PERFORMANCE INDICATOR
13

ORGANISATIONAL CULTURE
### 13. Performance Indicator: Organisational Culture

<table>
<thead>
<tr>
<th>Approaches requirements</th>
<th>Meets requirements</th>
<th>Exceeds requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>13ai. Organizational culture partly supports promotion of gender equality and the empowerment of women</td>
<td>13bi. Organizational culture fully supports promotion of gender equality and the empowerment of women</td>
<td>13ci. Organizational culture fully supports promotion of gender equality and the empowerment of women and 13cii. ILO Participatory Gender Audit or equivalent carried out at least every five years</td>
</tr>
</tbody>
</table>

#### What is the Organisational Culture indicator?

An enabling environment and supporting organizational culture for all staff has been repeatedly identified as a key enabler in the promotion of gender equality and the empowerment of women. The available literature considers “organizational culture” as a set of deeply rooted beliefs, values and norms (including traditions, structure of authority and routines) in force within the institution; and a pattern of shared basic assumptions internalized by the institution. This is materialized in the following:

- Ways in which the institution conducts its business, treats its employees and partners
- Extent to which decision-making involves staff (irrespective of rank, grade or opinion) and power and information flows (formal and mostly informal)
- Commitment of staff towards collective objectives

One of the key recommendations in the Secretary-General’s System-wide Strategy on Gender Parity was for UN Women to develop the **Enabling Environment Guidelines** for the UN system which support the United Nation’s efforts to create a working environment that embraces equality, eradicates bias and is inclusive of all staff. The **Supplementary Guidance** provides further recommendations and good examples.

#### How to approach requirements

To approach requirements for this Performance Indicator, the UN entity need to demonstrate that organizational culture partly supports promotion of gender equality and the empowerment of women. If any of the required actions listed under the requirements to “meet” the indicator have not been undertaken, the rating for this Performance Indicator is “approaches requirements”.

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How to meet requirements

To meet this Performance Indicator, the UN entity needs to demonstrate in its reporting that it is carrying out the following.

1 Facilitative policies

1.1 Implement, promote and report on facilitative policies for maternity, paternity, adoption, family and emergency leave, breast-feeding and childcare.

1.2 Implement, promote and evaluate policies related to work-life balance, including part-time work, staggered working hours, telecommuting, scheduled breaks for extended learning activities, compressed work schedules, financial support for parents travelling with a child, and phased retirement.

1.3 Promote existing UN rules and regulations on work-life balance with an internal mechanism available to track implementation and accessibility by gender and grade.

1.4 Periodic staff meetings by units are scheduled during core working hours and on working days of staff working part-time, with teleconference or other IT means actively promoted.

2 Monitoring mechanisms

2.1 Conduct, disseminate results of and report on regular global surveys and mandatory exit interviews which obtain and analyse data relevant for an assessment of the qualitative aspect of organizational culture and provide insight into issues that have a bearing on recruitment, retention and staff experience, including staff well-being, equality and zero tolerance for unethical behaviour.

2.2 Implement policies for the prevention of discrimination and harassment, including special measures for prevention from sexual exploitation and sexual abuse, ethics office, abuse of authority, administration of justice, conflict resolution and protection against retaliation. Demonstrate adherence to all system-wide and agency/organization-specific sexual harassment policies, including (from 2019) the CEB Model Policy adopted in November 2018.

2.3 UN rules and regulations on ethical behaviour are enforced and staff are required to complete the mandatory ethics training, with zero tolerance for unethical behaviour implemented.

How to exceed requirements

To exceed requirements for this Performance Indicator, entities should conduct a participatory gender audit or equivalent every five years. Gender audits, which are different from “formal” audits focus on issues of organizational culture and do not necessarily follow formal audit processes, will differ dependent on the size of entity and whether or not there are regional and country offices. For entities with only an HQ presence the audit should cover the whole of the entity. For entities with regional and country offices the focus can be either on HQ and/or regional and country offices. The minimum standard is that the audit is a substantive exercise that feeds into a strengthening of organizational culture. The focus of the participatory gender audit should be mainly on organizational culture, but can also include programming. Examples of participatory gender audit methodologies are provided below.
Evidence base

Examples of documents to attach to substantiate the entity self-assessment for this indicator:

- Policy documents
- Surveys
- Gender audit report

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

Example: Meets requirements

UN Ethics-related Legal Arrangements

For the 2014 Report of the Secretary General on the Improvement of the Status of Women in the UN system, all thirty-five entities required to submit data reported having policies that prohibit discrimination, harassment and abuse of authority.

