PERFORMANCE INDICATOR
08
GENDER-RESPONSIVE PERFORMANCE MANAGEMENT
### 08. Performance Indicator: Gender-responsive Performance Management

<table>
<thead>
<tr>
<th>Approaches requirements</th>
<th>Meets requirements</th>
<th>Exceeds requirements</th>
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<tr>
<td>8ai. The entity’s core values and/or competencies being revised to include assessment of gender equality and the empowerment of women</td>
<td>8bi. 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</td>
<td>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 and 8cii System of recognition in place for excellent work promoting gender equality and women’s empowerment</td>
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### What is the Gender-responsive Performance Management

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.

### How to use this performance indicator

For departments of the Secretariat, a common response for reporting on this Performance Indicator will be provided prior to the reporting deadline.

### Evidence base

Examples of documents to attach to substantiate the entity self-assessment for this indicator:
- Core values and competencies
- System of recognition

Note: Please identify a self-explanatory title for the documents uploaded onto the platform, particularly for those to be shared in the 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 63/25127 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

The United Nations Population Fund (UNFPA)'s Strategic Framework on Gender Mainstreaming and Women's Empowerment and the Strategic Plan is included in the policy and procedures manual of UNFPA. Gender equality is one
of the core values specified in all vacancy announcements and specific requirements related to gender are detailed in programme and operations vacancies at UNFPA.

The Food and Agriculture Organization of the United Nations (FAO) has included gender equality issues in its Performance Evaluation Management System, for Assistant Director-Generals, Directors and Gender Focal Points in Decentralized Offices and at HQ. This includes both mandatory activities and a set of performance indicators against which to measure progress.

As of January 2013, 100 per cent of the Office of the United Nations High Commissioner for Human Rights (OHCHR) job openings include gender-sensitivity as a competency under Professionalism (not Diversity) with the following formulation: “Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work.” Accordingly interview panels are requested to systematically assess the gender-sensitivity of candidates. The OHCHR Gender Equality Strategic Plan (2014-17) foresees that 100 per cent of staff should have a goal, action or success criteria in their performance evaluation related to their gender integration responsibility in their annual ePerformances evaluation (staff performance assessment system).

At the UN Refugee Agency (UNHCR), diversity including gender equality and the empowerment of women is one of the core values of the organization and the importance of this has been emphasized in the Global Strategic Directions 2016-2021. This is reinforced in the culture through the Code of Conduct Refresher theme of Inclusion and Diversity for 2017/2018.

• All job advertisements include a statement in respect of diversity: ‘UNHCR is committed to diversity and inclusion within its workforce, and encourages qualified candidates from all national, religious and ethnic backgrounds, including people living with disabilities, to apply to become a part of our organization’.

• Clear accountability for managers in respect of shortlists of two-thirds women has been built into the Recruitment and Assignments framework, with mandatory justification in cases where provision not adhered to.

• Composition of the Performance Rebuttal Board is gender diverse as per UNHCR’s Administrative Instructions Introducing Procedures on Performance Management

• Reference to gender equality or empowerment is included in more than one-third of the UNHCR competencies, including core cross-functional and managerial competencies as well as values.

Example: Exceeding Requirements

The United Nations Development Programme (UNDP) includes as a core competency for all staff: “Ensures an organizational environment that respects diversity, gender equality and cultural sensitivity and fosters openness to diverse perspectives”. Starting from 2009, all UNDP managers are required to report on one mandatory key result on gender equality and gender parity in the UNDP Result Competency Framework.

The United Nations Office for Project Services (UNOPS) competency framework promotes “Integrity and Inclusion” as a core competency that applies to all UNOPS personnel and calls upon senior managers to act as “Role models for diversity and inclusion” and to “Drive and promote diversity; demonstrate awareness and management of own unconscious biases.” On a regular basis, all UNOPS personnel are evaluated against the core competency of “integrity and inclusion” as part of the annual performance appraisal, where personnel are formally evaluated against both objectives
and competencies. This is included within the performance management policy and is mandatory for all personnel who work with UNOPS for six months or more.

A leadership mindset, grounded in the UNOPS competency framework, was introduced in 2017, defining what it means to be a people leader in the organization. Through this leadership mindset we aim to demonstrate consistent beliefs, values and assumptions about the way our people are led at UNOPS. Creating an inclusive work environment, and treating people fairly and with respect, is at the heart of the mindset. The mindset has the ability to: (1) influence the culture of the organization; (2) determine the tone of personnel experience in the workplace; and (3) support the purpose of the organization.

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.

For 2018, Performance objectives on Gender Parity Targets were included for Senior Leadership.

Examples of systems of recognition:
At the UN Refugee Agency (UNHCR), a new award - the Individual Award for Excellence in Leadership and Management - was introduced during 2018. It targets managers at heads of section/unit and above and includes as one of the criteria: “Established a respectful work environment for all colleagues at all levels, that is gender-sensitive, and promotes and celebrates diversity as a strength.”

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 2013, the International Fund for Agricultural Development (IFAD) implemented Gender Awards for Project Performance. The Gender Award is an initiative of IFAD management, implemented by the gender desk in the Policy and Technical Advisory Division. It recognizes the efforts and the achievement of IFAD-supported projects in delivering on the strategic objectives of the IFAD’s policy on Gender Equality and Women’s Empowerment. The purpose is to recognize the best performing projects in addressing gender inequalities and empowering women in each region, providing them with visibility and recognition throughout IFAD and its network of partners.