



UNU Gender Action Plan 2020-2024¹

¹ Adopted by the UNU Council at its seventy-second session in December 2019 (UNU/C/72/LP.13)

Background

In 2015, the UNU Office of the Rector began consultations with UNU institutes and programmes on improving the *2011 UNU Policy on Gender Mainstreaming*. A ‘Gender Focal Point’ was appointed at each institute for this process, creating the Gender Focal Point Network.

Throughout 2016, the Working Group on Gender Equality undertook a consultative process to develop a new gender policy and action plan; this group comprised the UNU Gender Focal Points and representatives of the Office of the Rector, the Office of Communications, and Human Resources. The documents were circulated to directors for feedback. They were approved by the Management Group (comprising senior UNU leadership) and discussed in depth at the UNU Council’s 66th session in December 2016, which contributed to further strengthening specific targets. The final result was the adoption of the *UNU Policy on Gender Equality* with two primary purposes: i) to promote gender parity at all levels of employment in UNU; and (ii) to enhance gender mainstreaming in research, teaching, capacity development, and dissemination activities.

More specifically, the Policy is made up of the following three components:

- the *Policy on Gender Equality*, which outlines the purpose, principles and key responsibilities;
- the *Action Plan* (2016–2019), a first at UNU, which provides specific action points for implementation in nine thematic areas²; and
- the *Accountability Framework*, which outlines the responsibilities of the Rector, Council, Advisory Boards and Committees, and UNU personnel.

UNU’s new Gender Action Plan 2020-2024

UNU’s first-ever *Gender Action Plan* concluded in 2019. By this stage, UNU had achieved the majority of the action points set out in the Action Plan, most notably, significant achievements in improving gender balance at senior levels.

The development of the next Gender Action Plan and Accountability Framework (GAP 2.0) began in 2018 as a collaborative process led by the UNU Gender Focal Point Network Coordinator and the Lead Gender Focal Point with input from the Rectorate and UNU Directors. The GAP 2.0 was proposed to UNU Council in December 2019. It covers the period 2020–2024 to coincide and support the gender objectives for UNU overall, as set out in the UNU Strategic Plan 2020-2024. The GAP 2.0 also seeks to build on the momentum of the previous Action Plan, and is more ambitious — going beyond gender parity goals, and instead focusing on creating a more inclusive and gender-sensitive work environment as well as further enhancing gender mainstreaming in UNU’s research and other activities. Moreover, the GAP 2.0 ensures consistency with United Nations system-wide strategies, such as the *System-Wide Action Plan on Gender Equality and Empowerment of Women* and the United Nations Secretary-General’s *System-wide Strategy on Gender Parity*.

The GAP 2.0 was approved and adopted by the UNU Council at its seventy-second session in December 2019.

² The Action Plan was also discussed by the UNU Council at its 66th session. Following revisions, the Action Plan was approved subsequently by the UNU Council and entered into force in April 2017.

The GAP 2.0 has seven priority areas:

1. **Strategic Management:** to increase the coherence and understanding of gender sensitivity at UNU while ensuring the promotion and consideration of gender mainstreaming and gender equality at the strategic level.
2. **Gender Mainstreaming into UNU Programmes and Activities:** by mainstreaming gender in UNU research, to generate innovative solutions to complex global, regional and local policy challenges.
3. **Human and Financial Resources:** to promote and achieve gender parity at all staffing levels and allocate resources appropriately to achieve this goal.
4. **Organisational Culture:** to create an inclusive and supportive gender-sensitive environment.
5. **Capacity Development, Knowledge Sharing and Communication:** to enhance the understanding and expertise of all personnel on issues related to gender equality and gender mainstreaming and to ensure UNU's work in this area is effectively disseminated internally and publicly.
6. **Coherence:** to engage and participate in relevant United Nations inter-agency coordination mechanisms on gender.
7. **Monitoring, Reporting and Risk Assessment:** to enhance monitoring and compliance of implementation of GAP and the UNU Policy on Gender Equality and other UN System-wide gender reporting mechanisms.

UNU Gender Action Plan 2020-2024 - Summary³

Priority Area 1: Strategic Management

Goal: The GAP aims to increase coherence and understanding of gender sensitivity at UNU, ensuring the promotion and consideration of gender mainstreaming and gender equality at the strategic level, including in strategic planning.

