



SECRETARIAT

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DIRECTOR-GENERAL'S BULLETIN**POLICY ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN****A. Introduction**

1. UNIDO recognizes that gender equality and the empowerment of women has a significant positive impact on sustained economic growth and sustainable industrial development, which are drivers of poverty reduction and social integration.
2. The Organization pursues the programmatic goals of gender equality and the empowerment of women both collectively within the United Nations system and individually as the United Nations specialized agency mandated to advance the well-being of women and men in all countries, through sustainable industrial development and industrial development cooperation.¹
3. UNIDO is committed to achieving the goal of gender balance in the Organization. To this end, improved affirmative measures on the part of UNIDO's management are necessary to reach the target of gender balance in the Secretariat.
4. UNIDO's policy on gender equality and the empowerment of women provides the overall guidelines for establishing a gender mainstreaming strategy that:
 - Ensures that a gender perspective is reflected in its programmes, policies and organizational practices;
 - Advances the overall goal of gender equality and the empowerment of women, particularly the economic empowerment of women;
 - Benefits from the diversity of experiences and expertise within the United Nations system to advance the internationally agreed development goals related to gender equality;
 - Accelerates the Organization's efforts to achieve the goal of gender balance, in particular at decision-making levels;

*Reissued for technical reasons.

¹ Report by the Director General on United Nations system-wide coherence (IDB.34/7); General Assembly Resolution A/RES/62/208 on Triennial comprehensive policy review of operational activities for development of the United Nations system; ECOSOC Resolution 2008/34.



B. Operational Guidance

5. In order to advance the organizational commitments of UNIDO to gender mainstreaming, corresponding qualitative adjustments are needed in the policies and organizational culture of the Secretariat, and in substantive programmes and projects.
6. In line with the Chief Executive Board (CEB)'s system-wide policy, UNIDO considers gender mainstreaming as a key strategy for achieving gender equality and the empowerment of women. A detailed strategy will therefore be elaborated that includes indicators and timetables, allocation of responsibilities and accountability mechanisms and resources, all of which are essential to make gender mainstreaming operational.
7. The main elements of such a strategy are explained below. The relevant institutional arrangements for its implementation are contained in Section C of the present bulletin.

Main elements

8. *(a) Accountability*

Coordinated and consistent accountability processes and mechanisms will be developed in UNIDO with a view to assess progress and gaps at all levels of the Organization's work on gender mainstreaming, both in policy areas and in operations. The mechanisms should incorporate and build on experiences that have proven most effective in their use by other United Nations entities and partner organizations.

(b) Results-based management for gender equality

Results-based management will be further enhanced in UNIDO by defining and utilizing indicators and measurement protocols for gender equality. This will provide timely information to enable senior management to make strategic decisions and to enhance UNIDO's work with Member States, both at intergovernmental and at country level. This ensures that the focus of UNIDO's gender mainstreaming activities is results and impact-oriented rather than processes-focused.

(c) Oversight through monitoring, evaluation, audit and reporting

Enhancing oversight through improved monitoring, evaluation, audit and reporting procedures is critical to ensuring accountability of all UNIDO staff, including senior and mid-level management, for their performance in gender mainstreaming. The establishment of common indicators and benchmarks in the context of monitoring, evaluation and reporting is a determining factor in making progress measurable and visible. External and internal programme evaluations, gender audits and peer reviews are some of the important tools for assessing the impact of the Organization's work, especially at the country-level. This approach helps to close the gap in the collection and analysis of gender-disaggregated data at the programme level as well as with partner countries, and allows the accurate assessment of gender-related outcomes of policies and programmes.

(d) *Human and financial resources*

To achieve the desired outcomes, it is intended to allocate adequate human and financial resources to the implementation of gender mainstreaming. This will entail better utilization of current resources, the assignment of additional resources where required and the alignment of resources with expected outcomes.

(e) *Capacity development*

Strengthening staff capacity and competency in gender analysis is essential to the successful mainstreaming of a gender perspective into policies and programmes. This entails addressing all gaps in expertise and developing capacity to ensure that all staff members, and particularly managers, are able to reflect a gender perspective in their work at all times. These capacity gaps will be addressed comprehensively and systematically, including through awareness-raising campaigns and training, at the individual and organizational levels to enable UNIDO to become fully capable of delivering gender equality results.

