



**UNITED NATIONS
UNIVERSITY**

UNU Policy on Gender Equality¹

¹ Adopted by correspondence by the UNU Council following its sixty-sixth session in December 2016 (UNU/C/66/L.14).

Purpose

1. The purpose of this policy and its annexes is to promote gender parity at all levels of employment in the United Nations University, and to enhance gender mainstreaming in the University's research, teaching, capacity development, and dissemination activities.
2. This policy replaces the UNU Policy on Gender Mainstreaming approved at the 58th session of the Council in 2011.
3. Annexes to this policy constitute an integral part of this policy.

Applicability

4. This policy applies to the University as a whole.

Responsibility

5. The Rector and her/his senior colleagues including directors of UNU Institutes and Programmes have the ultimate responsibility for the implementation of this policy and its accompanying action plan (Annex I) at their respective levels.
6. All University personnel should carry out their activities in accordance with the principles and features outlined by this policy and its accompanying Annexes.
7. The Annexes to this policy assign specific responsibilities to individual offices and units of the UNU.

Definitions

8. **Gender:** refers to the social attributes and opportunities associated with being male and female and the relationships between women and men, and girls and boys, as well as the relations between women and those between men. These attributes, opportunities, and relationships are socially constructed, learned through socialization processes, context/time-specific, and changeable. Gender determines what is expected, allowed, and valued in a woman or a man in a given context². The University recognizes the non-binary nature of gender. The present policy, however, focuses primarily on addressing the inequalities between men and women.

9. **Gender mainstreaming:** refers to the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality³.

10. **Gender equality:** refers to the equal rights, responsibilities and opportunities of women and men, and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development⁴.

11. **Gender parity:** refers to the equal representation of men and women at the University, or at a particular level of employment.

Principles

12. The University shall promote gender mainstreaming in all its activities, including in the design, implementation, monitoring, and evaluation of its programmes.
13. The University shall strive to achieve gender equality in its operations and at all levels of employment.
14. The University shall make efforts to reach gender parity at all levels of employment.
15. The University recognizes that women's empowerment is central to achieving gender equality.

Leadership

16. In providing strategic direction to, and leadership for, gender mainstreaming across the

² Adapted from UN Women's definition.

³ As defined by the ECOSOC agreed conclusions 1997/2.

⁴ Adapted from UN Women's definition.

University, Senior Management, the Directors of institutes and programmes, the gender focal points, will promote a gender-aware culture free from gender biases and stereotypes that perpetuate inequalities.

Policy formulation and strategic planning

17. Senior Management and the Directors of institutes and programmes shall ensure that the principles and objectives laid out in this policy are reflected in policies and strategic plans, so as to ensure that gender perspectives, and the potential impact of policies or plans on gender equality, are taken into account.
18. The UNU Strategic Plan will explicitly list one or more gender mainstreaming objective(s) to be achieved within the timeframe of the plan.

Organisational structure and framework for action

19. The University shall employ any means it deems appropriate to implement the present policy, including, but not limited to, adapting organisational structures, systems, and practices, developing action plans and guidelines, implementing sensitisation and/or training programmes, maintaining complaint channels, and maintaining a decentralized network of gender focal points.
20. The UNU Action Plan on Gender Equality delineates the concrete actions which UNU will implement, monitor, and report on, as well as a timeline for the implementation of such actions. The Action Plan shall be reviewed and updated every four years.
21. The UNU Action Plan has been organized into the following sections: (1) Gender-responsive performance management; (2) Strategic management; (3) Monitoring and reporting; (4) Mainstreaming gender into UNU programmes and activities; (5) Human and financial resources; (6) Organizational culture; (7) Gender Architecture; (8) Capacity Development; (9) Knowledge Generation and Communication.

Programmes and projects

22. In designing, implementing, monitoring, and evaluating its projects and programmes, the University, whenever applicable, shall ensure that consideration is given to, among others: the concerns, capacities, contributions, needs of, and consequences for, women and men; the practices intended to facilitate gender mainstreaming through projects; the participation of women and men in projects; the likely and/or intended impact of projects on gender equality; and lessons learned.

