

**PERFORMANCE INDICATOR
08**

**GENDER-RESPONSIVE PERFORMANCE
MANAGEMENT**



08. Performance Indicator: Gender-responsive Performance Management

 Approaches requirements	 Meets requirements	 Exceeds requirements
<p>8a. The entity's core values and/or competencies being revised to include assessment of gender equality and the empowerment of women</p>	<p>8b. Assessment of gender equality and the empowerment of women integrated into core values and/or competencies for all staff, with a particular focus on levels P4 or equivalent and above</p>	<p>8ci. Assessment of gender equality and the empowerment of women integrated into core values and/or competencies for all staff, with a particular focus on levels P4 or equivalent and above including decision making positions in all Committees, Missions and Advisory Bodies</p> <p>and</p> <p>8cii System of recognition in place for excellent work promoting gender equality and women's empowerment</p>



What is the Gender-responsive Performance Management indicator?

Clear accountability mechanisms are key to ignite and sustain progress. Accountability for gender equality is best implemented when it not only targets senior leaders but also includes all staff, through the integration of appropriate objectives in each staff member's performance plan and review.

The UN-SWAP recognizes that positive performance is the result of the combination of accountability mechanisms as well as rewards and incentives.

Performance management is a centralized function in the Secretariat and entities should report according to the data provided by DMSPC. UN Women will share the DMSPC input with all UN-SWAP Focal Points in the Secretariat before the reporting deadline.



Evidence base

Examples of documents to attach to substantiate reporting:

- Core values and competencies
- System of recognition

Note: Please identify a self-explanatory title for the documents uploaded onto the platform, particularly for those shared to the UN-SWAP Knowledge Hub.



How to approach requirements

To approach requirements for this indicator entities should be revising the core values and/or competencies to include assessment of gender equality and the empowerment of women.



How to meet requirements

To meet the requirements for this Performance Indicator, gender equality and the empowerment of women needs to be integrated into the core values and/or competencies, or equivalents, to be demonstrated by staff. The equal representation of women and men at all levels of the UN entity should be a core value.

In its Resolution 63/251, the General Assembly requested the International Civil Service Commission to identify means of rewarding performance. While few performance rewards exist in the UN system, they can be introduced to promote gender equality and the empowerment of women.

In relation to equal representation of women and men, the basic requirement is that respect for diversity is built into the corporate competencies and ethical standards of all job descriptions and vacancy announcements. It is expected that responsibility for the achievement of equal representation of women and men is specified through clear and measurable targets outlined in competencies associated with senior managers and/or human resource managers, which are then measured and enforced through related accountability mechanisms, such as gender balance strategies, manager compacts and scorecards, or enhanced performance objectives.



How to exceed requirements

To exceed requirements, performance assessment should include decision-making positions in all Committees, Missions and Advisory Bodies, by which is meant any senior level bodies such as Advisory Bodies to the Secretary-General. This does not refer to regular staff missions or committees.

In addition, there needs to be a system in place for recognizing excellent performance in promoting gender equality and the empowerment of women, for example a gender equality award or allocation of additional resources to units which display excellent performance.



Example: Meeting Requirements

Core values and competencies

The **United Nations Population Fund (UNFPA)**'s competency framework was updated in 2014, with GEEW being captured by the competency Embracing Diversity. In addition to measuring staff's competencies through the performance management cycle and system, UNFPA grounds its competency framework in job descriptions and recruitment processes. The competency Embracing Diversity encompasses the following gender equality related areas: Inclusive behaviour without bias

regardless of gender, remain mindful of own biases and behaviours, promote and abide by organizational policies that increase diversity, actively promote diversity and gender equality in all organizational activities in office management.

The **United Nations Development Programme (UNDP)** operates based on the core UN values, of which respect for diversity is the key one. Within this framework, the organization has established gender equality and gender parity as its strategic priorities and considerations of gender are integrated in all major UNDP strategies, planning and reporting frameworks, policies and operational procedures. Gender-related technical competencies are integrated into the UNDP technical competency framework. Gender indicators are also included into the individual offices' Integrated Workplans (IWPs). Since 2014, UNDP requires all its managers and other relevant staff to include a gender equality or a gender parity goal/result into their individual performance plans. Detailed guidance has been prepared and is available to staff on such goals/results. In 2020, all Heads of Offices had a mandatory goal to "effective implement the Gender Equality Strategy (2019-2021) and the Gender Parity Strategy (2018-2021)".

