

**PERFORMANCE INDICATOR
13**

ORGANIZATIONAL CULTURE



13. Performance Indicator: Organizational Culture

 Approaches requirements	 Meets requirements	 Exceeds requirements
<p>13a. Organizational culture partly supports promotion of gender equality and the empowerment of women</p>	<p>13b. Organizational culture fully supports promotion of gender equality and the empowerment of women</p>	<p>13ci. Organizational culture fully supports promotion of gender equality and the empowerment of women</p> <p>and</p> <p>13cii. ILO Participatory Gender Audit or equivalent carried out at least every five years</p>



What is the Organizational Culture indicator?

A positive and supporting organizational culture for all personnel has been repeatedly identified as a key enabler in the promotion of gender equality and the empowerment of women, including achieving and sustaining gender parity. 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 all personnel (irrespective of rank, grade or opinion) and power and information flows (formal and mostly informal)
- Commitment of personnel towards collective objectives

In 2019, UN Women developed the [Enabling Environment Guidelines](#) for the UN system to support implementation of the Secretary-General’s System-wide Strategy for Gender Parity and the United Nation’s efforts to create enabling working environments through implementing workplace flexibility, family-friendly policies and standards of conduct. The [Supplementary Guidance](#) provides additional recommendations and good examples with regards to recruitment and talent management. The newly developed [Field-specific Enabling Environment Guidelines](#) provides tailored guidance for offices, leaders and personnel in the field, especially in mission settings, to increase the representation of women and accelerate efforts to reach parity in the UN system.



How to approach requirements

To approach requirements for this indicator, the entity needs 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”.**



How to meet requirements

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

1 Facilitative Policies

- 1.1 Implement, promote and report on facilitative policies for parental, family and emergency leave, breast-feeding/nursing and childcare.
- 1.2 Implement, promote and evaluate policies related to work-life balance/professional and personal life integration, including part-time work and flexible working arrangements, such as 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, including online.
- 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 the CEB Model Policy adopted in November 2018, and the UN system's Model Code of Conduct. When investigations are called for, use the Investigators' Manual as a guide for consistent, effective and efficient investigations into sexual harassment complaints that puts victims/survivors at the centre of efforts to address sexual harassment in the UN system.
- 2.3 UN rules and regulations on ethical behaviour are enforced and personnel are required to complete the mandatory ethics training, with zero tolerance for discrimination, harassment, including sexual harassment and abuse of authority implemented.

To demonstrate enactment of the preceding requirements, entities are required to upload supporting documentation, such as policies, surveys and training manuals, to the UN-SWAP online reporting system.



How to exceed requirements

To exceed requirements for this 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 reporting:

- Policy documents
- Surveys
- Exit interview template
- Gender audit report
- Training/learning materials
- Demonstrate tracking FWA implementation and accessibility by gender and grade

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



Example: Meeting Requirements

Facilitative Policies

In 2019 UN-SWAP reporting, 59 entities (86 per cent) reported implementing, promoting and reporting on facilitative policies for parental, family and emergency leave, breast-feeding and childcare. The reports also indicate a growing trend towards surrogacy policies, further extensions to the length of parental leave and, in certain cases, supplementing parental leave provisions with additional special leave with pay. Such policies can enable personnel to effectively balance personal, family and professional commitments throughout their career. Standardized parental leave can support women's career advancements and allow opportunities for more equal sharing of care work and changing mindsets both at home and in the workplace.

Several entities have revised their parental leave policies in recent years. As of November 2020, the following entities have extended maternity leave to 24 weeks: **the Food and Agriculture Organization (FAO), UNAIDS, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Population Fund (UNFPA), United Nations Children's Fund (UNICEF), the UN Refugee Agency (UNHCR), UN Women, the World Health Organization (WHO) and the World Food Programme (WFP)**. Some entities have also extended the paternity and adoption leaves. The **United Nations Development Programme (UNDP)** provides staff members in D and E duty stations an additional period of two months of Special Leave with Full Pay, extending maternity leave to 24 weeks. **UN Women** provides an additional eight weeks of pre-delivery leave with Special Leave with Full Pay in D and E duty stations, extending maternity leave to 32 weeks in these hardship locations. To make parental leave policies flexible yet equitable, **UNAIDS** standardized and extended paternity, adoption and surrogacy leave to 16 to 18 weeks, depending on the number of children. The **United Nations Office for Project Services (UNOPS)** has made maternity, paternity and adoption leaves available to personnel on the Individual Contractor Agreement modality, with benefits equivalent to those offered to staff.

