



## SECRETARIAT

DGB/2019/16  
18 September 2019

---

Distribution: All staff members at Headquarters  
established offices and Permanent Missions

**DIRECTOR GENERAL'S BULLETIN****Policy on Gender Equality and the Empowerment of Women****I. Introduction**

1. This bulletin promulgates the revised Policy on Gender Equality and the Empowerment of Women, which was approved by the Director General of UNIDO, and replaces DGB/M.110/Rev 2. dated 27 November 2015.
2. The Policy has been revised/updated to reflect, inter alia, the modifications resulting from the 2018 United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP 2.0) and the 2018 UNIDO Secretariat Structure (DGB/2018/02), as well as the updated medium-term programme framework (MTPF) for the period 2018-2021 (IDB.45/8-PBC.33/8) and the updated integrated results and performance framework (IRPF) (PBC.35/CRP.11).
3. The revised Policy draws on organizational progress, good practice and learning to date, including the findings and recommendations from the 2018 Mid-Term Review of the Implementation of the UNIDO Policy (2015) and Strategy (2016-2019) on Gender Equality and Empowerment of Women.
4. The Policy provides an overarching and forward-looking framework and outlines the roles and responsibilities of all organizational units and the gender architecture of UNIDO to ensure accountability for gender equality and the empowerment of women (GEEW) results.
5. Overall responsibility for the Policy lies with the Director General and the Gender Mainstreaming Board. They are assisted by the Office for Gender Equality and Empowerment of Women, with the Gender Coordinator acting as the Organizational Gender Focal Point.
6. This Policy shall become effective immediately upon promulgation and shall be operationalized in four-yearly strategies for gender equality and the empowerment of women.

**II. International and United Nations-specific commitments to gender equality and the empowerment of women**

7. UNIDO abides by the fundamental principle of non-discrimination on the basis of sex, as established

in the United Nations founding Charter of 1945<sup>1</sup> and the 1948 Universal Declaration on Human Rights<sup>2</sup> and as reconfirmed through, inter alia, the 1979 Convention on the Elimination of All Forms of Discrimination against Women<sup>3</sup>, the 1995 Beijing Declaration and Platform for Action<sup>4</sup> and the 2030 Agenda for Sustainable Development and its accompanying Sustainable Development Goals (SDGs), which commit Member States to attaining gender equality and the empowerment of all women and girls by 2030<sup>5</sup>.

8. This Policy is in line with the Chief Executive Board’s System-wide Policy on Gender Equality and the Empowerment of Women (CEB/2006/2), the United Nations System-wide Action Plan for Implementation of the System-Wide Policy (CEB/2013), and the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP 2.0). UNIDO also recognizes the importance of the United Nations Development System (UNDS) reform at the field- and United Nations Country Team-level to the achievement of gender results and its expected contributions to the United Nations Sustainable Development Cooperation Framework (UNSDCF).

### **III. UNIDO’s vision and commitments for gender equality and the empowerment of women**

9. It is UNIDO’s vision that women and men<sup>6</sup> equally lead, participate in, and benefit from ISID.
10. UNIDO’s mandate to promote inclusive and sustainable industrial development (ISID) relies on the advancement of gender equality and the empowerment of women. UNIDO addresses gender inequalities in industry and harnesses women’s full potential as economic agents of change and leaders thereby transforming economies and generating inclusive growth.
11. UNIDO will implement gender-targeted actions and utilize gender mainstreaming as key strategies to achieve gender equality and the empowerment of women. In operationalizing the principles of gender equality and leaving no one behind, UNIDO will use a comprehensive approach that is human rights-based and intersectional<sup>7</sup>.
12. UNIDO is committed to implementing programmes that challenge the discrimination faced by women and girls, whatever their background and identity. Such programmes will facilitate the transformation of social norms and power relations, prioritizing increased women’s participation and leadership in formal economic sectors and in environmental conservation and climate action.
13. UNIDO will work with a wide range of both public and private sector partners. It will engage men, as well as women, at all levels to help shift the power relations, social norms and gender stereotypes that limit both women and men’s wellbeing and economic contributions.
14. At the organizational level, UNIDO is committed to promoting an enabling and inclusive environment. This means demonstrating zero tolerance for sex- and gender-based discrimination,

