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UNIDO Gender Equality and Empowerment of Women Strategy

Gender Equality and Empowerment of Women Strategy, 2016-2019

Report by the Director General

The present document provides the General Conference with UNIDO's four-year strategy for gender equality and empowerment of women. The strategy is aligned with the medium-term programme framework, 2016-2019.¹

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¹ IDB.43/9-PBC.31/9.

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I. Introduction

1. Twenty years since the landmark Fourth World Conference on Women in Beijing in September 1995, and with the adoption of the new global development agenda beyond 2015, entitled: “Transforming our world: the 2030 Agenda for Sustainable Development” (A/69/L.85) (2030 Agenda), including a set of 17 Sustainable Development Goals (SDGs), UNIDO celebrates the global consensus on the need to achieve gender equality and women’s empowerment, particularly women’s economic empowerment.

2. While important goals in their own right, gender equality and women’s empowerment are key to UNIDO’s goal of achieving inclusive and sustainable industrial development (ISID), as mandated by Member States in the Lima Declaration adopted in December 2013 (GC.15/Res.1) and highlighted in SDG 9: “Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation”. The multiplying effect of industrialization on all other areas of development contributes to the entire 2030 Agenda, and also supports SDG 5: “Achieve gender equality and empower all women and girls”.

Figure 1
UN-SWAP common system-wide performance indicators



3. It is in this context that in 2015 UNIDO updated its Policy on Gender Equality and Empowerment of Women² (gender policy) in line with the United Nations System Chief Executives Board (CEB)’s system-wide policy and the requirements defined in the United Nations System-wide Action Plan on Gender Equality and

² UNIDO/DGB/(M).110/Rev.1 of 13 March 2015.

Empowerment of Women.³ The UN-SWAP establishes 15 common system-wide performance indicators,⁴ clustered around six broad and functional areas (see figure 1). United Nations entities are to meet all of these indicators by 2017, and UNIDO has established a road map to indicate how the Organization will achieve these goals (see annex I).

4. Most importantly, in 2015 UNIDO established a senior level mechanism to ensure accountability through the Gender Mainstreaming Steering Board, chaired by the Director General and comprising of Division Heads and assigned Gender Focal Points (GFPs) in all branches and field offices. The Organization also created an Office for Gender Mainstreaming, Ethics and Accountability (ODG/GEA) within the Office of the Director General.

5. The Gender Equality and Empowerment of Women Strategy 2016-2019, (gender strategy) outlines how UNIDO will implement its commitments, based on internal consultations for the priority setting and operationalization. The strategy is aligned with the medium-term programme framework 2016-2019 (IDB.43/9 and Add.1) (MTPF), the programme and budgets 2016-2017 (IDB.43/6 and Add.1) and major organizational initiatives including the human resource management framework and the Transparency Initiative.⁵ The gender strategy has also benefited from UNIDO's active engagement in system-wide coherence efforts at the country level as a member of the United Nations country teams, and close collaboration with relevant United Nations entities, including UN Women.⁶

II. Gender and inclusive and sustainable industrial development (ISID): A rationale for this gender strategy

6. For the purpose of this gender strategy, gender refers to the different roles, opportunities and relationships between women and men⁷ that are socially constructed and learned through socialization processes.

7. Beyond recognizing specific vulnerabilities resulting from differing gender roles, UNIDO recognizes that women are key agents of change, who, as economic actors, leaders and consumers, play vitally important parts in every country's drive towards a higher level of industrialization in their economies. Gender equality is not only a human right, but also "smart economics", because it can enhance economic efficiency. The World Economic Forum's *Global Gender Gap Report 2014*⁸ finds a positive correlation between gender equality and per capita gross domestic product, the level of competitiveness, and human development indicators.

³ Available from: www.unwomen.org/~media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/un-swap-framework-dec-2012.pdf.

⁴ Available from: www.unwomen.org/~media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/un-swap-technical-notes.pdf.

⁵ More information available from: <https://open.unido.org/index.html>.

⁶ The gender strategy has been peer reviewed by UN Women.

⁷ For the purpose of this strategy, women and men also refers to girls and boys where relevant.

⁸ Available from: <http://reports.weforum.org/global-gender-gap-report-2014/>.

8. Growth that is premised on inequality is not inclusive growth. Although there have been significant achievements over the last 20 years, many challenges remain, and women's socioeconomic disadvantage is reflected in pervasive gender inequalities in earned income, access to productive resources and services, educational attainment, liberty to pursue a profession, property ownership, the ability to obtain credit, and time-use. UNIDO recognizes that everyone must benefit from industrial growth, and prosperity should be shared equally among women and men in all countries.