(f) *Coherence, coordination and knowledge management*

Coherence and coordination of efforts in the implementation of the gender mainstreaming strategy are essential if there are to be results towards the achievement of the goals of gender equality and the empowerment of women. The establishment of a knowledge management system will serve to facilitate the achievement of the same goals. UNIDO must reinforce common goals and consistent working methods in promoting gender equality and the empowerment of women, also in view of common-system norms and standards. This is especially important at the country level in order to allow Member States to interact with a harmonious United Nations country team. Sharing knowledge and coordinating action with other organizations of the United Nations system, in the context of the work of the CEB, its high level committees (High-level Committee on Programmes – HLCP, High-level Committee on Management - HLCM), the Inter-Agency Network on Women and Gender Equality (IANWGE), the United Nations Development Group (UNDG), Member States and other partners are necessary to achieve coherence.

9. UNIDO will therefore ensure *inter alia* the following:

- (a) Development of a detailed Organization-wide gender mainstreaming strategy and action plans that guide the process of taking up gender equality and the empowerment of women in the context of all industrial development activities in UNIDO;
- (b) Establishment of gender focal points, *inter alia*, with clear mandates, adequate training, access to information, adequate and stable resources, and increasing support and participation of senior staff;
- (c) Establishment and continuous improvement of gender mainstreaming results, indicators and mechanisms for increased accountability for gender equality results. This will include appropriate adjustments to the performance appraisal system;
- (d) Sufficient funding and staff capacities for the coordination, implementation, monitoring and evaluation of gender mainstreaming activities;
- (e) Continuous monitoring of progress towards results on gender equality and the empowerment of women in UNIDO's policies and substantive programmes and projects;

- (f) Substantive partnerships based on complementarities and the identification of synergies, with a particular focus on relevant UN entities such as the Office of the Special Adviser on Gender Issues (OSAGI), the Division for the Advancement of Women (DAW), the United Nations Development Fund for Women (UNIFEM), the United Nations Development Programme (UNDP), as well as international financial institutions, other relevant multilateral institutions and global women's organizations and related movements;
 - (g) Continuous dialogue between UNIDO and national counterparts to ensure a smooth flow of information on industry-related gender issues to/from counterpart ministries and national women's organizations and movements;
 - (h) Further improvement in qualitative and quantitative reporting on gender equality, including the use of gender-disaggregated statistics and gender-related industrial research;
 - (i) Advocacy for gender equality and the empowerment of women in the context of sustainable industrial development;
 - (j) Prevention and adequate response to sexual harassment and discrimination in the Organization;
 - (k) Affirmative measures in the recruitment of staff, bearing in mind clear gender parity targets, established and monitored by all organizational divisions in collaboration with the Human Resources Management (HRM) branch;
 - (l) Adequate information on progress on each of the above efforts in UNIDO's Annual Report and other reporting documents.
10. UNIDO will continue to pursue the ultimate United Nations system target of gender parity, which should be achieved in an incremental manner with realistic gender targets. To this end, an accountability mechanism will be established for ensuring the effective implementation of measures towards reaching targets of higher female representation in the Secretariat, based on gender-disaggregated data and analysis of the HRM branch as regards UNIDO staff numbers.
11. To ensure Organization-wide understanding and coherence on industry-related gender equality issues, the economic empowerment of women and the management dimensions of gender mainstreaming, there will be periodic training for all professional staff, particularly for senior and middle management.

C. Institutional Arrangements

12. A focal point for gender equality and the empowerment of women shall be appointed in each division and each branch within the division. UNIDO Representatives shall act as focal points in their respective regions and countries. Their interests at Headquarters shall be represented by the Focal Point of the Regional and Field Operations Branch.
13. The focal points shall provide support to their respective divisions/branches in their efforts towards achieving gender equality results by:
- (a) Promoting greater awareness of gender issues, both at the organizational and programmatic levels, and a gender-sensitive work environment in their division/branch;
 - (b) Monitoring progress towards the achievement of gender targets;
 - (c) Providing information upon request on the realization of gender parity targets and thereby contributing to the development and realization of gender targets.

14. Focal points shall have access to all policy-related information and documents necessary to fulfill their responsibilities.
15. Confidentiality must be respected by all in the process of the Focal Points discharging their duties and responsibilities.
16. The activities of UNIDO's Focal Points for Gender Equality and the Empowerment of Women shall be coordinated by the **Gender Mainstreaming Steering Committee** (GMSC) under the chairmanship of a representative of the Director-General. The representative shall organize and administer the work of the GMSC.
17. Progress in implementing this policy shall be independently evaluated on a regular basis.