---

<sup>1</sup> <https://www.un.org/en/charter-united-nations/>

<sup>2</sup> <https://www.un.org/en/universal-declaration-human-rights/>

<sup>3</sup> <https://www.un.org/womenwatch/daw/cedaw/text/econvention.htm>

<sup>4</sup> <https://www.un.org/womenwatch/daw/beijing/pdf/BDPfA%20E.pdf>

<sup>5</sup> <https://sustainabledevelopment.un.org/post2015/transformingourworld>. [The Agenda recognizes that gender equality and the empowerment of women is relevant across all the SDGs and is not limited to SDG 5.](#)

<sup>6</sup> For the purpose of this Policy, the terms “women” and “men” also refer to girls and boys where relevant.

<sup>7</sup> UNIDO recognizes that inequalities and discrimination exist along intersectional lines. Intersectionality refers to the interconnected nature of social categorizations such as race, class, economic status and gender as they apply to a given individual or group, regarded as creating overlapping and interdependent systems of discrimination or disadvantage.

bias and harassment, as well as implementing good practices such as flexible working arrangements and family-friendly policies. The Organization has defined an action plan for 2018-2023 to accelerate progress towards achieving the goal of gender parity by 2028, with a commitment to report on progress regularly.<sup>8</sup>

15. Actions to implement this Policy will be described in detail in the four-yearly strategies for gender equality and the empowerment of women and their accompanying strategy work programmes and implementation plans, which closely follow the protocols agreed in UN-SWAP 2.0.
16. Progress in implementing this Policy and the associated strategies for gender equality and the empowerment of women shall be reported on every two years by the Organization and independently evaluated on a regular basis.
17. Progress is to be regularly reported to Member States, through the Policy Making Organs as well as UNIDO's Annual Report and the IRPF.

