OIOS

Office of Internal Oversight Services

INTERNAL AUDIT DIVISION

REPORT 2025/010

Audit of mainstreaming of gender and human rights at the United Nations University

Some aspects of mainstreaming of gender into programme activities and human resources management need to be strengthened

10 June 2025
Assignment No. AE2024-370-01

Audit of mainstreaming of gender and human rights at the United Nations University

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of mainstreaming of gender and human rights at the United Nations University (UNU). The objective of the audit was to assess the adequacy and effectiveness of governance, risk management and control processes in ensuring effective mainstreaming of gender and human rights in UNU operations. The audit covered the period from 1 January 2023 to 31 December 2024. Based on an activity-level risk assessment, the audit covered risk areas including: (a) strategic management; (b) mainstreaming into programme activities; and (c) mainstreaming into human resources management.

The audit showed that while UNU had implemented a framework for strategic planning and reporting on gender mainstreaming and the mainstreaming of human rights, some aspects of mainstreaming of gender into programme activities and human resources management need to be strengthened.

OIOS made five recommendations. To address issues identified in the audit, UNU needed to:

- Raise project managers' awareness on the need to ensure that gender goals and the extent of gender mainstreaming in projects are addressed in external evaluation of projects;

- Strengthen the reviews conducted by project managers and the Rector's Office through including checks on compliance with requirements for gender mainstreaming in project management;

- Establish appropriate performance goals for gender focal points, and mechanisms for the Lead Gender Focal Point and the Gender Focal Point Coordinator to be involved in the performance appraisal of gender focal points;

- Undertake training needs assessment to inform UNU's capacity development plan for personnel; and establish a system to solicit feedback from participants in gender mainstreaming training sessions; and

- Enhance measures for monitoring and reporting on gender parity through: improving the performance indicators for assessing gender parity to cover all staff and personnel; and ensuring that all performance indicators in the Gender Action Plan are reported and monitored.

UNU accepted the recommendations and has initiated action to implement them. Actions required to close the recommendations are indicated in Annex I.

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I.   BACKGROUND

1.   The Office of Internal Oversight Services (OIOS) conducted an audit of mainstreaming of gender and human rights at the United Nations University (UNU).

2.   Gender equality and non-discrimination are fundamental human rights central to the United Nations' mandate. To advance these goals, the United Nations employs a human rights-based approach and gender mainstreaming.

3.   In 2006, the Chief Executives Board approved the System-Wide Policy on Gender Equality and Women's Empowerment, in line with the Economic and Social Council's (ECOSOC) 1997/2 conclusions. After the establishment of the United Nations Women (UN Women) in 2010, the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) was established and endorsed in 2012 to implement the policy.

4.   UN-SWAP tracks progress by requiring participating entities to submit Gender Action Plans, conduct self-assessments, and report progress online. UN Women oversees UN-SWAP by ensuring accuracy, providing guidance and tracking progress. The Secretary-General's annual report analyzes system-wide performance with individual results available on UN Women's website. According to various General Assembly resolutions, gender perspectives and human rights must be mainstreamed in all United Nations policies and programmes.

5.   UNU encompasses 13 institutes located in 12 countries with administrative offices in Kuala Lumpur and Tokyo. The global UNU system is coordinated by UNU headquarters in Tokyo. The UNU Council serves as the governing board of UNU and it reports annually to the General Assembly, ECOSOC, and the Executive Board of the United Nations Educational, Scientific and Cultural Organization.

6.   UNU has participated in UN-SWAP annual workshops since 2016. A Gender Focal Point and a Gender Focal Point Coordinator were responsible for monitoring and reporting on the UNU's gender architecture in coordination with UNU institutes and senior management. All UNU institutes had gender focal points which included administrative staff, programme assistants, researchers and project managers.

7.   As of 31 December 2024, UNU's core workforce comprised of 675 personnel including 91 professional staff, 60 general service and national officers, besides 225 personnel on "personnel service agreement" contracts and 299 consultants.

8.   For the 2024-2025 biennium, UNU had a total budget of $113.5 million. UNU estimated that approximately 1.5 per cent of its headquarters' budget was allocated for implementing its Gender Policy and Gender Action Plan.