9. It is one of the key pillars of ISID that broader economic and social growth is supported within an environmentally sustainable framework. Environmental degradation results in negative effects on the health, well-being and quality of life of the population at large, especially girls and women of all ages, and it displaces communities, especially women, from income-generating activities. Women often play leadership roles or take the lead in defending the environment, reducing resource use, and reusing and recycling resources to minimize waste and excessive consumption. Women can have a particularly powerful role in influencing sustainable production and consumption decisions. Sustainable industrial development will be an elusive goal unless women's and men's equal contribution to environmental management is supported. UNIDO therefore recognizes the need to take measures to integrate a gender perspective in the design and implementation of environmentally sound and sustainable resource management mechanisms and production techniques in rural and urban areas.

10. In order to maximize the development impact of ISID, the unique knowledge and resources of all relevant development actors need to be combined. At all levels of implementation of ISID policies, success will depend on the extent to which diversity is recognized and embraced, and its benefits realized. A diverse workforce can supply a greater variety of solutions. Male and female employees and managers from diverse backgrounds bring individual talents and experiences in suggesting ideas that are flexible in adapting to fluctuating situations and demands.

III. Gender strategy goal and twin-track approach

11. The goal of the gender strategy is to promote gender equality and women's empowerment in all UNIDO programmes, policies and organizational practices, based on the vision of "strong, inclusive, sustainable and resilient economic and industrial growth and the effective integration of the economic, social and environmental dimensions of sustainable development" (GC.15/Res.1).

12. The gender strategy thus aims to strengthen gender equality both in the services the Organization delivers and within UNIDO itself, by applying a human-rights-based approach in line with United Nations system principles.

13. For the effective implementation of the gender strategy, UNIDO relies on continuing global support for gender equality and women's empowerment work, sufficient funding for the operationalization of the gender policy through the actions described below and, most importantly, commitment and accountability for gender-sensitive initiatives from all stakeholders, particularly from senior management.

14. UNIDO will use a twin-track approach by combining two different strategies towards gender equality and empowerment of women and applying them for both programming and for building an enabling organizational environment:

(a) Gender mainstreaming means making women's as well as men's concerns and experiences an integral dimension of the needs assessment, design, implementation, monitoring and evaluation of all UNIDO programmes, policies and organizational practices;⁹

(b) Gender specific interventions or targeted actions are temporary special measures responding to gaps or a clear need of a particular group, including among UNIDO's own staff, with the objective of enabling them to equally participate in and benefit from industrial development efforts, and ensuring equal access to and benefit from UNIDO's programmes, projects and organizational practices. Women's economic empowerment programmes fall under this category.

IV. Three thematic priority areas

15. The Organization's programmatic focus for 2016-2019 is structured on three thematic priorities, each of which represents different aspects of ISID: (i) creating shared prosperity, (ii) advancing economic competitiveness, and (iii) safeguarding the environment. The gender strategy provides entry points on how the integration of a gender dimension in the three thematic areas will enrich UNIDO's contribution to ISID.

16. There are important interlinkages between the three thematic areas, and UNIDO programmes and activities will increasingly combine related services in a holistic manner and forge strategic partnerships to address multiple dimensions of gender equality and empowerment of women.

17. By mainstreaming gender in its core programmes and activities, complemented by specific interventions for women's economic empowerment, UNIDO seeks to contribute to structural changes at the level of policies, institutions, enterprises and communities, in order to ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

18. Particular attention will be given to gender-sensitive industrial policy formulation and implementation to support policies that help address gender imbalances in the manufacturing sector (e.g. wage gaps) and unequal participation in leadership positions of industrial development, and that support the selection of sectors with the potential to economically empower women.

19. In view of the disparities and different pace in enhancing gender equality and women's empowerment among and within the five regions where UNIDO operates, the Organization will develop and implement programmes and projects to help overcome the uneven level of progress.

⁹ Guides for gender mainstreaming in different areas of UNIDO's work are available from: www.unido.org/en/what-we-do/cross-cutting-issues/gender/publications.html.

20. In addition, UNIDO envisions to strengthen its collaboration with relevant United Nations entities, including with UN Women, to strengthen UNIDO's contribution to the promotion and implementation of One United Nations gender initiatives, particularly at the United Nations Country Team level.