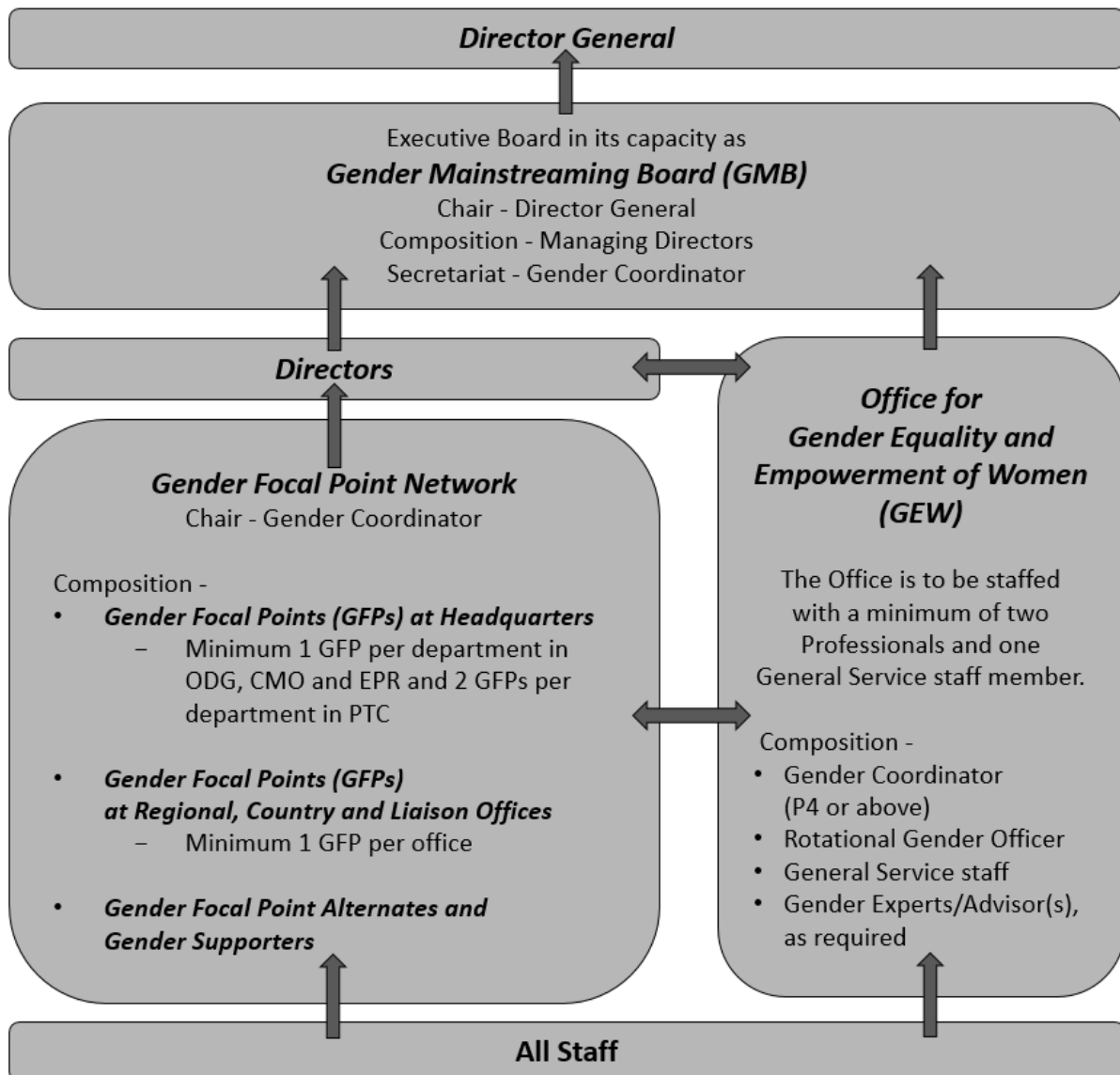
---

<sup>8</sup> See the 2018-2023 UNIDO Gender Parity Action Plan and subsequent action plans.

**IV. Gender architecture and accountability for delivering gender equality and the empowerment of women results within UNIDO**

18. The gender architecture in UNIDO, shown in the schematic below, includes:

- (a) The Gender Mainstreaming Board, chaired by the Director General;
- (b) The Gender Coordinator/Office for Gender Equality and Empowerment of Women; and
- (c) The Gender Focal Points (GFPs) at Headquarters and in the Regional, Country and Liaison Offices (i.e. from all organizational units of UNIDO) and the Gender Focal Point Alternates and Gender Supporters which constitute the UNIDO Gender Focal Point Network.



### ***Director General***

19. The ultimate authority and responsibility for achieving gender equality and the empowerment of women results in UNIDO rests with the Director General.

### ***Gender Mainstreaming Board (GMB)***

20. The Director General is assisted by the Gender Mainstreaming Board (GMB), which is UNIDO's Executive Board, composed of the Managing Directors and chaired by the Director General. The Gender Coordinator is the Secretariat of the Gender Mainstreaming Board.
21. The GMB convenes every six months to: monitor and oversee the implementation of the four-yearly strategies for GEEW; approve strategy work programmes, targets and financial allocations; review progress on results achieved; and take remedial measures to put gender equality efforts back on track, when needed.

### ***Directors***

22. Directors are accountable for effective management and implementation of the Gender Policy and Strategy within their respective areas of responsibility.
23. Directors will be held accountable for promoting gender equality and the empowerment of women across their departments by cascading gender priorities within UNIDO through the staff performance management (SPM) system.
24. Each Department, with the support of their Gender Focal Point(s) and the Office for Gender Equality and Empowerment of Women, is required to compile annual gender work plans and integrate actions therefrom into their overall departmental work plans to ensure that the activities of their respective Departments are undertaken in a gender-responsive manner and support the Organization's vision on GEEW.

### ***Gender Coordinator and the Office for Gender Equality and Empowerment of Women***

25. The Gender Coordinator represents UNIDO as the Organizational Gender Focal Point. The Office for Gender Equality and Empowerment of Women serves as the institutional coordination point for the implementation of UNIDO's Policy and Strategy for Gender Equality and the Empowerment of Women and is located in the Office of the Managing Director in the Directorate of Corporate Management and Operations (CMO/OMD/GEW).
26. The Office is to be staffed with a minimum of two Professional and one General Service staff member. The Office's gender mainstreaming functions are led by the Gender Coordinator, a staff member at the level of P4 or above, who also serves as UNIDO's focal point for gender equality and the empowerment of women in the UN system and as Chair of the Gender Focal Point Network.
27. The Office is supported by a Rotational Gender Officer, a Professional staff member working at Headquarters who is assigned to the Office on a temporary basis for a minimum period of six months. This serves the dual purpose of exposing a Professional staff member to the work of the GEW, while providing the contributing department advanced expertise in gender equality issues.
28. The Office may, in accordance with needs, be assigned additional Gender Experts/Advisor(s).
29. Specific responsibilities and tasks of the Office for Gender Equality and Empowerment of Women

consist of the following:

- (a) Formulate, facilitate, review and report on the four-yearly strategies for GEEW based on the principles, measures and actions described in this Policy;
- (b) Play a coordinating and facilitating role in the implementation of the UNIDO Policy and strategies for GEEW;
- (c) Support the development and review of annual departmental work plans, prior to their finalization and implementation, inter alia to ensure alignment with UN-SWAP;
- (d) Coordinate and support the Gender Focal Point Network and act as Secretariat for the Gender Mainstreaming Board;
- (e) Provide technical gender mainstreaming support, including organizing and developing capacity-building and awareness-raising activities and events that strengthen the capacity of UNIDO staff to effectively mainstream gender in their area of work;
- (f) Guide and support development of UNIDO approaches, thematic strategies, policy briefs, publications and global forum activities on key ISID issues related to GEEW;
- (g) Systematically review every project proposal from the gender perspective and verify the gender marker assigned;
- (h) Ensure alignment with, contribute to and report to relevant inter-agency and United Nations system-wide processes and activities on gender equality;
- (i) Establish and maintain strategic partnerships with all parts of the United Nations system, civil society organizations, the private sector, academia and Member States on GEEW.

#### ***Gender Focal Point Network***

- 30. The Organization's Gender Focal Point Network is chaired by the Gender Coordinator. The Gender Focal Point Network comprises all Gender Focal Points (paras 33-39), both at UNIDO Headquarters and in the Regional, Country and Liaison Offices, all Gender Focal Point Alternates (para 35), and, on an ad hoc basis, can also include additional UNIDO personnel considered to be Gender Supporters (para 36).
- 31. The Gender Focal Point Network meets regularly and at least twice per year upon invitation by the Chair, with GFPs in Regional, Country and Liaison Offices joining remotely. The Network can also meet informally in thematic groups or task forces established on an ad hoc basis.
- 32. The Network helps to ensure coherence and alignment, as well as information and knowledge-sharing on innovations and best practices among the Gender Focal Points.

#### ***Gender Focal Points, Gender Focal Point Alternates, and Gender Supporters***

- 33. Gender Focal Points at the P3 level or above are appointed for a period of two years by their respective Director or the UNIDO Representative. UNIDO Representatives at Regional, Country and Liaison Offices shall undertake the GFP functions themselves or assign a Gender Focal Point for their Office. Assignment of GFPs are announced periodically through Information Circulars.

34. Each Department, Regional, Country, and Liaison Office shall have at least one GFP. Departments in the Directorate of Programme Development and Technical Cooperation shall have at least two GFPs.
35. The Director of each Department may assign additional personnel, at any level and on any type of contract, as Gender Focal Point Alternates to provide support to GFPs in the completion of the tasks outlined in this Policy. GFP Alternates shall not replace the Gender Focal Point, but rather work alongside them and augment the GFP function.
36. All UNIDO personnel are eligible to be Gender Supporters and can become such by expressing interest to the Gender Office. These individuals have no official responsibilities, but are welcomed to Gender Focal Point meetings when relevant and subject to their exigencies of service, and are included in the Office's mailing list.
37. At least 20 per cent of a GFP's time is allocated to GFP functions, and GFP activities are included in their annual compact.
38. The function of GFPs is primarily to support the implementation of the UNIDO Policy and strategies for GEEW. Primary responsibilities and tasks of all GFPs, in coordination with the Office for Gender Equality and Empowerment of Women, consist of the following:
  - (a) Contribute, within their mandated areas, to the preparation, implementation, monitoring and reporting on the progress achieved in the implementation of the four-yearly UNIDO Strategies for Gender Equality and the Empowerment of Women and on UN-SWAP;
  - (b) Actively contribute to the Gender Focal Point Network and promote greater awareness of gender issues both in programmatic activities and within the Organization, including by promoting a gender-responsive work environment;
  - (c) Support and encourage training/capacity development initiatives related to GEEW in the area of their work for UNIDO personnel, and contribute to related capacity development initiatives for all partners of UNIDO;
  - (d) Identify, in collaboration with their Directors and colleagues, good practices and initiatives that promote GEEW and take action to enhance visibility of these initiatives through dissemination of information and knowledge-sharing;
  - (e) With the support of their colleagues and under the supervision of the respective Director, prepare annual work plans and six-monthly progress reports for the GMB in line with the principles and targets set in this Policy and in the four-yearly strategies for GEEW.

