




**PERFORMANCE INDICATOR  
08**

**GENDER-RESPONSIVE PERFORMANCE  
MANAGEMENT**



## 08. Performance Indicator: Gender-responsive Performance Management

 <b>Approaches requirements</b>	 <b>Meets requirements</b>	 <b>Exceeds requirements</b>
<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><b>and</b></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 (IWP). 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):** The division for gender equality regularly analyses how effectively the gender component has been reflected in workplans and shares good examples of workplans in its annual report, which is distributed to all staff. In addition, the division of gender equality has a newsletter entitled "[Gender Wire](#)", which highlights the work on advancing gender equality of individuals, entities, or colleagues at UNESCO, by featuring their stories in the "Gender Equality Champion" section. The newsletter also underlines projects that have successfully mainstreamed gender in the "Let's mainstream" section.



## 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.

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)** police and military, who promote gender, women, peace, and security are recognized with two awards. First, the Military Gender Advocate of the Year Award, which acknowledges the dedication and effort of an individual peacekeeper in promoting the principles of the [UN Security Council's resolution 1325 on women, peace, and security](#). Second, the

International Female Police Peacekeeper Award, which recognizes an outstanding female police peacekeeper serving in a UN peace operation. This award also aims to promote UN Secretary General's gender parity strategy and DPKO uniformed gender parity strategy.

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. The 2019 Gender Champion Award was given in 2020 to a Chief Security Adviser in the field for outstanding contribution to the subject. Nominations were assessed by a diverse inter-divisional Technical Committee, which included two Assistant Gender Advisers. The Department also has a Gender Equality and Inclusivity Award to award UNDSS field offices who present exemplary implementation of the “Enabling Environment Guidelines” on good practices towards gender equality and inclusion.