



UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION

STRATEGY FOR  
**GENDER  
EQUALITY**   
AND THE  
**EMPOWERMENT  
OF WOMEN**

2020  
2023



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**EQUALITY** AND THE  
**EMPOWERMENT OF WOMEN**  
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INDUSTRIAL DEVELOPMENT ORGANIZATION

Vienna, 2019

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Publishing production: English, Publishing and Library Section, United Nations Office at Vienna.

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This publication is in line with GC.18/15  
“Strategy for Gender Equality and the  
Empowerment of Women, 2020–2023”  
presented to Member States at the  
eighteenth session of the General  
Conference in Abu Dhabi,  
3–7 November 2019



## FOREWORD

Under the 2030 Agenda for Sustainable Development we have pledged to attain gender equality and the empowerment of all women and girls by 2030. It is the vision of UNIDO that women and men equally lead, participate in, and benefit from inclusive and sustainable industrial development.

The Organization fully recognizes that gender equality and the empowerment of women lie at the heart of our mandate. We are committed to addressing gender inequalities in industry and to harnessing women's full potential as leaders and economic agents of change, thereby transforming economies and generating inclusive growth.

To guide our advancement in this important area of work over the coming four years, I am honoured to present the *UNIDO Strategy for Gender Equality and the Empowerment of Women, 2020-2023*. This Strategy provides a framework for UNIDO programmatic work and organizational practices that will accelerate progress in delivering on our gender equality commitments.

The Strategy was developed through an inclusive and consultative process covering all UNIDO personnel, including senior management and field offices, and also benefited from substantial input from UN Women and Member States' representatives. It is aligned with the second generation of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP 2.0) and commits UNIDO to exceeding the requirements of 15 of its 17 performance indicators by 2023.

I am proud to support this ambitious goal and want to stress that achieving it will require the commitment of all personnel, across all levels. Only by combining the promotion of gender parity and an enabling, inclusive working environment with gender-responsive strategic planning and programmatic activities can we improve our delivery of global results on gender equality. Guided by the Strategy, I count on all UNIDO personnel to take ownership of our principles and values expressed therein and to show the leadership necessary to make our vision a reality.

LI Yong  
Director General, UNIDO

## INTRODUCTION

As stated in the UNIDO Policy on Gender Equality and the Empowerment of Women (2019) (DGB/2019/16), gender equality and the empowerment of women are fundamental to the UNIDO mandate of inclusive and sustainable industrial development (ISID) and to the achievement of the Sustainable Development Goals (SDGs). The interlinkages between gender and industry are also recognized in Goal 9 and the Lima Declaration on ISID, which both emphasize the role industry can play in promoting decent employment, opportunities for social inclusion and gender equality, and the empowerment of women.<sup>1</sup>

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>2</sup> and the 1948 Universal Declaration on Human Rights<sup>3</sup> and as reconfirmed through inter alia the Convention on the Elimination of All Forms of Discrimination against Women of 1979,<sup>4</sup> the 1995 Beijing Declaration and Platform for Action<sup>5</sup> and the

2030 Agenda<sup>6</sup> commitments relating to gender equality and the empowerment of women and girls.

*Gender equality and the empowerment of women are fundamental to the UNIDO mandate of inclusive and sustainable industrial development (ISID) and to the achievement of the Sustainable Development Goals (SDGs).*

The UNIDO vision, as laid down in the 2019 Policy on Gender Equality and the Empowerment of Women (DGB/2019/16), is that women and men equally lead, participate in, and benefit from inclusive and sustainable industrial development. Towards this vision, UNIDO

follows a comprehensive approach to gender equality and the empowerment of women, recognizing the interests, needs and priorities of both women and men and the intersecting diversity of different groups. The Strategy for Gender Equality and the Empowerment of Women (2020–2023), requested by UNIDO Member States at the seventeenth session of the General Conference in 2017 (GC.17/Res.3), will help achieve this vision by taking forward the previous strategy (GC.16/8) and guiding the work of UNIDO on gender equality for the coming four years.

The objectives of this Strategy are aligned with the Chief Executive Board for Coordination's (CEB) System-wide Policy on Gender Equality and the Empowerment of Women (CEB/2006/2),<sup>7</sup> the System-wide Action Plan for Implementation of the United Nations CEB Policy on Gender Equality and the Empowerment of Women (CEB/2013)<sup>8</sup> and the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP 2.0).<sup>9</sup> Looking forward, UNIDO

<sup>1</sup> For the purpose of this Policy and Strategy, "women and men" also refers to girls and boys where relevant.