*Additional duties (when required or assigned):*

- (f) Assist their colleagues to integrate GEEW aspects in their programmes and projects throughout the different phases of the project cycle, including guidance on the identification and monitoring of gender-responsive outcomes and the effective use of UNIDO gender tools;
- (g) Appraise programmes and projects of their Department and provide recommendation to the Gender Coordinator for project clearance from the gender perspective, as required by the Director General's Bulletin on programme and project formulation and approval function (DGB/2016/6 of 30 May 2016 and possible future versions);

- (h) Undertake, on a full-time basis, UNIDO's Rotational Gender Officer functions in the Office for Gender Equality and Empowerment of Women, if assigned.

*Additional Department- and Field-specific duties:*

39. Functions described in the following sub-paragraphs are the responsibility of the Gender Focal Point(s) in the respective unit, to be conducted in coordination with the Office for Gender Equality and Empowerment of Women, and shall remain the duty of the Gender Focal Point as long as their unit's function and/or their Terms of Reference are not amended in such a way that makes the completion of the function irrelevant or unachievable:

- (a) *Evaluation and Internal Oversight* - Coordinate the establishment of common tools and approaches for integrating gender equality and human rights-based approaches in evaluation and audit, conduct gender-related evaluations and gender audits in line with the four-yearly strategies for GEEW, and take part in United Nations Evaluation Group (UNEG) UN-SWAP Evaluation Performance Indicator-related working groups and peer learning exchanges;
- (b) *Strategic Planning and Quality Monitoring* - Ensure that UNIDO's main strategic planning documents (the MTPF and Programme and Budget (P&B)) are gender-responsive and include transformative result(s) on gender equality, that the integrated results and performance framework (IRPF) systematically integrates GEEW, and ascertains due process in UNIDO's programme and project quality appraisal and approval systems to fully integrate gender considerations, including systematic collection and reporting of data in a sex-disaggregated manner;
- (c) *Human Resources Management* - Support the implementation of the UNIDO Gender Parity Action Plan (2018-2023), including actions related to gender-responsive recruitment and an enabling organizational environment, and other subsequent gender parity action plans or strategies;
- (d) *Finance* - Support the implementation of a financial resource tracking system, in line with United Nations system standards and protocols, for resources allocated and/or utilized to promote GEEW;
- (e) *External Relations* - Keep Member States and relevant stakeholders informed of UNIDO's gender activities through information-sharing on best UNIDO programmatic practices and the related activities in support of this Policy and the four-yearly strategies for gender equality and the empowerment of women; ensure that external communications are gender-responsive and parity objectives are respected;
- (f) *Staff Council* - Monitor and support the implementation of the organizational actions related to gender parity, gender-responsive corporate culture and accountability;
- (g) *Regional, Country and Liaison Offices* - Support and coordinate the inclusion of at least one specific outcome and related indicator on GEEW into the regional and/or Country Programmes as well as the Programmes for Country Partnership; Seek and promote partnerships and networks on GEEW with their counterparts from UN Women and other sister organizations in the UN Country Team (UNCT); Network and encourage consultations and cooperation on GEEW with relevant national gender machineries, non-governmental organizations, and focal points in government ministries and report on gender-related policy developments relevant to UNIDO's mandate to the GMB through the Office for Gender Equality and Women's



Empowerment.

*All personnel*

40. Promoting gender equality and the empowerment of women in UNIDO's policies, programmes and business practices is the responsibility of all UNIDO personnel at all levels and should not be viewed as the sole responsibility of the Office for Gender Equality and Empowerment of Women or the Gender Focal Points network, whose role it is to provide coordination and technical support.
41. All staff are required to incorporate gender-responsive goals and performance indicators in the revised SPM system and provide feedback on gender responsiveness-related behavioural indicators in the 360-degree feedback system for their colleagues.
42. All personnel can contribute to gender equality results within their respective fields of work and to gender-responsive and inclusive behavior, such as confronting bias and disrespectful behavior when it arises and encouraging diversity and gender parity in events, panels and meetings.