9.   UNU used four main applications/platforms for storing or communicating information on projects and gender-related data: (i) Quantum - the enterprise resource planning system; (ii) Pelikan - a web-based system that supports project implementation; (iii) UNU Collections - an online institutional repository for academic publications; and (iv) the UNU website.

10.   Comments provided by UNU are incorporated in italics.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

11.   The objective of the audit was to assess the adequacy and effectiveness of governance, risk management and control processes in ensuring effective mainstreaming of gender and human rights in UNU operations.

12.   This audit was included in the 2024 risk-based work plan of OIOS due to risks arising from potential weaknesses in effective mainstreaming gender and human rights in UNU operations.

13.   OIOS conducted this audit from January to March 2025. The audit covered the period from 1 January 2023 to 31 December 2024. Based on an activity-level risk assessment, the audit covered risk areas: (a) strategic management; (b) mainstreaming into programme activities; and (c) mainstreaming into human resources management.

14.   The audit methodology included: (a) interviews with key personnel; (b) review of relevant documentation; (c) assessment of UNU's data management systems; (d) analytical review of data on gender for projects; and (e) sample testing.

15.   To assess the reliability of data, OIOS: (a) performed electronic testing to determine data accuracy and completeness; (b) reviewed related documentation including reports on gender markers assigned to projects generated from the Pelikan system; and (c) collaborated with UNU personnel to identify and address data-related issues.

16.   The audit was conducted in accordance with the Global Internal Audit Standards.

III. AUDIT RESULTS

A. Strategic management

<u>UNU had implemented a framework for strategic planning and reporting on gender mainstreaming</u>

17.   In accordance with UN-SWAP, UNU adopted its first gender policy in 2011 and updated it in 2016. The policy incorporated an Action Plan for 2016-2019, which was updated for 2020-2024. The thematic priorities in the Gender Action Plans were largely derived from the UN-SWAP framework and were accompanied by objectives, activities, performance indicators and assigned staff responsibilities. As of January 2025, UNU was reviewing the gender policy.

18.   UNU had appropriate internal and external annual reporting mechanisms for the achievement of planned activities related to gender mainstreaming in its operations. External reports were submitted through the UN-SWAP portal, while internal reports to the UNU Council focused on achievement of activities outlined in the Gender Action Plan. The gender focal points and human resources focal points had clearly defined roles and responsibilities. They met regularly to review the quality of the gender mainstreaming-related information collected from UNU institutes. UNU also maintained a dedicated gender page on its web platform which highlighted gender-related research, publications and events across the Sustainable Development Goals (SDGs).

<u>There were plans to address gaps in the quality of performance reports</u>

19.   The new UNU strategy for 2025-2029 did not include any objectives on gender as required by the gender policy and had only one key performance indicator on gender parity. These gaps were partially

mitigated by the comprehensive key performance indicators in the Gender Action Plans. However, the annual reports on Gender Action Plans primarily detailed planned activities rather than accomplishments based on performance indicators. As a result, shortfalls in achievement of performance indicators, such as those on gender parity, were not adequately addressed. As of January 2025, UNU was developing its next Gender Action Plan for 2025-2029, with a set of additional quantitative and qualitative performance indicators informed by an updated gender policy. In view of the action already being taken, OIOS did not make a recommendation on this issue.

<u>Mainstreaming of human rights was done through SDGs and personnel policies</u>

20.   The Secretary-General's Call to Action issued in 2020 requires human rights to be fully considered in all decision-making, operations and institutional commitments. While UNU had not developed specific policies or guidelines on mainstreaming human rights, the principles of the SDGs which aim to realize human rights were integrated into its project management activities. UNU had also established tools for tracking the implementation of SDGs through the Pelikan system. Additionally, human rights issues were embedded in UNU's personnel policies and procedures.

<u>Need to enhance the gender mainstreaming dimension in externally evaluated projects</u>

21.   UNU institutes undergo external evaluation at regular intervals according to a calendar prepared by the Rector's Office. In 2023-2024, six UNU institutes were externally evaluated. The evaluations assessed the effectiveness of gender mainstreaming as required, and the related reports were submitted to the UNU Council.