The United Nations Office at Vienna/United Nations Office on Drugs and Crime (UNOV/UNODC) as part of the Secretariat is closely following the Secretary General’s strategy on transparency and a zero-tolerance policy on sexual exploitation and abuse and is attentive to policy changes and initiatives proposed by the Department of Management following the Report of the Secretary General on “Special measures for protection from sexual exploitation and abuse: new approach (A/71/818)”, especially with regard to measures concerning closer scrutiny in recruitment processes and the proposal aiming at raising staff awareness on sexual exploitation cases. Immediate actions have been implemented on 3 March 2017 following the Report of the Secretary General on “Special measures for protection from sexual exploitation and abuse: new approach (A/71/818)”. As part of the Secretariat UNOV/UNODC applies ST/SGB/2008/5 on Prohibition of discrimination, harassment, including sexual harassment, and abuse of authority; ST/SGB/2008/20 on Prevention of workplace harassment, sexual harassment and abuse of authority; ST/AI/2017/1 on Unsatisfactory conduct, investigations and the disciplinary process and ST/AI/2017/2/Rev1.on Protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations.

UNAIDS introduced the Prevention of Harassment, Sexual Harassment and Abuse of Authority in the Workplace UN System-wide e-learning module in 2011, which is mandatory for all staff.

Facilitative Policies

The United Nations Children’s Fund (UNICEF) revised its Administrative Instructions on “Special leave”; and “Family, adoption, maternity and paternity leave”. The principal purpose in amending these Instructions was to extend leave for maternity from the present 16 weeks mandated in the UN Staff Rule to 24 weeks through the addition of 8 weeks of special leave with full pay. A change in the Staff Rule on pre-delivery maternity leave was also made to eliminate the need for a certificate regarding their state of fitness for staff to continue working up to 2 weeks before the anticipated delivery date.
The United Nations Economic and Social Commission for Western Asia (ESCWA) had developed a tracking system for the flexible working arrangement with an aim of tracking numbers and the status of requests. The online tracking system allows staff to set requests for any of the four options of the flexible working arrangements. The new application also contains four short videos that were developed to facilitate the use of the system. In addition, the online application serves as a resource application containing all documents related to Flexible Work Arrangements (FWAs) i.e. frequently asked questions, myths and facts about FWAs, STI on FWA. Each request follows an approval process that is aligned to ESCWA's rules and regulations. Managers not approving FWAs requests are obliged to justify their decision, which will be reflected in a quarterly report produced by the application. This is expected to allow ESCWA to detect and thus facilitate addressing resistance. The tracking system was officially launched in October 2014.

The Office of the High Commissioner for Human Rights (OHCHR) has developed an internal mechanism to track implementation and use of Flexible Work Arrangements and UN Regulations on ethical behaviour to make reporting possible. This mechanism is also an additional tool to ensure that management is accountable for the way in which these policies are implemented.

UNAIDS implements facilitative measures under its new Flexible Working Arrangements policy, including: Flexible Working Hours; Compressed Working Schedule, and Flexible Place of Work/Teleworking. In addition, the policy provisions supporting facilitative measures with regards to maternity-paternity leave, breastfeeding hours, Family leave for childcare, adoption, family emergency, Special leave without pay (after maternity, for childcare or family issues) as well as part-time work are available and regulated under Staff Rules and Regulations.

Monitoring Mechanisms

The Global Staff Survey is the United Nations Development Programme’s (UNDP) internal mechanism to annually track implementation and accessibility, by gender, to work-life policies and unethical behaviors. An on-line course on Prevention of Sexual Harassment is mandatory for all UNDP staff. During 2011, UNDP implemented a gender-sensitive exit interview for international staff to inform its UNDP Gender Parity Action Plan.