Objectives:

- 1.1 UNU Strategic Plan to include at least one high level or one transformative result on gender equality and empowerment of women.
- 1.2 Improve Institute gender-related benchmarks and indicators so they are SMART (strategic, measurable, achievable, realistic, time bound)
- 1.3 Ensure UNU Council and Advisory Boards/Committees have equitable gender representation (40-60%) women
- 1.4 Ensure senior managers/directors receive gender sensitivity and gender mainstreaming training

Priority Area 2: Gender Mainstreaming into UNU programmes and activities

Goal: UNU aims to mainstream gender in UNU research at the institute level to generate new solutions to complex policy challenges

Objectives:

- 2.1 Institutes and researchers to improve understanding of how to mainstream gender in the design and implementation of their research
- 2.2 Improve outcomes and policy impact of gender mainstreaming in research which contribute to SDG 5
- 2.3 Promote gender parity on panels, conferences and events organised by UNU institutes, including with external organisers

Priority Area 3: Human and Financial Resources

Goal: The GAP seeks to promote and achieve gender parity at all staffing levels and allocate resources appropriately to achieve this aim

Objectives:

- 3.1 Ensure core values/competencies for new personnel include an assessment of gender equality and the empowerment of women, particularly for senior level staffing positions
- 3.2 UNU to gradually achieve gender parity at all levels by 2024, ensuring an increase in female recruitment at the levels of P3-and-above and in male recruitment in P3 and below. UNU will make every effort to keep the achieved parity.
- 3.3 Develop a financial resource tracking mechanism to quantify disbursements of funds that promote gender equality and gender mainstreaming

³ The full Gender Action Plan and Accountability Framework is contained in Annex I and II respectively

- 3.4 Allocate sufficient resources at the headquarters and institute level for promoting gender equality, gender mainstreaming, including funding for training, capacity development and support to the gender focal point network

Priority Area 4: Organisational Culture

Goal: UNU seeks to create an inclusive and supportive gender-sensitive environment for all personnel and visitors

Objectives:

- 4.1 Enhance internal career guidance and development for staff
- 4.2 Ensure staff are aware of and supporting the promotion of UNU gender policies and a gender sensitive work environment
- 4.3
 - 4.3.1 Create an inclusive culture fostering workforce diversity, leveraging different perspectives and building a flexible organisation with family friendly policies.
 - 4.3.2 Promote and strengthen policies intended to create a safe, family-friendly and balanced work-life environment
- 4.4 UNU senior management and institute directors to champion gender equality and empowerment of women internally and publicly

Priority Area 5: Capacity Development, Knowledge Sharing and Communication

Goal: The GAP seeks to enhance understanding and expertise of all personnel on issues related to gender equality and gender mainstreaming, and ensure UNU's work on this is effectively disseminated internally and publicly

Objectives:

- 5.1 UNU to strengthen capacity development and training on gender sensitivity
- 5.2 Ensure future UNU Communication Plans emphasise the centrality of gender equality and gender mainstreaming in UNU's internal and external dissemination
- 5.3 Enhance gender sensitive communication capacity development

Priority Area 6: Coherence

Goal: Engagement and participation in inter-agency coordination mechanisms

Objectives:

- 6.1 Participate in UN-SWAP peer review process

Priority Area 7: Monitoring, Reporting and Risk Assessment

Goal: Enhance monitoring and compliance of implementation of GAP and UNU Policy on Gender Equality and other UN System-wide gender reporting mechanisms

Objectives:

7.1 Reach 100% compliance (meets or exceeds requirements) with UNSWAP reporting

ANNEX I - UNU Gender Action Plan 2020-2024

Priority areas	Goal - Main goal of this priority area during GAP	Obj.	Objectives/ Sub-goals	Activity	Indicator/ Measurement Tool	Reporting Method/ Frequency	Responsibility	Time Frame
1. Strategic Management	The GAP aims to increase coherence and understanding of gender sensitivity at UNU, ensuring the promotion and consideration of gender mainstreaming and gender equality at the strategic level, including in strategic planning.							
		1.1	UNU Strategic Plan to include at least one high level or one transformative result on gender equality and empowerment of women.	UNU Strategic Plan 2020-2024 to contain at least one high level result.	1. Release of Strategic plan 2. Maintaining gender balance at senior levels over course of GAP 3. Implementing gender mainstreaming in research	Quinquennial - following the schedule and review of strategic planning.	RO	2024
		1.2	Improve Institute gender-related benchmarks and indicators so they are SMART (strategic, measurable, achievable, realistic, time bound)	1. Institutes to maintain, and, where necessary, revise gender benchmarks and indicators 2. Evaluations commissioned by UNU to increasingly consider gender in evaluation areas or where relevant	Advisory Board to review implementation of gender-related benchmarks and indicators at annual board meetings and recommendations arising from evaluations	The annual minutes of meetings of the advisory board/committee will record progress made against the established indicators. For parts of the UNU system that do not have such structures, progress will be recorded as part of their regular annual reporting to Council.	RO Institutes Advisory Boards	Ongoing