Monitoring

23. The UNU Office of the Rector will report in writing on the progress of implementation of the UNU Action Plan on Gender Equality to the Council once per year.

Annex I

UNU Action Plan on Gender Equality 2016-2019

Theme	Specific action	Measurement tools	Reporting method/ frequency	Responsibility	Timeframe
1. Gender-responsive performance management	1.1 All UNU employees will be asked to report on their own efforts made to increase their gender awareness and/or promote gender equality at UNU in their annual performance appraisal.	UN staff: a box on the PAR in which employees must qualitatively describe efforts made to promote gender equality at UNU. Non-UN staff: same as above, but on the equivalent form for PSAs.	All performance appraisal reports are seen by the supervisor of the UNU employee and, when called for, will be shared with the Rector.	HR	By January 2018
2. Strategic management	2.1 Institute/ Programme advisory boards/advisory committees are presently required to develop gender-related indicators with respect to the Institute's/Programme's work programmes and staffing.	The minutes of meetings of the advisory board/committee will record progress made against the established indicators.	Advisory board/advisory committee minutes are saved on the UNU intranet and Office of the Rector records.	Institute/ Programme advisory boards/ committees	By end 2016
	2.2 Every UNU Strategic Plan will include one or more gender mainstreaming objective(s) to be achieved within the timeframe of the Plan. The current UNU Strategic Plan (2015-2019) already contains one gender mainstreaming objective.	The UNU Strategic Plan and progress reports on its implementation.	Progress reports on the implementation of the UNU Strategic Plan and any gender-related goals contained therein. These reports are produced by the Office of the Rector on an annual basis and conveyed to the UNU Council, either orally or in writing.	RO	Ongoing
	2.3 All decision-making and advisory bodies at UNU will aim to reach equitable gender representation in their membership as a priority.	The list of membership of all UNU decision-making and advisory bodies will be made available on the Intranet.	The RO will monitor these bodies as a matter of routine.	RO	By January 2017

Theme	Specific action	Measurement tools	Reporting method/ frequency	Responsibility	Timeframe
3. Monitoring and reporting	3.1 The UNU Office of the Rector will report in writing on its efforts to promote gender equality to the UNU Council at each session. Statistics on gender balance in UN staff and PSA positions at UNU will be made available to the UNU Council once a year. If meaningful gender-disaggregated data on separations and promotions can be captured, this may also be shared.	A limited paper or information paper for the UNU Council.	A written paper will be submitted to the UNU Council on an annual basis.	HR in coordination with RO	By December 2016
4. Mainstreaming gender into UNU programmes and activities	4.1 A short checklist or set of questions—based on previous good practice within the UN and elsewhere—will be developed to guide project managers in more effectively considering how gender dimensions may be integrated into the objectives, methodology and management (i.e. staffing) of their projects and activities (including events and trainings).	Project managers will be directed to this checklist/questionnaire at the outset of a project via a link in Pelikan.	The checklist/questionnaires should be kept on file by project managers and shared with Institute/Programme directors after completion.	To be decided following consultation at CONDIR in Spring 2017	By January 2018 (on the basis of discussions initiated at CONDIR in Spring 2017)
	4.2 Project managers are currently required to state any gender-related objectives of their project at its outset in Pelikan. A mirror section will be developed for completion at the end of a project, in which project managers will indicate whether the stated objectives have been met.	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, and Directors of UNU Institutes/ Programmes	By January 2018