In order to develop its Gender Action Plan, UNAIDS implemented an all-staff Survey on Achieving Gender Parity and Empowerment of Women; the survey was accompanied by individual interviews and focus groups with staff at HQ and in the field. The survey focused on organizational culture as well as other dimensions. In 2009, UNAIDS established the Ethics and Change Management Office with a mandate to assist the UNAIDS Executive Director in ensuring that all staff members observe and perform their functions in consistency with the highest standards of integrity.

The United Nations Entity for Gender Equality and the Empowerment of Women’s (UN Women) 2014 Global Workforce Survey included a specific set of questions on Gender Capabilities and Knowledge, with the results indicating that staff are confident that managers understand and practice Gender in the workplace. Following the Global Workforce Survey, a set of global Working Groups and Aligned Focus groups, containing women and men, were established, so as to ensure a fully participative approach to institutional strengthening.
Example: Exceeding Requirements

In 2010 the Food and Agriculture Organisation of the United Nations (FAO) undertook a Gender Audit using a methodology similar to that used in the ILO Participatory Gender Audit. The central question of the audit was: “What does FAO need to do to adapt its institutional mechanisms and processes to mainstream gender equality throughout the Organization?” The methodology included:

- Review of: gender evaluations and audits of other UN organizations; lessons, benchmarks and good practices in gender mainstreaming; and relevant evaluation reports
- Engagement with management and staff working on gender issues in FAO and a gender audit advisory committee
- Facilitated group discussions with more than 40 gender focal points and designates
- Online survey targeting professional staff and long-term consultants
- Interviews and group discussions, based on a semi-structured interview guide, at FAO headquarters, three regional offices (Europe and Central Asia, Asia and the Pacific, and Africa) and two sub-regional offices (Central and Eastern Europe and West Africa), and the Vietnam, Cambodia and Ghana country offices.

The audit findings fed into a process of considerable strengthening of institutional mechanisms to promote gender equality and the empowerment of women in FAO.

The United Nations Economic and Social Commission for Western Asia (ESCWA) conducted its first participatory gender audit in 2014. To ensure that the gender audit was conducted in a participatory manner, the Executive Secretary of ESCWA formed an internal team comprising of a team leader and five team members, who worked closely with a regional consultant. The gender audit utilized the ILO participatory methodology and aimed at providing in-depth insight on how gender is mainstreamed at the planning, implementation and evaluation levels in ESCWA. Results of the ESCWA participatory gender audit informed the development of ESCWA policy on gender equality and the empowerment of women.

In 2012, the United Nations Human Settlements Programme (UN-HABITAT) undertook a gender audit to assess the extent to which gender was mainstreamed into policies, projects, programmes, organisational structure, internal practices and procedures (human resource, budgeting and strategic planning); and provide learning on how to effectively implement gender mainstreaming in the various aspects of UN-Habitat work as per its mandate. The analytical framework for the audit was drawn mostly from the UN-SWAP areas of analysis and was further informed by the gender audit methodologies developed by the ILO, as well as methodologies developed by DFID and InterAction.

The World Food Programme (WFP) Office of Internal Audit, in collaboration with the Gender Office, conducted a participatory gender audit in 2016. The audit engaged one Headquarters division (Human Resources), one Regional Bureau (Cairo), one Liaison Office (Amman) and two country offices (Sudan and Jordan). The audit report was published in March 2017, with the audited entities implementing the resulting agreed actions.

The International Labour Organisation (ILO) has developed a methodology for participatory gender audit\(^\text{49}\), which has been widely used within the UN system and elsewhere. This accountability tool is well accepted by ILO constituents, ILO administrative units, regional partners and the UN family to assess and monitor progress towards the achievement of gender equality. It is also a tool for gender mainstreaming in the Common Country Assessments and UNDAF processes. The audit recommendations are firmly owned by the audited entity. Training of audit facilitators (TOF) creates a multiplier effect by building capacity on gender equality among Member States, national gender experts and UN staff. To support this, the International Training Centre of the ILO in Turin (ITC-Turin) has conducted since 2007 a standard course on “Training for gender audit facilitators” (offered in English, French and Spanish).