21. Ultimately, the aim is to ensure that women and men (a) have equal access to resources, (b) are enabled to exercise their rights and (c) participate on an equal basis and with an equal voice in economic decision-making.

A. Creating shared prosperity

22. UNIDO will promote gender equality and the empowerment of women as a key strategy to create shared prosperity and to enhance the role of women as drivers of poverty reduction and social cohesion. The majority of the world's poor live in rural areas, mostly engaged in subsistence farming and the informal economy. Rural women are particularly vulnerable due to gender biases in the legal and institutional frameworks, as well as cultural norms, and their economic potential remains underutilized. UNIDO will therefore strengthen efforts to (a) promote equal opportunities for women and men to engage in competitive agriculture-based value chain development; (b) address gender-related constraints to the transformation from informal to formal growth-oriented businesses; (c) strengthen women's entrepreneurial and technical skills, access to technologies, business support services, advocacy, and self-help networks; and (d) pay increased attention to integrating gender dimensions in the context of post-crisis and human security interventions, such as restoring and upgrading local productive capacities and livelihoods, and strengthening the economic resilience of the most vulnerable, in particular female heads of households.

B. Advancing economic competitiveness

23. Recognizing the importance of promoting gender equality, the empowerment of women, and diversity as enabling factors for economic growth, productivity improvements and innovation, UNIDO will strengthen its gender mainstreaming and targeted approaches in its core programmes and projects that focus on economic competitiveness. The Organization endeavours to (a) strengthen the capacity of national and subnational governments to develop and implement industrial, trade, quality, technology and innovation policies, and legal frameworks that promote an enabling environment for economic growth that is gender and age-responsive, and, in particular, that does not discriminate against women and girls; (b) promote female investors and entrepreneurial role models, as well as knowledge and mentoring networks at the local, national, regional and international levels; (c) strengthen the participation of women as employers and employees in manufacturing, industrial services, domestic and global industrial value and supply chains, and clusters, and increase their involvement in innovation, science and technology; and (d) increase opportunities for both girls and boys to make life choices that go beyond gender-limiting cultural norms by empowering them with entrepreneurial attitudes, skills and knowledge.

C. Safeguarding the environment

24. There is a driving link between gender equality and safeguarding the environment, since women are particularly vulnerable to the impact of environmental changes, such as climate change, pollution, and resource scarcity, and at the same time they are valuable agents for safeguarding the environment. UNIDO will therefore focus on the following key areas: (a) women's access to sustainable energy supply, resource efficient, and cleaner production practices, and to technologies that reduce time burdens and adverse impacts on health; (b) women's role as key agents of environmental protection, sustainable resource management, and energy provision, as entrepreneurs or as employees integrated throughout the whole value chain; (c) women's engagement, leadership, and decision-making in green industries, through awareness-raising, networking, and peer support, with a view to minimizing the adverse impacts of industrial development on ecosystems and human health; (d) due representation of women and men's distinct needs and priorities, including in implementation of international agreements, national and municipal environmental regulations, technology development and transfer, and capacity-building.

D. Programme management actions 2016-2019

25. The table below identifies programme management actions to achieve the above outlined integration of gender in the thematic priority areas, during the period 2016-2019.

Programme management actions 2016-2019	Lead division/branch/unit
<ul style="list-style-type: none"> Collect and analyse sex-disaggregated data on employment in manufacturing wage gaps and education. 	PRF/RSI/STA ¹⁰
<ul style="list-style-type: none"> Conduct at least one leading study per biennium that contributes to a better understanding of the gender equality-industrialization nexus. 	PRF/RSI/RPA ¹¹ PTC ¹²
<ul style="list-style-type: none"> Conduct capacity-building programmes for counterparts on gender mainstreaming in industrial policy formulation and implementation. 	PRF/RSI/CDI ¹³ PTC
<ul style="list-style-type: none"> Strengthen UNIDO's position and contribution to the Commission on the Status of Women in close collaboration with the relevant United Nations entities to advance women's economic empowerment. 	ODG/GEA ¹⁴

¹⁰ Statistics Unit, Research, Statistics and Industrial Policy Branch of the Deputy to the Director General, Industrial Policy, External Relations and Field Representation Division.

¹¹ Research and Industrial Policy Advice Unit, Research, Statistics and Industrial Policy Branch of the Deputy to the Director General, Industrial Policy, External Relations and Field Representation Division.

¹² Programme Development and Technical Cooperation Division.