Annex I

Definitions

Mainstreaming a gender perspective in all types of activities (referred to as **gender mainstreaming**) is a globally accepted strategy for promoting gender equality. Mainstreaming is not an end in itself but a means towards the ultimate goal of gender equality. It involves the process of assessing the implications for women and men of any planned action and a strategy for making those concerns and related 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 that inequality is not perpetuated. Development of an adequate understanding of gender mainstreaming requires clarity on the related concepts of *gender* and *equality*.

Gender: refers to the 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 and learned through socialization processes, thereby making them context and time-specific, and changeable. Gender therefore determines what is expected, allowed and valued in a woman or a man in a given situation. In most societies differences between women and men can be observed in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities.

Equality between women and men (**gender equality**): refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not suggest that women and men become ‘the same’ but that women’s and men’s rights, responsibilities and opportunities do 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. It is therefore not a ‘women’s issue’. On the contrary, it concerns and should fully engage both men and women and is a precondition for, and an indicator of sustainable people-centered development.

Empowerment of women: signifies women gaining power and control over their own lives. It involves awareness-raising, building of self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions which reinforce and perpetuate gender discrimination and inequality. As empowerment should come from within – women should empower themselves – the process of empowerment is as important as the goal. Inputs to promote the empowerment of women should include women’s articulation of their needs and priorities. Moreover, women should play an active role in promoting these interests and needs. However, as empowerment of women cannot be achieved in a vacuum, men must be brought along in the process of change. Empowerment is not a zero-sum game where gains for women automatically imply losses for men and empowerment strategies do not refer to power over, or controlling forms of power. It rather suggests alternative forms of power – power to, power with and power from within – which focus on utilizing individual and collective strengths to work towards common goals without coercion or domination.

Gender parity: signifies equal numbers of men and women at all levels of an institution or organization, particularly at senior and decision-making levels.

Affirmative measures are special measures and actions designed to achieve gender parity and equality of outcome for both men and women in recruitment and career development. Such special measures also include increasing awareness of gender issues through training, establishing accountability of managers for reaching set targets of female representation and monitoring of results and outcomes.

Annex II

Terms of Reference and Composition of the Gender Mainstreaming Steering Committee 2009-2010

1) Terms of Reference:

The Gender Mainstreaming Steering Committee (GMSC) is responsible for developing a comprehensive gender mainstreaming strategy and implementation plan that define the specific actions to be taken, with timelines and responsibilities, based on the *UNIDO Policy on Gender Equality and the Empowerment of Women* (hereinafter the Policy). The strategy and implementation plan will take into account the specific priorities and policies of the Organization as a whole and the work plans of the various divisions, branches and units. The work of the GMSC is to be organized and administered by the representative of the Director-General.

The GMSC comprises a Chair, Members who shall be divisional Focal Points - one of whom shall have the function of Vice-Chair, Alternate Members who will be drawn from the branch Focal Points on rotation every six months, a representative from the UNIDO Staff Council, and an Executive Assistant to the Chair. In conjunction with branch Focal Points, the committee will work in thematic groups to develop detailed and time-bound implementation plans for the specific areas of the Policy. The immediate task is an assessment of past and current gender mainstreaming activities in the key areas of the Policy, in order to establish a baseline for future development.

The GMSC shall meet at least three times a year to assess progress in the implementation of the Policy and adjust the overall gender mainstreaming strategy and implementation plan. The GMSC shall after each of its meetings report to the Executive Board on the progress of its work. The thematic groups will develop, review and assess progress on the implementation of the Policy in a self-organized manner and in collaboration with the Chair and the Vice-Chair.

2) Composition

Chair:

Mr. O. Lundby, ODG

Executive Assistant to the Chair:

Mr. K. Kitaoka, OSL/SPC

Vice-Chair:

Ms. S. Antonopoulou, PSM/HRM

Members:

Mr. R. Bredel, PTC/OMD

Ms. J. Haas-Makumbi, OSL/OCC

Mr. H. Rosnitschek, PCF/OMD

Alternate Members:

Branch Focal Point on Rotation from OSL

Branch Focal Point on Rotation from PTC

Branch Focal Point on Rotation from PCF

Branch Focal Point on Rotation from PSM

Staff Council:

Representative