




**PERFORMANCE INDICATOR  
07**

**LEADERSHIP**



## 07. Performance Indicator: Leadership

|  <b>Approaches requirements</b> |  <b>Meets requirements</b> |  <b>Exceeds requirements</b>  |
|--|---|---|
| <p>7a. Senior managers internally champion gender equality and the empowerment of women</p>                      | <p>7bi. Senior managers internally and publicly champion gender equality and the empowerment of women</p>   | <p>7ci. Senior managers internally and publicly champion gender equality and the empowerment of women</p> <p><b>and</b></p> <p>7cii. Senior managers proactively promote improvements in UN-SWAP Performance Indicators where requirements are not met/exceeded</p> |



### What is the Leadership indicator?

Almost all UN entity gender-related evaluations and reviews over the last decade agree on the importance of senior manager leadership for the promotion of gender equality and the empowerment of women, as well as the leadership gap that exists. The CEB policy was formulated to support filling this leadership gap. While the entire UN-SWAP Framework focuses on accountability, this Performance Indicator focuses more directly on ways in which senior managers can directly promote gender equality and the empowerment of women.

In accordance with the [United Nations Leadership Framework](#) (2017) UN senior management must lead in a manner that is:

**Norm-based**, “in that it is grounded in UN norms and standards, beginning with the Charter itself,” which specifies gender equality; UN leaders are bound to promote gender equality.

**Principled**, “defending its norms and standards and their application without discrimination, fear, or favour even – especially – in the face of pressure and push-back from powerful actors;” this is of particular importance in relation to gender equality and the empowerment of women, which can be controversial.

**Accountable**, “mutually within the system, to beneficiaries and to the public beyond,” including specific accountability to women and girls as those often left furthest behind;

**Multi-Dimensional**, “integrated, intersectional and engaged across pillars and functions;”

**Transformational**, “of ourselves and those we serve,” The UN system needs to invest in strong transformational leadership. Transformational leadership is heavily reinforced by attitudinal and behavioural adjustments, by development of leadership capabilities, and by strong vision and leadership for change;”

**Collaborative**, “within and beyond the UN system.” Today’s UN leaders actively create safe and meaningful opportunities to hear the voices of people themselves, civil society, local communities, the

marginalized and excluded within them, and those most at risk of being left behind.” Again this is key to gender equality and the empowerment of women, which seeks to ensure effective participation of and decision-making by women and girls; and

**Self-applied**, “A UN leader is expected not just to preach UN principles and norms to other, but to live them. This means that in interactions within offices, teams, agencies, and across the system the UN leader is fully respectful of all colleagues at all levels, is gender-sensitive, promotes and celebrates diversity as a strength, fosters teamwork, empowers staff, recognizes and rewards merit, and operates with integrity, transparency and fairness.”

In addition, the leadership framework notes that a commitment to continuous learning and professional/leadership development are key attributes of the UN leader.

The CEB Leadership Framework has guided the components of this UN-SWAP Performance Indicator, which focus on internal and public championing of gender equality and the empowerment of women, with attention to **the need for transformational leadership, personal commitment of senior managers, attitudinal change, engagement with gender issues during engagements, and the importance of actively advocating externally and internally for gender equality and the empowerment of women**, as a central mandate of the UN, and in spite of external or internal push back or opposition.

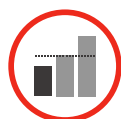


## Evidence base

Examples of documents to attach to substantiate reporting:

- Minutes of CEB, HLCM, HLCP, UNSDG
- Governing body minutes
- Senior Management Team meeting minutes
- Townhall recaps
- All-staff emails from senior management
- Speeches

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

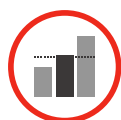


## How to approach requirements

To approach requirements for this Performance Indicator senior managers and in particular the Head and Deputy Head(s) of entity should do at a minimum the following:

1. Articulate a vision of the ways in which the entity will support the promotion of gender equality and the empowerment of women and ensure that organizational goals reflect this vision. The evidence base will for example include discussions in town hall meetings or equivalent, internal memos and instructions, and gender equality and the empowerment of women being included on a regular basis on the agenda of the senior management team meeting or equivalent.
2. Actively challenge gender bias within the entity. This should be through active support to enforcement of organizational culture policies, challenging unconscious bias, and acting as a

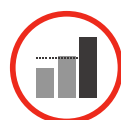
role model, including through the International Gender Champions or equivalent. The evidence base will be for example: follow-up through internal memos or equivalent where organizational culture policies are not met; the number of unconscious bias sessions/workshops attended by senior managers; and reports from all-staff surveys and 360-degree surveys/feedback or equivalent.