¹³ UNIDO Institute for Capacity Development Unit, Research, Statistics and Industrial Policy Branch of the Deputy to the Director General, Industrial Policy, External Relations and Field Representation Division.

¹⁴ Office for Gender Mainstreaming, Ethics and Accountability, Office of the Director General.

<ul style="list-style-type: none"> • Ensure that UNIDO country programmes systematically include gender perspectives, participate actively through the field network in inter-agency gender initiatives and United Nations Development Assistance Framework/Common Country Assessment processes and in joint programmes on gender equality and empowerment of women. 	PRF/RPF ¹⁵ PRF/RPF/FLD ¹⁶
<ul style="list-style-type: none"> • Systematically include gender analysis to address the different needs and priorities of women and men in all new programmes and projects, and assign a gender marker.¹⁷ 	PTC
<ul style="list-style-type: none"> • Strengthen gender mainstreaming in three thematic priority areas, complemented by gender-targeted interventions, thus increasing the share of programmes and projects that significantly contribute to gender equality and women's empowerment.¹⁸ 	PTC
<ul style="list-style-type: none"> • Develop strategic partnerships with other organizations and institutions, as well as the private sector, to leverage resources and advocacy support for promoting gender equality and women's empowerment. 	PTC/PRM ¹⁹ ODG/GEA
<ul style="list-style-type: none"> • Develop gender indicators at the country, programme and project levels to stimulate and track gender outcomes, in consultation with project managers. 	ODG/SPQ ²⁰ PTC/PRM/RMU ²¹
<ul style="list-style-type: none"> • Highlight the Organization's efforts and best practices to promote gender equality and women's empowerment and make this information widely available, both internally and externally. 	PRF/PMO ²² ODG/GEA
<ul style="list-style-type: none"> • Actively promote UNIDO's concept of gender equality and work with donors and advance joint programming. 	PRF/DDG/SDR ²³

¹⁵ Regional Programmes and Field Representation Branch of the Deputy to the Director General, Industrial Policy, External Relations and Field Representation Division.

¹⁶ Field Offices, Regional Programme and Field Representation Branch of the Deputy to the Director General, Industrial Policy, External Relations and Field Representation Division.

¹⁷ UNIDO's gender marker is in line with UN-SWAP requirements, with four categories: 0 — no attention to gender, 1 — some/limited attention to gender, 2a — significant attention to gender, 2b — gender is the principal objective.

¹⁸ Programmes and projects with gender marker 2a or 2b.

¹⁹ Partnerships and Results Monitoring Branch, Programme Development and Technical Cooperation Division.

²⁰ Office for Strategic Planning, Coordination and Quality Monitoring, Office of the Director General.

²¹ Results Monitoring Unit, Partnerships and Results Monitoring Branch, Programme Development and Technical Cooperation Division.

²² Policymaking Organs Secretariat, Advocacy and Communications Branch of the Deputy to the Director General, Industrial Policy, External Relations and Field Representation Division.

²³ Strategic Donor Relations Unit of the Deputy to the Director General, Industrial Policy, External Relations and Field Representation Division.

V. Organizational gender priority areas

26. To advance gender equality and women's empowerment in the three thematic priority areas outlined above, UNIDO needs to undertake organizational change in three key areas: measures to promote gender parity, measures to promote a gender-sensitive culture, and strengthened accountability. Key to the achievement of gender equality and empowerment of women goals is managerial commitment at the highest levels.

A. Gender parity

27. UNIDO recognizes that the advancement and empowerment of women is a policy priority within the Organization, and the gender strategy reaffirms UNIDO's commitment to take the necessary measures to improve the status of women within the Organization. UNIDO is still far from having a 50/50 gender balance in the Professional and higher categories, which is a common goal of the United Nations system. As of 31 December 2014, the percentage of female Professional staff members was 32 per cent and the number of women in senior positions is low. Common complaints by Member States, echoed by the UNIDO external auditors (IDB.40/3), are the lack of succession planning and the imbalance in gender and geographical distribution. An intensive effort needs to be made to develop new initiatives to increase the participation and representation of women, including at senior levels. In the context of the current review of the Human Resources Management Framework emphasis is being placed on clear, specific divisional targets for gender balance. Efforts will be made to remove obstacles to recruitment, retention, promotion, and mobility of female staff, and to create a supportive environment for them.