Priority areas	Goal - Main goal of this priority area during GAP	Obj.	Objectives/ Sub-goals	Activity	Indicator/ Measurement Tool	Reporting Method/ Frequency	Responsibility	Time Frame
		1.3	Ensure UNU Council and Advisory Boards/Committees have equitable gender representation (40-60%) women	Keep Rector and Board Chairs aware of gender ratio of Council/Board members at time when new members are being proposed	Maintain register of gender balance of Council and Advisory Board Members	1. This information is provided annually in the UNSWAP report as well as the annual gender report to UNU Council 2. Annual gender reports to Council to be shared with Advisory Boards/Committees	RO Advisory Boards	2024
		1.4	Ensure senior managers/directors receive gender sensitivity and gender mainstreaming training	1. All new directors/new senior staff to receive training on UNU policies and procedures related to gender during orientation 2. All directors to receive annual/biennial training on gender equality and diversity issues during CONDIR sessions	1. Number of new directors/senior managers receiving orientation training 2. Number of directors participating in gender training during CONDIR	1. Record of orientation and training kept by RO	RO HR	Ongoing
2. Gender Mainstreaming into UNU programmes and activities	UNU aims to mainstream gender in UNU research at the institute level to generate new solutions to complex policy challenges							

Priority areas	Goal - Main goal of this priority area during GAP	Obj.	Objectives/ Sub-goals	Activity	Indicator/ Measurement Tool	Reporting Method/ Frequency	Responsibility	Time Frame
		2.1	Institutes and researchers to improve understanding of how to mainstream gender in the design and implementation of their research	1. Identify good practice examples of gender mainstreaming within the UNU system 2. Identify knowledge exchange opportunities between researchers 3. Improve, revise and disseminate gender mainstreaming guidance resources	1. Number of projects in Pelikan recorded as including gender equality or gender mainstreaming objectives 2. Number of training sessions held for researchers on annual basis 3. Annual review of gender mainstreaming resources	This information is provided in annual gender report to UNU Council	RO Gender Focal Points Institutes	2020
		2.2	Improve outcomes and policy impact of gender mainstreaming in research which contribute to SDG 5	1. Institute gender benchmarks and indicators to include monitoring of outcomes and impacts of gender mainstreaming in research 2. Update Pelikan to better capture whether projects have met their stated gender equality objectives	1. Advisory Board to review implementation of gender-related benchmarks and indicators at annual board meetings 2. Project managers will use Pelikan to report on whether any stated gender-related objectives of their project have been met upon its completion	The recorded achievement of any gender-related objectives of projects in Pelikan could be examined during external evaluations of UNU Institutes/ Programmes. This data should also be examined and reported on by UNU directors in relation to the gender indicators developed in consultation with their advisory board/committee.	Project managers Directors of UNU Institutes	2022

Priority areas	Goal - Main goal of this priority area during GAP	Obj.	Objectives/ Sub-goals	Activity	Indicator/ Measurement Tool	Reporting Method/ Frequency	Responsibility	Time Frame
		2.3	Promote gender parity on panels, conferences and events organised by UNU institutes, including with external organisers	1. Include at least one female speaker or panelist on every panel where possible and discourage participation in events with all-male panels 2. Engage with external organisers on the issue of gender parity prior to participating in events organised by non-UNU entities	1. Where available, gender statistics on events organized/hosted by UNU Institutes will be maintained by institutes 2. Statistics, where available, to be sent to RO annually in time for submission of annual gender report to Council	Institutes to report on the gender balance of their events (speakers) with records to be kept and included in annual SWAP report.	UNU Directors All UNU staff GFPs & Admin FPs	Ongoing
3. Human and Financial Resources	The GAP seeks to promote and achieve gender parity at all staffing levels and allocate resources appropriately to achieve this aim							
		3.1	Ensure core values/competencies for new personnel include an assessment of gender equality and the empowerment of women, particularly for senior level staffing positions	1. Create UNU wide competency framework summarising core values and competencies. This includes also specific competence for P4 and higher. 2. Vacancy announcements for all positions to include gender-sensitivity as a competency for all positions and the promotion of gender equality and	1. Periodically cross check VA announcements to ensure wording has been implemented UNU-wide 2. Core competences and values are included in the performance evaluation forms.	In keeping with current practice, Human Resources will keep all vacancy announcements and performance evaluations on file.	HR Recruitment managers	2020