22.   At the project level, external evaluations were done depending on donors' requirements. OIOS' review of a sample of four externally evaluated projects showed that the evaluation reports did not address the gender-related goals and the adequacy of gender mainstreaming in these projects as required. As a result, UNU may have missed opportunities to report on positive outputs and outcomes, as well as to identify lessons learned in integrating gender dimensions into project management.

(1)	**UNU should raise project managers' awareness on the need to ensure that gender goals and the extent of gender mainstreaming in projects are addressed in external evaluation of projects.**
	UNU accepted recommendation 1 and stated that while it does not control donor-led external evaluations of its projects, it will update internal guidelines to incorporate gender goals and gender mainstreaming into its responses where feasible. A revised version of UNU's Handbook on Organizational Performance will be drafted by the second half of 2025.

B.   Mainstreaming into programme activities

<u>Need to ensure effective gender mainstreaming in project management</u>

23.   UNU's Gender Action Plan mandates integrating gender mainstreaming into programme activities and ensuring that gender considerations are reflected in performance measurement and reporting. UNU developed an illustrative checklist on gender mainstreaming in research projects in July 2019. However, the checklist did not reference the Pelikan system workflow processes which were integral in ensuring that gender mainstreaming was done as required. Additionally, controls in the Pelikan system were not automated and the system lacked robust reporting functionalities for tracking individual project performance on gender mainstreaming. These gaps affected the mainstreaming of gender in projects as

evidenced by the results of OIOS' review of a stratified sample of 17 projects with gender related objectives involving an expenditure of $1.03 million. There were some good examples of projects which had clearly documented gender-related objectives with relevant quantitative and qualitative outputs that were properly evaluated systematically in the Pelikan system. However, there were several gaps as detailed below.

a)   Inaccurate gender rating scales in the Pelikan system

24.   UNU reported in the UN-SWAP reports that 83 per cent of projects implemented in 2023 and 82 per cent of projects implemented in 2024 had gender equality goals. These were assessed using the UNU gender rating scales (0, 1, or 2) within the Pelikan system. A rating of 0 indicated no gender equality objectives, a rating of 1 signified the inclusion of some gender equality objectives, and 2 meant that promoting gender equality was the primary objective. Ratings were initially assigned at the project planning stage and were supposed to be re-assessed at the project closure stage and amended as necessary if the gender goals were not pursued as envisioned in the project plan. However, this re-assessment was not consistently done. In 4 of the 17 cases reviewed, there were inconsistencies between the initial gender rating scales and the final project evaluations done in the Pelikan system. Such inconsistencies affected the reliability and accuracy of data used for UN-SWAP reporting purposes.

b)   Gender-related indicators were not consistently defined at planning stage

25.   The Pelikan system had fields where project managers were expected to enter performance indicators relating to projects, including gender-related performance indicators. The fields were not mandatory or automated which led to gaps. In 10 of the 17 cases reviewed (59 per cent), the gender-related performance indicators were not defined and entered in Pelikan system as required.

c)   Planned gender goals were not consistently addressed

26.   Although the planned gender goals were entered into the Pelikan system, no information on whether the planned goals had been achieved was entered in Pelikan on project completion. This affected UNU's ability to track whether project managers reported on gender related objectives as required by the Gender Action Plan. Such tracking was necessary so that gaps could be identified and addressed or explained. OIOS reviewed 16 research outputs and noted five cases where the research did not explicitly address the planned gender goals, but this was not reflected in Pelikan.

d)   Gender outputs were not considered during the closure and internal evaluation of projects

27.   In 7 of the 17 cases reviewed, relevant gender outputs, results and outcomes were not analyzed or reported in the Pelikan system at the time of project closure as required.

e)   Pelikan system functionalities for gender mainstreaming were not optimally utilized

28.   The Pelikan system had a field to capture information regarding project activities and events, but it was not always completed. As a result, reports on gender mainstreaming for capacity building-related activities could not be generated from the system and had to be compiled manually leading to errors. For instance, OIOS noted inaccuracies in the manually compiled data on gender parity in the training and education activities for 2023. The rate of female participation in training activities was also low at about 29 per cent but in the absence of reliable data, the low trends were not reported and monitored so that corrective action could be explored.