B. Gender-sensitive culture

28. UNIDO has already taken steps to promote a gender-sensitive culture with the establishment of a Code of Ethical Conduct (UNIDO/DGB/(M).115) and its online learning module. The Organization also has a flexible work-time arrangement. UNIDO will build on these achievements by creating an environment free of discrimination and harassment, and by implementing flexible working policies that allow both male and female staff to fulfil their work and non-work obligations. The gender architecture put in place with the adoption of the gender policy is central to promoting an organizational culture that effectively works towards achieving gender equality and women's empowerment in all UNIDO's programmes, policies, and organizational practices. Senior male and female leaders play a key role in sending out a clear signal, through both their messages and actions, of their leadership and of their public championing of the promotion of gender equality and the equal representation of women and men.

C. Accountability

29. According to the gender policy, achievement of results in gender mainstreaming in UNIDO's policies, programmes and business practices is the responsibility of all UNIDO staff at all levels. Therefore, UNIDO's gender mainstreaming architecture is built on the principles of inclusiveness, taking responsibility and being accountable for the gender mainstreaming of the Organization's policies, programmes and business practices. UNIDO already includes gender-sensitivity among its staff recruitment criteria, and all staff will be held accountable for how they have contributed to the advancement of gender equality and women's empowerment in their performance appraisal. Basic gender training will be mandatory for all staff to allow them to comply with the actions proposed in this strategy, and a system of recognition will be in place to reward gender champions.

D. Organizational actions 2016-2019

30. The table below identifies strategic actions to achieve the above organizational change and contribute to the gender equality and women's empowerment goal, during the period 2016-2019.

Organizational actions 2016-2019	Lead division/ branch/unit
<ul style="list-style-type: none"> Set divisional targets so that at least 50 per cent of all positions that are open for recruitment, particularly higher professional posts, are filled by the equally qualified female candidates in order to make significant progress towards closing the gender gap by the end of 2019. 	Managing Directors
<ul style="list-style-type: none"> Build up the talent pool and improve gender balance in recruitment through proactive talent acquisition, gender-balanced and gender-sensitive interview panels, leadership training and mentorship opportunities, and other affirmative measures, as required. 	PSM/HRM ²⁴
<ul style="list-style-type: none"> On a regular basis share, internally and externally, data on gender balance in order to raise awareness of existing gender gaps among personnel,²⁵ and use the data to develop targets and take positive measures to address the gaps. 	PSM/HRM PSM/BSS ²⁶
<ul style="list-style-type: none"> Integrate gender equality and women's empowerment in the compact and competencies for all employees, and assess achievements through staff appraisals. 	PSM/HRM Directors

²⁴ Human Resource Management Branch, Programme Support and General Management Division.

²⁵ "Personnel" refers to all categories of staff and consultants.

²⁶ Business and Systems Support Unit, Programme Support and General Management Division.

<ul style="list-style-type: none"> Integrate gender equality and women's empowerment achievements as a criteria for merit awards. 	PSM/HRM
<ul style="list-style-type: none"> Develop, implement, and track flexible work arrangements and family friendly provisions for the equal advancement of women and men. 	PSM/HRM
<ul style="list-style-type: none"> Adopt a harassment, including sexual harassment, discrimination, and abuse of authority policy by 2016, and organize training to promote a culture of zero tolerance of harassment, including sexual harassment, discrimination, and abuse of authority. 	PSM/HRM
<ul style="list-style-type: none"> Include mandatory basic gender training in all staff capacity-development activities and track results annually. 	PSM/HRM ODG/GEA
<ul style="list-style-type: none"> Develop and conduct thematic and tailor made training for technical branches and field offices. 	ODG/GEA PSM/HRM
<ul style="list-style-type: none"> Include specifically tailored gender training for senior management. 	PSM/HRM ODG/GEA
<ul style="list-style-type: none"> Demonstrate senior managers' leadership and their advocacy of gender equality and equal representation of women and men by, inter alia, referring to the issues in speeches, attending gender-related events, and setting up gender-balanced committees and panels. 	Managing Directors, Directors
<ul style="list-style-type: none"> Conduct a gender-awareness campaign and promote the concept of gender equality and women's empowerment within UNIDO, by using internal communication tools, including the publication of a regular gender newsletter and the organization of a series of lectures/discussions. 	PRF/PMO ODG/GEA
<ul style="list-style-type: none"> Quantify disbursement of funds for promoting gender equality and women's empowerment through financial resource tracking, in order to inform central planning on budget allocation, by fully rolling out the gender marker to all projects and programmes. 	PSM/FIN ²⁷ PSM/BSS
<ul style="list-style-type: none"> Allocate human and financial resources required for the operations of the gender architecture established in the gender policy and core priorities of the gender strategy from the regular budget. 	PSM/FIN
<ul style="list-style-type: none"> Participate in the UN-SWAP peer review process together with the other Vienna-based organizations. 	ODG/GEA

²⁷ Financial Services Branch, Programme Support and General Management Division.