Theme	Specific action	Measurement tools	Reporting method/ frequency	Responsibility	Timeframe
	4.3 Institutes/ Programmes are encouraged to mainstream gender concerns in their policy research.	Institutes/Programmes should have this conversation internally in order to develop guidelines specific to their needs.	Research outputs that include specific gender considerations.	UNU researchers	Ongoing
	4.4 Efforts should be made to achieve gender parity on panels, conferences and events organized or hosted by UNU Institutes/ Programmes. All UNU Institutes/Programmes will report on the gender balance of their events (speakers) with records to be kept and included in annual SWAP reports.	Gender statistics on event organized/hosted by UNU Institutes/Programmes will be collected by each Institute/ Programme and kept on the shared drive.	Ongoing. The reporting will feed into annual SWAP reports and the statistics will be included in UNU Annual Reports.	UNU Directors and all UNU staff	Ongoing By 2017
	4.5 If appropriate, UNU employees should engage external organizers on the issue of gender parity in panels prior to participating in events organized by non-UNU entities.			All UNU staff	Ongoing
	4.6 UNU Institutes and Programmes currently undergo an external evaluation approximately once every five years. Henceforth, the Terms of Reference for the evaluators will include aspects relating to gender mainstreaming within programmes (including research, teaching, training, events and other activities).	The current system of rotating evaluations, carried out by evaluators.	Evaluations are conducted approximately every five years. The evaluation report is submitted to the UNU Rector and UNU Council.	RO, in consultation with UNU Directors	By 2017
	5.1 UNU will make significant efforts to recruit more women at the P3-P5 levels, as well as at the at the Director/Head levels, with the aim of reaching gender parity at these levels by 2021.	HR will provide gender balance statistics for all employment categories and levels to the RO on an annual basis.	The RO will make available the gender balance statistics to the UNU Council on an annual basis.	Recruitment managers and CRB	Efforts underway with objective of reaching gender parity at all senior levels by 2021.

Theme	Specific action	Measurement tools	Reporting method/ frequency	Responsibility	Timeframe
5. Human and financial resources	5.2 All recruitment shortlisting processes and interview panels (including those for PSA positions) will ensure participation of both male and female members of staff. Staff may be 'borrowed' from other Institutes/Programmes when necessary. Individuals serving on these panels will be relieved of other administrative responsibilities to avoid undue administrative burdens.	This information will be captured within the scope of the existing reporting requirements on recruitment processes at UNU. The recruitment report form will serve as the measurement tool.	In keeping with current practice, the recruitment report is submitted to Human Resources and kept on file.	Recruitment managers	Underway
	5.3 Efforts should be made to achieve gender parity in every recruitment shortlist (including for PSA positions). At a minimum, at least one qualified female and one qualified male candidate (to avoid gender stereotyping in certain types of jobs) will be included in recruitment shortlists for all management and academic positions.	This information will be captured within the scope of the existing reporting requirements on recruitment processes at UNU. The recruitment report form will serve as the measurement tool.	In keeping with current practice, the recruitment report is submitted to Human Resources and kept on file.	Recruitment managers	Underway
	5.4 Vacancy announcements for all positions (including PSA and consultant positions) will include a standardized reference to gender sensitivity.	Specific language will be developed for use in vacancy announcements.	In keeping with current practice, Human Resources will keep all vacancy announcements on file.	Recruitment managers and HR	Underway
	5.5 Human Resources will develop a checklist on recruitment processes, which will include the above provisions relating to gender considerations. This checklist will be made available to all Institutes/ Programmes and UNU Centre. The checklist will be accompanied by up-to-date statistics on gender balance, and therefore will need to be updated and shared on an annual basis.	A recruitment checklist will be developed by Human Resources, in consultation with the RO.	Human Resources will share the checklist with all Institutes/Programmes and UNU Centre on an annual basis.	HR	Timeline TBD with HR.