29.   The shortcomings noted above show the need to strengthen oversight over data quality in the Pelikan system. In 2016, the Rector's Office introduced spot checks to improve quality controls and

compliance with workflow processes in the Pelikan system. Although the spot checks regularly reviewed quality controls in project management, they primarily focused on workflow process-related gaps such as budgets, expenditures, donor information, and missing documentation. To enhance gender mainstreaming in project management, there was a need to develop a checklist to facilitate the assessment of the adequacy of gender mainstreaming during the spot checks. The UNU Campus Computing Centre indicated that it was working on implementing business intelligence tools for enhanced reporting.

> **(2)** **UNU should strengthen the reviews conducted by project managers and the Rector's Office to include checks on compliance with requirements for gender mainstreaming in project management.**
>
> *UNU accepted recommendation 2 and stated that the Rector's Office was reviewing the system for internal project evaluation to include more thorough checks on compliance with gender mainstreaming. Updates will be made to strengthen the framework during 2026.*

C. Mainstreaming into human resources management activities

Need to strengthen performance evaluation processes for gender focal points

30.   As indicated in UN-SWAP reports, gender focal points were expected to spend about 20 per cent of their time on gender-related activities. The work plans of gender focal points were prepared in the standard template meant for all staff, which outlined the performance objectives and accountabilities related to the gender dimension. However, OIOS' review of the 2023 performance appraisals of gender focal points showed that in 8 out of 13 institutes, the performance goals did not reflect the tasks related to their gender focal point roles and responsibilities. In addition, performance appraisals for gender focal points were conducted without formal consultations with the Lead Gender Focal Point and the Gender Focal Point Coordinator, who oversee gender-related work and are therefore best placed to assess performance on the gender mainstreaming tasks.

> **(3)** **UNU should establish: (a) appropriate performance goals for gender focal points; and (b) mechanisms for the Lead Gender Focal Point and the Gender Focal Point Coordinator to be involved in the performance appraisal of gender focal points.**
>
> *UNU accepted recommendation 3 and stated that during the second quarter of 2025, the gender focal points will be advised to include a gender-specific goal in their annual performance plan, and UNU will establish a mechanism enabling the gender focal points to request written feedback from the Lead Gender Focal Point and the Gender Focal Point Coordinator for their annual performance review.*

Need to improve capacity development initiatives for personnel in line with the Gender Action Plans

31.   Capacity development, knowledge sharing and communication were key components of the Gender Action Plan for 2020-2024 through which UNU sought to enhance understanding and expertise of all personnel on issues related to gender mainstreaming in its programme activities. OIOS' review of the adequacy of action taken to implement the UNU Gender Action Plan on capacity development indicated that new directors, senior staff at UNU Centre, and gender focal points received onboarding training as required. However, there were some gaps which needed to be addressed, as outlined below.

a) The training content used for training UNU institutes directors needed updating

32. One of the strategic management objectives of the UNU Gender Action Plan was ensuring senior managers and directors received gender sensitivity and gender mainstreaming training. UNU developed a gender training agenda in 2019 which was used to train all directors on gender equality and diversity issues during the conference of directors. However, the agenda had become outdated because it lacked references to UNU's strategic priorities and the Gender Action Plans which were developed subsequently.

b) Need for updating the training needs assessment

33. UN-SWAP requires entity-wide assessment of the capacity of all relevant staff in gender equality and women's empowerment to be carried out. Although UNU had been regularly updating its capacity development plan for personnel, it was updated based on training needs assessments done in 2018 and was therefore not aligned with the current capacity gaps identified in the Gender Action Plan for 2020-2024. An updated training needs assessment would help in ensuring that the gaps in the Gender Action Plan are properly prioritized.

c) Lack of feedback mechanisms for trainings

34. UNU had not established a structured system for collecting feedback from participants in gender mainstreaming-related training. For example, no formal feedback was obtained from a training held in December 2023 focusing on the importance of gender mainstreaming in project development and management. Similarly, in October 2024, a gender training session was conducted specifically for researchers and no formal feedback was solicited. This gap extended to onboarding trainings for institute directors as well as gender focal points. Soliciting formal feedback from training sessions on gender mainstreaming would help UNU in assessing the effectiveness of the training sessions and identifying lessons learned and opportunities for improvement.