Priority areas	Goal - Main goal of this priority area during GAP	Obj.	Objectives/ Sub-goals	Activity	Indicator/ Measurement Tool	Reporting Method/ Frequency	Responsibility	Time Frame
				<p>mainstreaming as a specific responsibility for positions P4 and above.</p> <p>3. HR to share or further develop existing language for use in vacancy announcements with institute HR focal points and recruitment managers.</p> <p>4. Performance evaluation system for longer term personnel (FTA+PSA) refers to core values and competencies and managers as part of the evaluation.</p>				

Priority areas	Goal - Main goal of this priority area during GAP	Obj.	Objectives/ Sub-goals	Activity	Indicator/ Measurement Tool	Reporting Method/ Frequency	Responsibility	Time Frame
		3.2	UNU to gradually achieve gender parity at all levels by 2024, ensuring an increase in female recruitment at the levels of P3-and-above and in male recruitment in P3 and below. UNU will make every effort to keep the achieved parity.	1. Vacancy announcements to use language encouraging male/female applicants to apply as applicable 2. Include at least one qualified female candidate and one qualified male candidate in each recruitment shortlist 3. Ensure shortlists are gender balanced (40-60% female candidates) 4. Targeted recruitment outreach to female/male applicants and networks by recruitment panel members 5. Aim for gender parity on hiring panels where possible, with a minimum of at least one female panel member	1. Interview reports analysed to determine % of shortlists that were gender-balanced 2. This information will be captured within the scope of the existing reporting requirements on recruitment processes	In keeping with current practice, recruitment report form is submitted to Human Resources and kept on file	Recruitment managers HR	2024
		3.3	Develop a financial resource tracking mechanism to quantify disbursements of funds that promote gender equality and	Review report/guidelines of High-Level Task Force on Financing for Gender Equality and develop/implement	Indicator/measurement tools to be updated based on UNU's review of recommendations of the High-Level Task Force on	To be determined based on UNU's review of recommendations of the High-Level Task Force on Financing for Gender Equality	RO (including Administration and Finance) Project Managers	2021

Priority areas	Goal - Main goal of this priority area during GAP	Obj.	Objectives/ Sub-goals	Activity	Indicator/ Measurement Tool	Reporting Method/ Frequency	Responsibility	Time Frame
			gender mainstreaming	recommendations where possible.	Financing for Gender Equality			
		3.4	Allocate sufficient resources at the headquarters and institute level for promoting gender equality, gender mainstreaming, including funding for training, capacity development and support to the gender focal point network	1. Include a financial benchmark in future budgets for Headquarters for resources allocated for UNU work on gender equality including training and capacity building 2. Include an allowance in Headquarters biennium budget for allocation of funds to support the Gender Focal Point network	Target to be included in biennium budget	Information on financial benchmarking is included in the annual SWAP report	RO (including Administration and Finance) Institute Directors	2021

Priority areas	Goal - Main goal of this priority area during GAP	Obj.	Objectives/ Sub-goals	Activity	Indicator/ Measurement Tool	Reporting Method/ Frequency	Responsibility	Time Frame
4. Organisational Culture	UNU seeks to create an inclusive and supportive gender-sensitive environment for all personnel and visitors							
		4.1	Enhance internal career guidance and development for staff	1. Establish a voluntary, pilot mentoring scheme pairing younger female and male employees with more senior women and men for internal career guidance. 2.The pilot scheme can be developed through the establishment of a working group or developed by one or more institutes	Gender focal points will keep a record of all mentors/mentees in their Institute, as applicable	Feedback on the pilot scheme will be gathered from mentors/mentees after 6 months by HR/RO and Institutes can choose to implement a fully-fledged scheme at their own discretion.	Institute Directors RO	2020
		4.2	Ensure staff are aware of and supporting the promotion of UNU gender policies and a gender sensitive work environment	1. Develop and circulate an annual staff survey on organizational culture to all UNU employees for their feedback. Responses to be anonymous and disaggregated by sex. 2. Continue evaluating awareness about gender policies and other matters covering flexibility from Exit interviews.	A confidential online staff engagement survey which will be developed by Human Resources and circulated to all UNU employees.	The results of each survey will be compiled and submitted to the Office of the Rector and Institute Directors.	RO and HR	2020