VI. Resources, monitoring, reporting and evaluation

31. The implementation of the gender strategy requires a combination of three funding modalities: (1) core functions by the Office of Gender Mainstreaming, Ethics and Accountability, with a dedicated regular budget; (2) core functions of Gender Focal Points for their branches, with funding from their respective organizational regular budgets; and (3) specific activities to advance with the successful implementation of the strategy over the period from 2016 to 2019 that require additional extrabudgetary funding, to be mobilized.

32. Divisions, branches and field offices will prepare their annual plans to implement the gender strategy, which will be cascaded in the project and programme management system and the staff performance management system. The results of the implementation of annual plans will be monitored by the Gender Mainstreaming Steering Board.

33. The Staff Council will monitor and support the implementation of the organizational actions related to gender parity, gender sensitive corporate culture and accountability.

34. Progress in implementing the gender strategy will be reviewed by the Office for Gender Mainstreaming, Ethics and Accountability, in close consultation with the Gender Focal Points network, and reported every six months to the Gender Mainstreaming Steering Board. As part of the midterm review in 2017, a participatory gender audit will be conducted by the Office for Gender Mainstreaming, Ethics and Accountability, involving all organizational units at headquarters and the field offices, as well as other United Nations organizations and partners.

35. Progress will be reported to Member States through UNIDO's Annual Report and the integrated results and performance framework (see annex II for specific indicators related to the gender strategy), and the Open Data Platform.

36. The lessons learned and recommendations will be reflected in the preparation of the programme and budgets 2018-2019, and the midterm review of the MTPF 2016-2019.

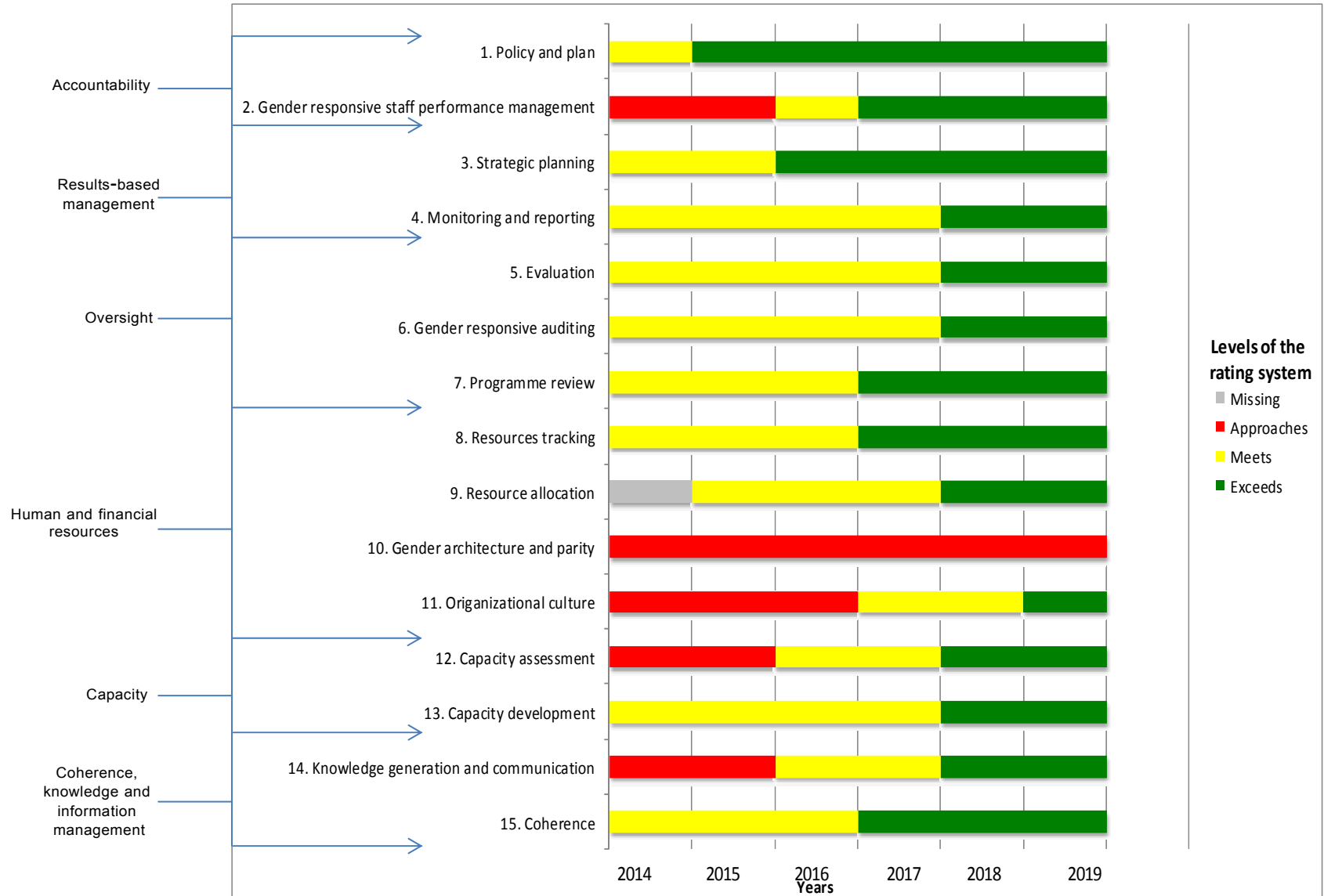
37. An independent evaluation on the gender strategy will be conducted by the UNIDO Office for Independent Evaluation in 2019.