> **(4) UNU should: (a) undertake a training needs assessment to inform its capacity development plan for personnel; and (b) establish a system to solicit feedback from participants in gender mainstreaming training sessions.**
>
> *UNU accepted recommendation 4 and stated that by the end of 2025, it plans to undertake a capacity assessment survey and training needs assessment which will serve to inform its capacity development plan for personnel. During 2025, UNU will formulate a standard feedback survey (tailored as required) for participants in UNU-organized gender mainstreaming training sessions to complete and incorporate lessons learned in future sessions.*

Need to enhance measures for monitoring and reporting on gender parity

35. The UNU Gender Action Plan seeks to promote and achieve gender parity at staffing levels and on panels. In pursuance of this, UNU had established a comprehensive policy framework including a UNU personnel policy, recruitment guidelines, and a recruitment checklist, all of which incorporated aspects designed to ensure gender mainstreaming.

36. UNU maintained a page on its website that provided up-to-date information on gender parity across all the UNU institutes and for all staff categories. However, UNU did not report on one of the recruitment-related performance indicators in its Gender Action Plan. This was the performance indicator relating to "percentage of recruitment cases where shortlists were gender balanced". An analysis of recruitment practices, using a random sample of 13 staff, indicated that four cases did not meet the gender parity

requirements for shortlisting outlined in the UNU recruitment guidelines. Reporting on the performance indicator would ensure that such gaps are identified and explained.

37.   Additionally, while there were specific performance indicators in the Gender Action Plan to monitor gender parity among senior staff levels and for Advisory Board Members, there was no formal performance indicator established to measure and report on gender parity at other staff levels. Although UNU consistently tracked gender parity data internally and on its website, establishing a formal performance indicator would be beneficial in ensuring gaps in gender parity are formally monitored and areas for improvement identified.

38.   OIOS' review of gender parity in various categories across the UNU institutes indicated that over the years, UNU had made significant progress in maintaining gender parity, particularly at the senior staff level. For example, in 2014, only 1 of 14 institute directors was a woman, whereas, since 2019, 6 of the 13 institute directors were women. Nevertheless, as of December 2024, there were still gaps in achieving the gender parity goals as detailed below:

- The proportion of female members in Advisory Committees did not meet the 40 per cent target prescribed in the 2020-2024 Gender Action Plan in 3 out of the 11 UNU institutes with Advisory Committees. The actual proportion ranged between 25 and 33 per cent.

- At the professional level, the proportion of female staff was 43 per cent at P-2 level, 36 per cent at P-4 level, and 17 per cent at P-5 level. Given the decentralized nature of the UNU's work and limited number of high-level positions, for example 5 in case of P-5 category, it was challenging for UNU to maintain parity at this level.

- Four UNU institutes did not meet the gender parity requirement in respect of female staff. To address the gaps in gender parity, UNU introduced a mentorship programme led by female leaders.

- For academic personnel, 28 out of 65 fixed-term staff (43 per cent) were female, which was slightly below the 50 per cent target.

> **(5)   UNU should: (a) improve the performance indicators for assessing gender parity to cover all staff and personnel; and (b) ensure that all performance indicators are reported and monitored.**
>
> *UNU accepted recommendation 5 and stated that it will review and enhance specific performance indicators in its Gender Action Plan 2025-2029 for assessing gender parity to cover all staff and personnel. UNU will review its monitoring and reporting framework to ensure that all performance indicators are included and reported to senior management as relevant.*

IV.   ACKNOWLEDGEMENT

39.   OIOS wishes to express its appreciation to the management and staff of UNU for the assistance and cooperation extended to the auditors during this assignment.

Internal Audit Division
Office of Internal Oversight Services

STATUS OF AUDIT RECOMMENDATIONS

Audit of mainstreaming of gender and human rights at the United Nations University