Priority areas	Goal - Main goal of this priority area during GAP	Obj.	Objectives/ Sub-goals	Activity	Indicator/ Measurement Tool	Reporting Method/ Frequency	Responsibility	Time Frame
		4.3	<p>1. Create an inclusive culture fostering workforce diversity, leveraging different perspectives and building a flexible organisation with family friendly policies.</p> <p>2. Promote and strengthen policies intended to create a safe, family-friendly and balanced work-life environment</p>	<p>1. Adopt the relevant policies as suggested in the Enabling Environment Guidelines for the UN System (2019) and decide on a timeline of implementation during 2020</p> <p>2. Disseminate relevant policies e.g on breastfeeding, disability inclusiveness, Codes of Conduct, and flexible working arrangements (piloted in 2019)</p> <p>3. Provide guidance on implementation for institutes and staff as required</p> <p>4. Review policies on regular basis and revise as necessary</p>	<p>1. Feedback from annual staff survey should capture success of implementation of such policies</p> <p>2. Feedback received through Gender Focal Point Network, directors and senior managers</p> <p>3. Feedback from Exit Interviews</p> <p>4. Develop onboarding programme to familiarize employees with organization including expectations to promote inclusive culture and relevant policies.</p>	<p>1. Annually for UNSWAP reporting exercise and SG parity strategy implementation as necessary</p> <p>2. Information is included in annual gender report to UNU Council</p>	RO HR	2020-2021

Priority areas	Goal - Main goal of this priority area during GAP	Obj.	Objectives/ Sub-goals	Activity	Indicator/ Measurement Tool	Reporting Method/ Frequency	Responsibility	Time Frame
		4.4	UNU senior management and institute directors to champion gender equality and empowerment of women internally and publicly	1. Senior management including the Rector, Executive Officer, COS, as well as institute directors to speak publicly on promotion of gender equality and importance of gender mainstreaming 2. The Rector and Institute Directors to showcase publicly and internally significant project outputs and policy impacts including promoting improvements in UNSWAP reporting	Number of internal memos/meetings and public events/speeches reported UNU wide and at institute level	1. Annually for UNSWAP reporting exercise 2. Major projects/publications are reported to the UNU Council on an annual basis with significant projects also reported in mid-term reports	RO Institute Directors Gender Focal Points	Ongoing

Priority areas	Goal - Main goal of this priority area during GAP	Obj.	Objectives/ Sub-goals	Activity	Indicator/ Measurement Tool	Reporting Method/ Frequency	Responsibility	Time Frame
5. Capacity Development, Knowledge Sharing and Communication	The GAP seeks to enhance understanding and expertise of all personnel on issues related to gender equality and gender mainstreaming, and ensure UNU's work on this is effectively disseminated internally and publicly							
		5.1	UNU to strengthen capacity development and training on gender sensitivity	1. UNU system-wide capacity development plan to be established (and subsequently reviewed/updated at least every 3 years) 2.-Institutes to engage in gender-sensitivity training in the workplace and capacity building initiatives as feasible	UNU system-wide capacity development plan to be reviewed annually for SWAP report and updated at least every 3 years.	Information on UNU system-wide capacity development plan and training to be provided to UNU Council through annual gender report and publicly through Annual Report	RO GFP network Institutes	2021
		5.2	Ensure future UNU Communication Plans emphasise the centrality of gender equality and gender mainstreaming in UNU's internal and external dissemination	1. Gender balance and gender sensitive language to be included in UNU's internal and external communications	UNU's Global Communications Strategy 2020-2024 contains reference to importance of gender balance in communications	1. Report in annual SWAP exercise	Office of Communications	2020