## How to meet requirements

To meet requirements senior managers and in particular **the Head and Deputy Head(s) of entity** should, in addition to the internal championing for approaching requirements, demonstrate the following:

1. Ensuring that accountability mechanisms are enforced so that the entity can reach equal representation of women in staffing in particular at the P4 or equivalent level and above.
2. Advocating for gender equality and the empowerment of women in at least two of the following areas:
  - a) Articulate in a public speech or equivalent, other than a speech on International Women's Day, a clear vision of how the entity gender equality and empowerment of women mandate will be achieved. This should go beyond references to women and men to specific reference to how the entity will address gender inequalities.
  - b) Advocate with other UN entities concerning the importance of promoting gender equality and the empowerment of women. The evidence base will be minutes of the CEB, HLCP, HLCP and UNSDG, and minutes of inter-agency meetings or equivalent.
  - c) Promote equal representation of women in delegations to Governing Bodies, assemblies and/or intergovernmental fora.
  - d) Promote mentoring programmes on gender equality and the empowerment of women for in particular for the senior management team or equivalent.
  - e) Ensure that substantive attention to gender equality and the empowerment of women is included in all relevant engagements of senior managers. The evidence base will be agendas of meetings, representation on panels and any other evidence from engagements.
3. **Prioritize funds for achieving the entity's gender equality and the empowerment of women mandate** through advocating for additional funds, and/or reallocating internal funds, consistent with decision-making authority. The evidence base will be Governing Body meeting minutes, and resource targeting and allocation figures, as captured in the entity's gender marker system.



## How to exceed requirements

To exceed requirements senior managers should, **in addition to the above, review progress against the UN-SWAP performance on at least an annual basis and ensure that adequate budgets are allocated and there is adequate staff capacity to address under-performing UN-SWAP Performance Indicators.**



## Current practice and examples

The **United Nations Office of Counter-Terrorism (UNOCT)** started reporting against the UN-SWAP 2.0 framework in 2019 and is strengthening the promotion of gender equality and the empowerment of women with the full support of senior leadership. Some examples include:

- Establishing a full-fledged and well-resourced Gender Unit to ensure high quality gender mainstreaming across all programmatic areas of UNOCT
- Establishing a UNOCT Gender Task Force, comprised of gender focal points from different branches and sections
- Ensuring a gender approach is adopted across all areas of work of UNOCT, including capacity building, policy development, coordination, briefings and events.
- Promoting gender and age-sensitive approaches to counter terrorism and prevent violent extremism, including by developing and implementing a UNOCT Gender Policy
- Providing training on gender to all UNOCT staff to increase and level capacities and understanding for meaningful gender mainstreaming across all functions within UNOCT
- Increasing visibility of the work on gender and ensuring this is included into communication with Member States and other entities
- Putting in place mechanisms to track achievements and concrete results on gender and ensure we are allocating an agreed financial benchmark of our budget to gender related programming and initiatives
- Ensuring that the Programme Review Board integrates gender expertise for the review and quality assurance of gender within all programmes and projects
- Ensuring gender expertise and gender parity in panels of events organized by UNOCT
- Championing gender equality and women's empowerment during high-level conference (for instance, the High-Level Regional Conference in Vienna and during the High-level Virtual Counter-Terrorism Week in New York)

The **United Nations Environment Programme (UNEP)**'s senior management actively promotes improvements in UN-SWAP Performance Indicators where requirements have not yet been met or exceeded and have allocated additional resources to the Gender and Safeguards Unit. Commitments include that all projects need to have a transformative gender result and show the measures to achieve this result; and all finance management officers to receive training on tracking financial resources spent on gender equality and women's empowerment. The Executive Director is an International Gender Champion and has committed to support the conduct of a gender audit of UNEP and the administered Secretariats of Multilateral Environment Agreements to discover the gaps in numbers and perceptions, set targets and evaluate progress on advancing gender equality in programmes and operations.



## Additional points

The [International Gender Champions](#) and UN Women have published [guidance for gender-responsive assemblies: Shaping the International Agenda: Raising Women's Voices in Intergovernmental Forums](#). The publication aims to build knowledge on women's participation in national delegations to meetings of international organizations' governing bodies and their leadership roles in these meetings.