VII. Action required of the Conference

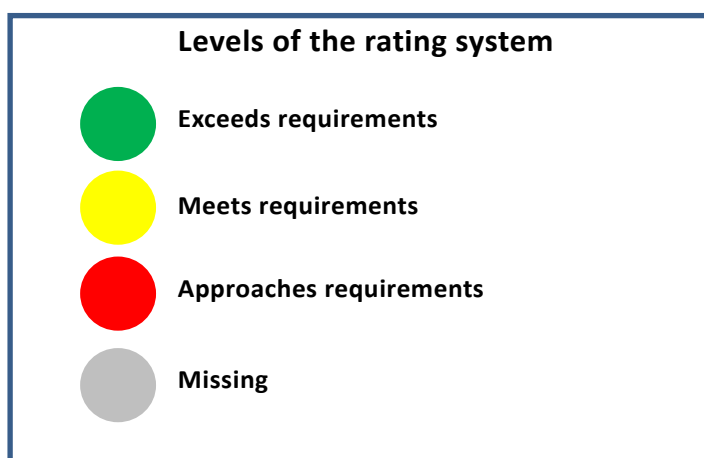
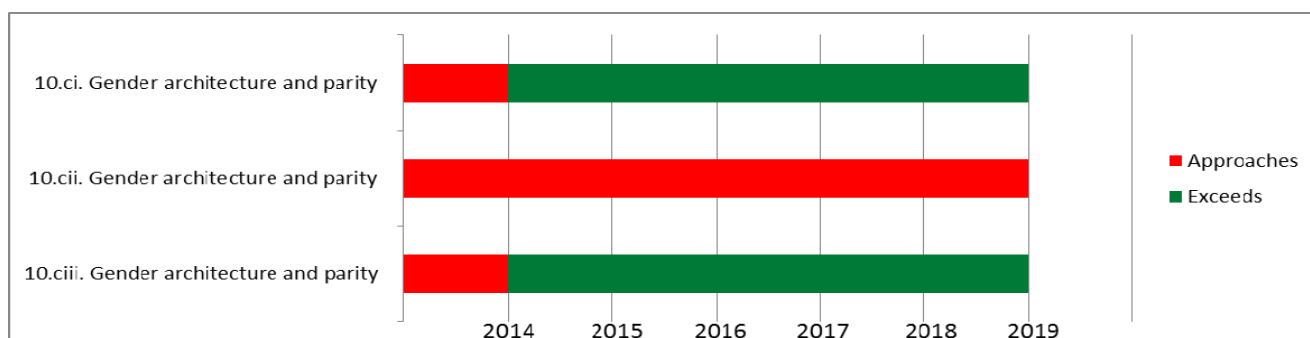
38. The Conference may wish to take note of the UNIDO Gender Equality and Empowerment of Women Strategy for 2016-2019, contained in the present document.

