PERFORMANCE INDICATOR 07

LEADERSHIP
**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 on Gender Equality and the Empowerment of Women (CEB/2–6/2) was formulated to help overcome 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 the context of the overall move to strengthen leadership across the UN.

Senior managers for this Performance Indicator are defined as personnel of grade D1 and above level or equivalent, and reporting on the Performance Indicator should have a particular focus on the Head and Deputy Head(s) of entity or equivalent.

To internally and publicly champion gender equality and the empowerment of women senior leaders should focus on both the entity and programming levels.

In accordance with CEB leadership framework24 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.

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24 United Nations system leadership framework. CEB/2017/1. https://www.unsceb.org/content/united-nations-system-leadership-framework-0
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 the entity self-assessment for this indicator:

- Minutes of CEB, HLCM, HLCP, UNSDG
- Governing body minutes
- Senior Management Team meeting minutes
- Speeches

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

• Articulate a vision of the ways in which the entity will support the promotion of gender equality and the empowerment of women as a central UN norm, 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.

• Actively challenge gender bias within the entity to promote attitudinal change. 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 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:

• Ensuring that accountability mechanisms are enforced so that the entity reaches equal representation of women in staffing within an appropriate time-frame, in particular at the P4 or equivalent level and above.

• Advocating for gender equality and the empowerment of women in at least two of the following areas:
  o 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.
  o 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, HLCM, HLCP and UNSDG, and minutes of inter-agency meetings or equivalent.
  o Promote equal representation of women in delegations to Governing Bodies, assemblies and/or intergovernmental fora.25
  o Promote mentoring programmes on gender equality and the empowerment of women for in particular for the senior management team or equivalent.

25 See the following resources for support in this area: Shaping the International Agenda: Raising Women’s Voices in Intergovernmental Forums. UN Women and International Gender Champions Geneva, March 2017; Gender-Responsive Assemblies: An Agenda for Concrete Action. International Gender Champions, September 2018.
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.

- Prioritizing funds for achieving the entity’s gender equality and the empowerment of women mandate through advocating for additional funds and human resources, 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 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 International Fund for Agricultural Development (IFAD)’s senior management creates a supportive and enabling environment for gender mainstreaming, especially with regard to operations. The speeches of the IFAD President are analysed annually to determine the extent to which gender issues are addressed (and reported in the annual report). Gender issues were addressed at the Third Global Meeting of the Indigenous Peoples’ Forum at IFAD, immediately before the 2017 Governing Council of IFAD. The Forum had a particular focus on women and youth.

Gender issues were also addressed during the 2017 Governing Council in the Briefing by Italy on the G7 Presidency and other statements and debate. IFAD Management has appointed a high-level gender champion – currently the Associate Vice President of the Programme Management Department (PMD) who facilitates high-level meetings on gender.

At the United Nations Office at Vienna (UNOV)/United Nations Office on Drugs and Crimes (UNODC), senior managers have continued to demonstrate leadership and publicly champion the promotion of the equal representation of women. In particular, the Director-General/Executive Director of UNOV/UNODC places gender as a priority for the office and has voiced the importance of promoting gender equality through mainstreaming gender in programmes and initiatives as well as through achieving gender parity in staff. In June 2017, the DG/ED joined the Vienna chapter of the International Gender Champions Initiative. To promote an inclusive organizational culture, he has committed to encourage the increased use of flexible working arrangements within UNOV/UNODC. The DG/ED has instructed senior management to make gender equality a priority and encouraged leadership to support efforts so that the office will achieve gender equality goals/commitments. Notably, as gender is a cross-cutting theme, a corporate decision was made to place the Global Programme on Gender in the Office of the DG/ED, where it would have visibility and the highest-level of impact across both UNOV and UNODC. The DG/ED has also called on men in leadership positions to take an executive responsibility to ensure that the organizational culture is conducive to the advancement of women. On this issue, he contributed to the iKNOW Politics and International Gender Champions’ e-Discussion on Engaging Male Champions to Support Women’s Political Participation.
Internally, **UNAIDS** senior leadership champions gender equality and the empowerment of women at the highest level, including through strong endorsement and ongoing monitoring of progress of the UNAIDS Secretariat Gender Action Plan. Quarterly staffing reports are sent to directors to provide up to date information on progress towards reaching gender parity at all levels. UNAIDS regularly includes this issue on the agenda of senior management retreats. Specific aspects of gender equality and the empowerment of women are included in regular Management Updates sent to all staff, as well as staff meetings. In addition, on International Women’s Day a dedicated update on progress in meeting the Gender Action Plan targets, including areas where further efforts are needed, is shared with all staff.

UNAIDS senior leadership demonstrably champions gender equality and the empowerment of women publicly, through active engagement in initiatives including the International Gender Champions Geneva, as well as HeForShe. UNAIDS also promotes support for the UN-SWAP and gender issues at the interagency level, including in the HLCM, HLCP, UNDG and CEB, as appropriate.

Senior leadership reports annually to the UNAIDS Programme Coordinating Board (Governing Body) on UN-SWAP performance and also shares UN-SWAP results with all staff, hence increasing transparency and accountability at all levels of the organization.

**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.

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