Rec. no.	Recommendation	Critical[1]/ Important[2]	C/ O[3]	Actions needed to close recommendation	Implementation date[4]
1	UNU should raise project managers' awareness on the need to ensure that gender goals and the extent of gender mainstreaming in projects are addressed in external evaluation of projects.	Important	O	Receipt of evidence of internal guidelines prepared to address the planned gender goals and gender mainstreaming in the external evaluation of projects.	31 December 2025
2	UNU should strengthen the reviews conducted by project managers and the Rector's office to include checks on compliance with requirements for gender mainstreaming in project management.	Important	O	Receipt of evidence of a checklist to facilitate the assessment of the adequacy of gender mainstreaming during spot checks.	30 June 2026
3	UNU should establish: (a) appropriate performance goals for gender focal points; and (b) mechanisms for the Lead Gender Focal Point and the Gender Focal Point Coordinator to be involved in the performance appraisal of gender focal points.	Important	O	Receipt of evidence of a gender-specific goal in the annual performance plan of gender focal points, and their performance review in consultation with the Lead Gender Focal Point and the Gender Focal Point Coordinator.	31 January 2026
4	UNU should: (a) undertake a training needs assessment to inform its capacity development plan for personnel; and (b) establish a system to solicit feedback from participants in gender mainstreaming training sessions.	Important	O	Receipt of evidence of training needs assessment and a system to solicit feedback from participants in gender mainstreaming training sessions.	31 December 2025
5	UNU should: (a) improve the performance indicators for assessing gender parity to cover all staff and personnel; and (b) ensure that all performance indicators are reported and monitored.	Important	O	Receipt of evidence of: (a) a specific performance indicator for assessing gender parity that covers all staff and personnel; and (b) reporting and monitoring of all performance indicators in the Gender Action Plan.	31 December 2025

[1] Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

[2] Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.

[3] Please note the value C denotes closed recommendations whereas O refers to open recommendations.

[4] Date provided by UNU in response to recommendations.

APPENDIX I

Management Response

Management Response

Audit of mainstreaming of gender and human rights at the United Nations University

Rec. no.	Recommendation	Critical[1]/ Important[2]	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	UNU should raise project managers' awareness on the need to ensure that gender goals and the extent of gender mainstreaming in projects are addressed in external evaluation of projects.	Important	Yes	Project Manager and Gender Coordinator at UNU Centre	31.12.2025	While UNU does not control donor-led external evaluations of its projects, the University will update internal guidelines to incorporate gender goals and gender mainstreaming into its responses where feasible. A revised version of UNU's Handbook on Organizational Performance will be drafted by H2 2025.
2	UNU should strengthen the reviews conducted by project managers and the Rector's office to include checks on compliance with requirements for gender mainstreaming in project management.	Important	Yes	Project Manager and Gender Coordinator at UNU Centre	30.6.2026	RO is reviewing the system for internal project evaluation to include more thorough checks on compliance with gender mainstreaming. Updates will be made to strengthen the framework during 2026.
3	UNU should establish: (a) appropriate performance goals for gender focal points; and (b) mechanisms for the Lead Gender Focal Point and the Gender Focal Point Coordinator to be involved in the performance appraisal of gender focal points.	Important	Yes	Chief Of HR/ Gender Coordinator /HR Officer	31.1.2026	a) During Q2 2025, GFPs will be advised to include a gender specific goal in their annual performance plan. b) During 2025, UNU will establish a mechanism enabling GFPs to request written feedback from the Lead Gender Focal Point and Gender Focal Point Coordinator for their annual performance review.

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[1] Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

[2] Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.

Management Response

Audit of mainstreaming of gender and human rights at the United Nations University

Rec. no.	Recommendation	Critical[1]/ Important[2]	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
4	UNU should: (a) undertake a training needs assessment to inform its capacity development plan for personnel; and (b) establish a system to solicit feedback from participants in gender mainstreaming training sessions.	Important	Yes	Chief Of HR/Gender Coordinator	31.12.2025	a) By end of 2025, UNU plans to undertake a capacity assessment survey and training needs assessment which will serve to inform its capacity development plan for personnel. b) During 2025, UNU will formulate a standard feedback survey (tailored as required) for participants in UNU organized gender mainstreaming training sessions to complete and incorporate lessons learned in future sessions.
5	UNU should: (a) improve the performance indicators for assessing gender parity to cover all staff and personnel; and (b) ensure that all performance indicators are reported and monitored.	Important	Yes	Chief Of HR/ Gender Coordinator /HR Officer	31.12.2025	a) UNU will review and enhance specific performance indicators in its Gender Action Plan 2025-2029 for assessing gender parity to cover all staff and personnel. b) UNU will review its monitoring and reporting framework to ensure all performance indicators are included and reported to senior management as relevant.