Theme	Specific action	Measurement tools	Reporting method/ frequency	Responsibility	Timeframe
6. Organizational culture	6.1 Annual staff surveys on organizational culture will be circulated to all UNU employees for their feedback. Responses will be anonymous, and disaggregated by sex.	A staff survey, preferably online, which will be developed by the Staff Council and circulated to all UNU employees.	The results of each survey will be compiled by the Staff Council, and submitted to the Office of the Rector.	Staff Council	By end of 2016
	6.2 The University will implement a policy of parental leave for all PSA contract holders in 2017.	Implementation of the policy will serve as the measurement tool for this action.	Progress will be monitored by the UNU Management Group via occasional reports from UNU Administration.	RO/ Administration	Policy to be developed in 1 st quarter of 2017; to be approved in 2 nd quarter of 2017. Implementation in 2017 if resources allow, otherwise in January 2018.
	6.3 A voluntary, pilot mentoring scheme will be set up, pairing younger female and male employees with more senior women and men across the UNU system for broad career guidance. The Working Group will take the lead in developing this pilot scheme and coordinating its implementation across those UNU Institutes/Programmes wishing to participate.	Gender focal points will keep a record of all mentors/mentees in their Institute/Programme and provide this information to the Working Group when required.	Feedback on the pilot scheme will be gathered from mentors/mentees after 6 months by HR/RO and the Institute/Programme can choose to implement a fully-fledged scheme at its own discretion.	UNU Working Group on Gender Equality	By February 2017
7. Gender Architecture	7.1 All UNU Gender Focal Points (at UNU Institutes/ Programmes and at UNU Centre) will receive standardized written Terms of Reference.	The Terms of Reference, to be developed by the UNU Working Group on Gender Equality.	The Terms of Reference will be kept on file by Human Resources.	Directors of UNU Institute/ Programmes with the support of the UNU Gender Focal Point	By end of 2016

Theme	Specific action	Measurement tools	Reporting method/ frequency	Responsibility	Timeframe
8. Capacity Development	8.1 In addition to the online basic "I Know Gender Course" which is already mandatory for UNU employees, the UNU Gender Focal Points may explore avenues for further training and resources on this issue, and consult UNU-GEST, among others.	Information about such courses should be reported in the context of the annual data gathering exercise to develop the UNU Council paper on gender mainstreaming.	RO will include in its reports to the UNU Council and the UN-SWAP information on any training sessions.	Gender Focal Points and RO	Ongoing
	8.2 Guidance will be provided to sensitize Directors and senior staff to gender issues.	The induction package for Directors, which is currently being developed by HR.	The guidance material will be distributed to all UNU Directors upon appointment.	HR	During 2017
9. Knowledge Generation and Communication	9.1 A new section will be introduced on the UNU website to showcase research focusing on gender-related issues.	The UNU website.	The Office of Communications will report to the Office of the Rector once this has been implemented.	Office of Communications	By end 2016
	9.2 A filter will be added to the existing UNU expert database to enable searching by gender in order to facilitate identification of female experts.	The UNU expert database.	Ongoing. The database is available on UNU's website.	Office of Communications	Early 2017
	9.3 The Office of Communications will ensure that women are always represented in photos on the landing page of the UNU website. Women do not have to feature in every photo on the landing page, but at least some of the photos at any given time must include women. Institutes' and Programmes' own websites should do the same. Attention should be paid to representing women in a variety of roles (i.e. not exclusively as mothers or girls) in order to avoid gender stereotypes.	The UNU website and Institutes'/Programmes' websites.	The Office of the Rector will conduct occasional spot checks and contact the relevant Institute/Programme in cases where this has not been implemented.	Office of Communications	By end 2016

Annex II

Accountability Framework

Rector	Council	Advisory Boards	Main Gender Focal Point	Institute Directors
Is accountable for the implementation of the UNU Gender Equality Policy and Action Plan	Oversees progress in implementing the UNU Gender Equality Policy and Action Plan	Develop gender-related indicators with respect to programmes and staffing	Supports the Rector in guiding the implementation of the UNU Gender Equality Policy and Action Plan	Champion the implementation of UNU Gender Equality Policy and Action Plan
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
Appoints a UNU main gender focal point			Adds 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	Undertakes a feasibility study on introducing parental leave for PSA contract holders and flexible working arrangements	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
Participate in meetings of all Gender Focal Points	Provides up-to-date gender-related disaggregated data on an annual basis to the Rector’s Office	Ensures that women are always represented in non-stereotypical photos on UNU website	Strive to achieve gender parity on panels and events 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	Initiates a voluntary exit survey for staff leaving UNU and shares results with the UNU Council	Ensures that the database of UNU experts can be filtered by gender	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	Introduces gender-smart goals in the performance appraisal system			Keep themselves informed of the UNU Gender Equality Policy and Action Plan
Fulfil responsibilities as outlined in standardized written Terms of Reference	Develops a gender-sensitive recruitment checklist for managers			