Annex I

Road map towards complying with UN-SWAP standards



Gender architecture and parity in detail



Annex II

Gender-related inputs to the integrated results and performance framework (IRPF)

Indicators (Tier 1)	
GLOBAL DEVELOPMENT RESULTS (Level 1)	
Industrial human resources and gender equality	
<ul style="list-style-type: none"> - Employment in manufacturing (manufacturing employment/total employment (male/female)) - Average wage per worker (male/female) in the manufacturing sector - Working hours by industry and gender - Full time, part time, local, foreign workers by industry and gender - Percentage share of small scale industries value added in total, by male and female ownership - Percentage share of SMEs in lines of credit and gender 	<ul style="list-style-type: none"> (per cent) (current \$) (hours) (No. of people) (per cent) (per cent)
Indicators (Tier 1)	
COUNTRY RESULTS WITH UNIDO SUPPORT (Level 2) ²⁸	
Countries with enhanced participation and equal opportunities for women in political, economic and public life ²⁹	
<p>The gender strategy will contribute to an increase in number of countries working with UNIDO that design and implement policies and programmes that pay significant attention to gender mainstreaming or are targeting women and girls towards:</p> <ol style="list-style-type: none"> 1) Creating shared prosperity, by analysing and addressing gender-related causes of unequal access of women and men to productive capacities and opportunities, with a particular focus on value addition to agriculture production and transformation from informal to formal and growth oriented businesses, by strengthening rural women's entrepreneurial and technical skills, access to technologies, business support services, advocacy and self-help networks, and by strengthening the economic resilience and human security of the most vulnerable, in particular women headed households in post-crisis context. 2) Advancing economic competitiveness, by developing and implementing policies and legal frameworks that create an enabling environment for economic growth that is gender and age sensitive, by analysing and addressing gender related constraints to equal participation of men and women in domestic and global trade, by promoting female investors and entrepreneurial role models in manufacturing, by promoting stronger involvement of women and girls in technology development, including education and training in science and technology, and by developing entrepreneurial culture and skills that encourage life choices of both boys and girls beyond gender limited norms. 3) Safeguarding the environment, by addressing women's access to environmentally friendly, affordable and safe services and technologies that are related to resources consumption such as energy and water, stronger women's leadership role in green industry and as key agents of environmental protection, sustainable resource management and energy provision and by ensuring due representation of women's and men's distinct needs and priorities in implementation of international agreements, national and municipal environmental regulations, technology development and transfer, and capacity-building. 	<p>(No. of countries)</p>

²⁸ Gender marker criteria 2a or 2b. Programme and project level indicators will be developed to reflect four dimensions: resources, rights, voice and project management. UNIDO gender mainstreaming guides provide guidance for the development of relevant gender equality and empowerment of women indicators.

²⁹ This indicator is directly linked to SDG 5, in particular goal 5.5. "Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life", and to the following means:

"(5a) Undertake reforms adopted/ implemented to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.

(5b) Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.

(5c) Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels."

Indicators (Tier 2)	
PROGRAMME MANAGEMENT EFFECTIVENESS (Level 3)	
Programmes/projects with gender-responsive analysis, action and monitoring	
- Programmes/projects with a gender marker rating of 2a (Gender is the principal objective) or of 2b (Significant attention to gender).	(per cent)
- Programmes/projects rated successful at completion by self-evaluation (in terms of gender equality and empowerment of women).	(per cent)
- Programmes/projects rated successful through independent evaluations (in terms of gender equality and empowerment of women).	(per cent)
- Programmes/projects developed at regional and country levels focusing on gender equality and empowerment of women, in collaboration with United Nations country teams.	(per cent)
- Gender topics and gender balance in UNIDO organized panels, conferences, committees and publications.	(No. organized)
Indicators (Tier 2)	
ORGANIZATIONAL EFFECTIVENESS AND MODERNIZATION (Level 4)	
Gender parity and equality (at different grades)	
- Female personnel as percentage of the total UNIDO workforce by categories and grades in a budget year.	(per cent)
- Staff professional development, learning, and performance on gender equality and empowerment of women.	(No. of staff trained) (Total resources)
- Funds mobilized, by net approvals of outputs with gender marker rating of 2a or 2b.	(UN-SWAP score)
- Progress towards achievement of performance standards set by the UN-SWAP. ³⁰	

³⁰ UNIDO is committed to exceeding criteria for 15 performance indicators defined by the UN-SWAP, by 2019, through the programmer management and organizational actions defined in this gender strategy.