United Nations Educational, Scientific and Cultural Organization (UNESCO): One of the core values of the Organization in the UNESCO Competency Framework is "Respect for Diversity", stating "We treat all individuals with respect and dignity regardless of their differences, embrace and build upon the unique richness presented by the diversity that characterizes the Organization and its staff, and promote gender equality". This framework underpins HR processes such as job profiling, recruitment, performance management, learning and career development. Gender balance is considered at all aspects of the recruitment and selection process, including awareness of gender bias in shortlisting and interviewing, as well as in the composition of the interview panel. An e-Learning course on "Gender Parity at UNESCO" has been developed in English, French and Spanish and is mandatory for UNESCO's workforce. In 2022, 252 users (including staff, employees, and interns) completed the full series of the self-paced learning modules.



Example: Exceeding Requirements

Examples of systems of recognition

The **United Nations Development Programme (UNDP)** is implementing a programme designed to certify and recognize the performance of Country Offices/Units and its managers in advancing gender equality and the empowerment of women. The UNDP Gender Equality Seal is a capacity building and quality assurance mechanism which evaluates both accountability and the development of gender equality and the empowerment of women initiatives. It is a corporate certification process that recognizes good performance of UNDP offices/units to deliver gender equality results. It offers three levels of certification: Gold, Silver, and Bronze. The Gender Equality Seal initiative aims to accelerate gender equality in the workplace and generate data and evidence to improve and demonstrate efficiency and results. In 2022, 83 Country Offices continued on their Gender Seal journey in the 2021-2023 round of the programme.

The **United Nations Office for Project Services (UNOPS)** considers the contribution to gender equality when choosing the winners of UNOPS annual awards. UNOPS established two awards with links to gender equality: (1) The PEOPLE LEADERSHIP Award for team leaders and supervisors who have inspired others to succeed and demonstrated the mind-set and skills of great people leadership and shown commitment to the achievement of gender equality and knowledge sharing. (2) The VALUES AND PRINCIPLES Award for individuals or teams who have advanced and embody the UN Values of Integrity, Professionalism and Respect for Diversity.

In the **Department of Peace Operations (DPO)** has three annual awards to recognize performance on the implementation of gender and WPS within uniformed personnel (police, military and justice and corrections). 1) The Military Gender Advocate of the Year Award which was initiated in 2016 and recognizes the dedication and effort of an individual peacekeeper in promoting the principles contained within the UN Security Council's resolution 1325, aimed at drawing attention to women in armed conflict and their role in peacekeeping and security. 2) The International Female Police Peacekeeper Award was also introduced to recognize an outstanding female police peacekeeper serving in a UN peace operation. The award highlights the roles and contributions made by female police officers, serves to encourage representation of women in police contingents, and to promote an understanding of policing in peace operations. 3) The first United Nations Trailblazer Award for Women Justice and Corrections Officers was launched in 2022. It recognizes the outstanding contribution of government-provided personnel in United Nations peace operations by highlighting the powerful stories of women who blaze the trail in areas and roles typically dominated by men. These collective awards contribute to improved advocacy for the role of gender parity and equality for UN peace operations.

As part of the **UN Department of Safety and Security (UNDSS)** Recognition Programme, the Department gives a specific award (Gender Champion Award) that recognizes individuals who have made outstanding or significant contributions in championing and promoting gender equality and implementing UNDSS Strategy on Gender Equality. In 2022, nominations were assessed by a diverse inter-divisional Technical Committee, which included the Assistant Gender Adviser. The Department also has a Gender Equality and Inclusivity Award to recognise field offices succeeding in exemplary implementation of the "Enabling Environment Guidelines" towards gender equality and inclusion. Staff members and field teams submitted nominations for these awards in 2022.

The first **United Nations Office in Vienna / United Nations Office on Drugs and Crime (UNOV/UNODC)** Gender Award was awarded for the first time in 2022 as a system of recognition for outstanding efforts of personnel towards promoting GEEW. Three nominations were reviewed by a panel of six independent jurors, who created a shortlist of nominations of 30 teams for UNOV/UNODC personnel to cast their votes to select the winners of the Award. The 2022 Gender Award was handed out on 25 April 2022 to five winners, which were chosen by 522 votes. The Executive Director presented the certificates in two categories ("Promoting an enabling working environment in UNOV/UNODC" and "Strengthening gender inclusivity in UNODC mandate areas").