<sup>2</sup> [www.un.org/en/charter-united-nations/](http://www.un.org/en/charter-united-nations/).

<sup>3</sup> [www.un.org/en/universal-declaration-human-rights/](http://www.un.org/en/universal-declaration-human-rights/)

<sup>4</sup> [www.un.org/womenwatch/daw/cedaw/text/econvention.htm](http://www.un.org/womenwatch/daw/cedaw/text/econvention.htm).

<sup>5</sup> [www.un.org/womenwatch/daw/beijing/pdf/BDPfA%20E.pdf](http://www.un.org/womenwatch/daw/beijing/pdf/BDPfA%20E.pdf).

<sup>6</sup> <https://sustainabledevelopment.un.org/post2015/transformingourworld>.

<sup>7</sup> [www.unsceb.org/CEBPublicFiles/press/UN\\_system\\_wide\\_P\\_S\\_CEB\\_Statement\\_2006\\_0.pdf](http://www.unsceb.org/CEBPublicFiles/press/UN_system_wide_P_S_CEB_Statement_2006_0.pdf).

<sup>8</sup> [www.unsceb.org/CEBPublicFiles/High-Level%20Committee%20on%20Programmes/Public%20Document/SWAP.pdf](http://www.unsceb.org/CEBPublicFiles/High-Level%20Committee%20on%20Programmes/Public%20Document/SWAP.pdf).

<sup>9</sup> <http://www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/un-swap/un-swap-2-framework-and-technical-guidance-en.pdf?la=en&vs=1406>.

also recognizes the importance of the United Nations Development System (UNDS) reform at the field and United Nations Country Team (UNCT) level for the achievement of gender results and its expected contributions to the United Nations Sustainable Development Cooperation Framework (UNSDCF).

This Strategy builds on the Organization's to-date achievements on gender equality and the empowerment of women. It draws on organizational 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 the Empowerment of Women,<sup>10</sup> and the UNIDO Gender Parity Action Plan (2018–2023). It is the result of an inclusive consultative process involving personnel<sup>11</sup> from headquarters and the field, the Gender Focal Point network, the Gender Mainstreaming Steering Board and UNIDO Member States. It provides an overarching and forward-looking framework that sets institutional standards and defines commitments for gender-responsive, inclusive and sustainable industrial development results. It is also aligned with the updated medium-term programme framework (MTPF) of UNIDO for the period 2018–2021 (IDB.45/8-PBC.33/8) and the updated integrated results and performance framework (IRPF) (PBC.35/CRP.11).

This Strategy will enable UNIDO to:

- Systematically plan, steer, deliver and report more effectively on progress towards its gender equality commitments at the global, regional, national and organizational levels, and in the context of the 2030 Agenda, specifically for the achievement of Goal 9: “Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation” and Goal 5: “Achieve gender equality and empower all women and girls”
- Excel within the framework of the updated United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP 2.0) for the implementation of CEB Policy on Gender Equality and Empowerment of Women, as well as the United Nations System-wide Strategy on Gender Parity<sup>12</sup>
- Ensure that the overall priority areas of UNIDO set out in the MTPF, namely “Creating shared prosperity”, “Advancing economic competitiveness”, “Safeguarding the environment” and “Strengthening knowledge and institutions”, are implemented in a gender-responsive manner leading to gender equality results

<sup>10</sup>[www.unido.org/sites/default/files/files/2019-01/Mid-Term\\_Review\\_of\\_UNIDO\\_Policy\\_and\\_Strategy\\_on\\_Gender\\_Equality\\_and\\_the\\_Empowerment\\_of\\_Women.pdf](http://www.unido.org/sites/default/files/files/2019-01/Mid-Term_Review_of_UNIDO_Policy_and_Strategy_on_Gender_Equality_and_the_Empowerment_of_Women.pdf).

<sup>11</sup>For the entirety of this Strategy, unless otherwise stated, “personnel” refers to all serving personnel, irrespective of position or contractual relationship with UNIDO, including staff members, consultants and other holders of Individual Service Agreements, and interns.

<sup>12</sup>[www.un.org/gender/sites/www.un.org.gender/files/gender\\_parity\\_strategy\\_october\\_2017.pdf](http://www.un.org/gender/sites/www.un.org.gender/files/gender_parity_strategy_october_2017.pdf).





