 2011**  
*(Percentages and percentage points)*

<b>Professional category and above</b>	<b>Women as at 31 December 2000</b> <i>(percentages)</i>	<b>Women as at 31 December 2011</b> <i>(percentages)</i>	<b>Cumulative variation 2000-2011</b> <i>(percentage points)</i>	<b>Average annual variation 2000-2011</b> <i>(percentage points)</i>
D1	45.5	14.4	-31.1	-2.8
P5	32.0	17.2	-14.8	-1.3
P4	34.0	27.3	-6.7	-0.6
P3	42.1	41.8	-0.3	0.0
P2	33.3	52.0	18.7	1.7

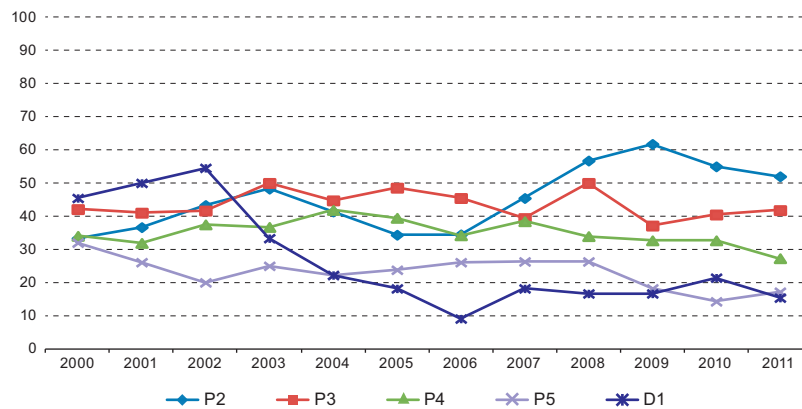
**Source:** Prepared by the ECLAC gender focal points, on the basis of information provided by the Administration Division.

Figure A.1  
**TOTAL PROPORTION OF WOMEN IN THE PROFESSIONAL CATEGORY AND ABOVE (P2 TO D1) AT ECLAC, 2000-2011**  
*(Percentages)*



**Source:** Prepared by the ECLAC gender focal points, on the basis of information provided by the Administration Division.

Figure A.2  
**PROPORTION OF WOMEN IN THE PROFESSIONAL CATEGORY  
 AND ABOVE (P2 TO D1) AT ECLAC, BY LEVEL, 2000-2011**  
*(Percentages)*



**Source:** Prepared by the ECLAC gender focal points, on the basis of information provided by the Administration Division.

Table A.2  
**INCREASES NEEDED TO ACHIEVE A GENDER BALANCE IN POSTS IN THE PROFESSIONAL  
 CATEGORY AND ABOVE (P2 TO D1) AT ECLAC BY 2020, BY LEVEL <sup>a</sup>**  
*(Numbers and percentages)*

	<b>Total number of additional posts that should be held by women</b>	<b>Annual growth in the number of women (percentages)</b>	<b>Number of additional posts that should be held by women each year</b>
P2	8	5.0	1.0
P3	3	1.5	0.4
P4	12	6.0	1.4
P5	11	18.0	1.4
D1	4	11.0	0.3

**Source:** Prepared by the ECLAC gender focal points, on the basis of information provided by the Administration Division.

<sup>a</sup> Calculated on the basis of the composition of posts as at 31 December 2012. The number of posts to which women must be appointed to achieve gender parity by 2020 should be reviewed on an annual basis to take account of staff rotation and any increases or decreases in the total number of these posts at ECLAC.