Priority areas	Goal - Main goal of this priority area during GAP	Obj.	Objectives/ Sub-goals	Activity	Indicator/ Measurement Tool	Reporting Method/ Frequency	Responsibility	Time Frame
		5.3	Enhance gender sensitive communication capacity development	1. UNU Communications Focal Points to undertake gender sensitive communications training at Communications annual retreat 2. UNU Communications Focal Points to offer guidance/training on gender sensitive communication to colleagues at their respective institutes		1. Annual Communications Retreat Report 2. Information included in annual gender report to UNU Council	Office of Communications	Ongoing
6.Coherence	Engagement and participation in inter-agency coordination mechanisms							
		6.1	Participate in UN-SWAP peer review process	1. Identify suitable UN entity/ies to engage in peer review process 2. Conduct peer review process	1. Exchange of documents related to SWAP reporting 2. Feedback received and provided 3. Follow-up steps included	Report in annual SWAP exercise	RO	2022

Priority areas	Goal - Main goal of this priority area during GAP	Obj.	Objectives/ Sub-goals	Activity	Indicator/ Measurement Tool	Reporting Method/ Frequency	Responsibility	Time Frame
7. Monitoring, Reporting and Risk Assessment	Enhance monitoring and compliance of implementation of GAP and UNU Policy on Gender Equality and other UN System-wide gender reporting mechanisms							
		7.1	Reach 100% compliance (meets or exceeds requirements) with UNSWAP reporting	1. Identify gaps on performance indicators that are yet to meet requirements of SWAP 2. Undertake measures to improve performance on missing indicators	% increase in meeting/exceeding requirements of SWAP	1. Annual letter from UN Women on UNU's performance on SWAP 2. Information provided in annual gender report to UNU Council	RO	2022

ANNEX II: Accountability Framework

Rector	UNU Council	UNU Advisory boards	UNU Main Gender Focal Point	Institute Directors
Is accountable for the implementation of the UNU Gender Equality Policy	Oversees progress in implementing the UNU Gender Equality Policy and Action Plan (as updated)	Develop gender-related indicators with respect to programmes and staffing	Supports the Rector in guiding the implementation of the UNU Gender Equality and Action Plan (as updated)	Champion the implementation of the UNU Gender Equality Policy and Action Plan (as updated)
Reports on progress made towards achieving Gender Equality to the UNU Council	Prescribes remedial action when implementation is not going to plan	Monitor efforts made in respect of the goals and targets set by the Board	Reports annually to UN-Women via the United Nations System-wide Action Plan (UN-SWAP)	Make gender equality a regular topic in their meetings with managers and staff
Takes into account the need for gender parity in succession planning and selection decisions		Mobilize networks to attract qualified women to job openings at the Institute/Programme	Convenes the meetings of the Institute/Programme Gender Focal Points to share best practices on gender equality	Designate one or more staff members in their Institute/Programme to liaise with the UNU Main Gender Focal Point and assist in the implementation of the UNU Gender Equality Policy and Action Plan (as updated)
Appoints a main UNU gender focal point			Add his/her gender-related tasks to his/her performance goals	
Broadcasts messages to all staff and at town hall meetings				
Seeks to ensure gender parity in UNU decision-making and advisory bodies				

Designated Institute/ Programme Gender Focal Points	Human Resources	Office of Communications	All Managers	All Staff
Provide support to the UNU Main Gender Focal Point and channel communication to/from the Director	Supports the Rector in implementing the UNU Gender Equality Policy and Action Plan (as updated)	Ensures that the UNU website maintains a section on gender-related issues	Take into account the need for gender parity when recruiting new staff	Take the “I know gender” online training by the end of 2016
Participate in meetings of all Gender Focal Points	Provides suggestions and inputs into UNU policies aimed at creating an enabling environment for UNU personnel	Ensures that women are always represented in non-stereotypical photos on the UNU website	Strive to achieve gender parity on panels they organize and engage with external organizers on the issue of gender parity	Contribute to a gender-sensitive work environment
Provide guidance to their colleagues, including their managers, on the UNU Gender Equality Policy and Action Plan (as updated)	Develops guides and instructions supporting gender mainstreaming in particular in relation to workplace flexibility, recruitment and selection, performance management, and on and off-boarding of personnel	Ensures that the database of UNU experts can be filtered by gender, and maintains the database	Include and discuss gender-smart goals in their own performance appraisal review and in those of the personnel they manage	Consider ways to integrate gender considerations in their substantive work
Their work on gender-related issues is recognized in their performance appraisal review	Provides regular up-to-date gender disaggregated data to the Rector’s Office and Institute Directors			Keep themselves informed of the UNU Gender Equality Policy and Action Plan (as updated)
Full responsibilities as outlined in standardized Terms of Reference				