In terms of creating enabling environments for staff with young children to return to work, inclusive breastfeeding/bottle-feeding policies and onsite childcare can bring positive outcomes to staff and their families. Most United Nations entities have a policy in place that offers two hours off for breastfeeding/bottle-feeding daily, and 73 per cent of surveyed entities from the 2021 Report of the Secretary General on the Improvement of the Status of Women in the UN system have a designated lactation room available for staff.

The **United Nations Economic and Social Commission for Western Asia (ESCWA)** tracks the number and status of flexible working arrangements (FWA) requests through an online system. The online tracking system allows staff to set requests for any of the four FWA options. The online application also serves as a resource hub containing all documents related to 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 is reflected in a quarterly report produced by the application. This is expected to allow ESCWA to detect and thus facilitate addressing resistance.

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 child care, 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.

The **United Nations Office for Project Services (UNOPS)** has a policy, according to which all FWA requests have to be considered favourably by default, provided that the request fully meets business needs and includes no associated costs.

Monitoring Mechanisms

In late 2019, a **Secretariat-wide** survey was held, in which staff members were given an opportunity to express their views on staff wellbeing and work culture. More than 18,000 staff members participated, representing 52 per cent of the staff population – a marked increase from 39 per cent in 2017. Entities have analysed results and developed action plans to target and improve the weak areas identified in the survey.

The Global Staff Survey is the **United Nations Development Programme (UNDP)**'s biennial internal mechanism to 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.

The United Nations System Chief Executives Board for Coordination (CEB) established the [CEB Task Force for Addressing Sexual Harassment within the Organizations of the UN System](#) in 2017. The Task Force identified harmonization of sexual harassment policy, improvements in sexual harassment reporting and data collection, strengthening investigative capacity, and enhanced awareness-raising, outreach and communication as priority areas for system wide action. The Task Force has developed and approved a set of concrete, system-wide measures to coherently address the issue of sexual harassment, including a CEB Statement on Addressing Sexual Harassment within the Organizations of the UN System, a UN System Model Policy on Sexual Harassment, the sexual harassment screening database "[Clear Check](#)," a [Guide for Managers: Prevention of and Response to Sexual Harassment in](#)

[the Workplace](#) and [Code of Conduct](#). The Interagency Committee and CEB Task Force on Addressing Sexual Harassment in the UN System has also created a [Facilitators' Guide](#) to encourage and assist entities to implement sessions on values, attitudes and organizational culture in relation to prevention of sexual misconduct (sexual exploitation and abuse and sexual harassment).

UN Ethics-related Legal Arrangements

The **Secretary-General's bulletin on addressing discrimination, harassment, including sexual harassment, and abuse of authority (ST/SGB/2019/8)** was promulgated to ensure that all staff and non-staff personnel of the United Nations Secretariat are aware of their role and responsibilities in maintaining a workplace free of any form of misconduct. For the 2021 [Report of the Secretary General on the Improvement of the Status of Women in the UN system](#), 73 per cent of surveyed entities had offered new training on addressing sexual harassment and abuse in the past two years. Further, 91 per cent of surveyed entities have in place the minimum standards of the United Nations System Model Policy on Sexual Harassment and 77 per cent have taken steps to strengthen a victim-centred approach when investigating sexual harassment and sexual exploitation and abuse-related complaints.

The **Department of Management Strategy, Policy and Compliance** implemented a victim assistance tracking system in peacekeeping operations in 2018. The system captures critical information and enhances data management in addition to improving reporting capabilities and serving as a communicative tool to achieve victim assistance coordination.



Example: Exceeding Requirements

The **Food and Agriculture Organisation of the United Nations (FAO)** has undertaken 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 second participatory gender audit in 2019. To ensure that the gender audit was conducted in a participatory manner, the Executive Secretary of ESCWA formed an internal team comprising of nine staff members, who worked closely with an external ILO-certified facilitator. The gender audit was carried on along two main pillars. The first scrutinized the areas already covered in the previous audit and traced the changes occurring during 2014-2018 following its recommendations. The second examined new areas of importance that were not covered in the previous audit with the objective of

bringing to light more practices and recommendations for ESCWA to further promote gender equality internally and in its outputs. Information was collected through two main sources: namely, documents produced by ESCWA, including policies, publications and procedures, and covering topics such as capacity-building, gender parity, monitoring, project implementation, evaluation and communication; and interviews and focus group discussions conducted with staff members as well as focus groups with directors of divisions and Gender Focal Point Network members. The report shed light on the progress achieved and referred to steps that should be taken to fill current gaps.

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.

Additional Information

The **International Labour Office (ILO)** has developed a methodology for [participatory gender audit](#), 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).