# The UNIDO theory of change for gender equality and empowerment of women

To contribute to high-level results on the Sustainable Development Goals and to achieve the UNIDO vision in which women and men equally lead, participate in, and benefit from ISID, the following theory of change (figure I) for UNIDO work on gender equality and the empowerment of women was developed. It draws on the 2019 theory of change for the United Nations system-wide contributions to gender-responsive implementation of the SDGs<sup>13</sup> and, in line with the UNIDO mandate, targets four of the eight change areas contained in the United Nations system-wide theory of change, namely:

- Women are economically empowered, have income security and decent work.
- Women lead, participate in and are represented equally within gender-responsive governance systems.
- Knowledge is generated, managed and transferred to enhance the integration of gender equality and women and girls' empowerment across the SDGs.
- Internal United Nations system changes enable gender equality and the empowerment of women and girls.

<sup>13</sup>The theory of change was developed by a working group of 14 United Nations agencies, including UNIDO. The United Nations system-wide theory of change posits that if the SDGs are to be achieved in a gender-responsive manner and if the goal of gender equality and the empowerment of women by 2030 is to be achieved, two high-level outcomes must be achieved: gender-balanced power relations and an enabling environment for gender equality and the empowerment of women and girls. Eight system-wide results areas are cascaded down from these high-level outcomes. [www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/un-swap/un-swap-2-theory-of-change-for-system-wide-gender-related-results.pdf?la=en&vs=2948](http://www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/un-swap/un-swap-2-theory-of-change-for-system-wide-gender-related-results.pdf?la=en&vs=2948).

*The vision of UNIDO is one in which women and men equally lead, participate in, and benefit from inclusive and sustainable industrial development.*

In addition, UNIDO also strives to deliver four additional mandate-specific outcomes, namely:

- Women have the skills and ability to access higher-skilled positions and productive assets.
- Women access and use technological innovations and services, and participate in higher value-added value chains, including export markets.
- Intermediary institutions deliver and implement gender-responsive services and policies targeted towards increasing women's engagement/participation.
- Sectoral policies, strategies and reforms include gender equality objectives based on gender analyses.

To contribute to the achievement of these global results, the UNIDO theory of change for gender equality and the empowerment of women highlights the outputs under the UNIDO sphere of influence that can contribute to the achievement of higher-level outcomes. These outputs will be expanded on in this Strategy and will be further detailed through annual departmental implementation plans.



FIGURE I. THE UNIDO THEORY OF CHANGE FOR GENDER EQUALITY AND EMPOWERMENT OF WOMEN







## UN-SWAP 2.0 and UNIDO strategic objectives

To guide the forthcoming contributions of UNIDO to gender equality and the empowerment of women, this Strategy is aligned with the second generation of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP 2.0).<sup>14</sup> UN-SWAP 2.0 provides an up-to-date accountability framework with six commonly agreed performance areas and seventeen performance indicators for the United Nations system to reach its goals and measure progress systematically. It covers both external changes in terms of delivering gender equality results, as well as internal changes in terms of organizational gender mainstreaming.

Under the first generation of UN-SWAP, UNIDO made significant advancements on issues related to gender equality and the empowerment of women. Not only was UNIDO awarded the certificate of achievement for “most significant progress” between 2012 and 2017, it was also rated “best amongst UN technical entities” at the end of the reporting period in 2017. With the release of UN-SWAP 2.0 in 2018, many of the indicators were strengthened. UNIDO reporting results continued to be positive, exceeding seven of seventeen indicators and meeting an additional six. These results can be seen in figure II.

*Under the first generation of UN-SWAP, UNIDO made significant advancements on issues related to gender equality and the empowerment of women.*

<sup>14</sup>UN-SWAP 2.0 technical guide: [www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/un-swap/un-swap-2-framework-and-technical-guidance-en.pdf?la=en&vs=1406](http://www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/un-swap/un-swap-2-framework-and-technical-guidance-en.pdf?la=en&vs=1406).



Of the seventeen performance indicators covered by UN-SWAP 2.0, this Strategy focuses on the performance indicators that require concerted attention for them to be met or exceeded. These priority action areas fall under two strategic objectives (Box 1).

### **BOX 1. UNIDO STRATEGIC OBJECTIVES, PRIORITY ACTION AREAS AND RELEVANT UN-SWAP 2.0 PERFORMANCE INDICATORS**

#### **THE UNIDO VISION:**

Women and men equally lead, participate in, and benefit from inclusive and sustainable industrial development (ISID).

#### **STRATEGIC OBJECTIVE 1: Strengthen UNIDO strategic planning and programmatic activities to improve delivery of global results on gender equality and the empowerment of women.**

- ▶ **PRIORITY ACTION AREA 1:** Gender-responsive strategic planning to achieve gender-related SDG results (UN-SWAP performance indicator 1)
- ▶ **PRIORITY ACTION AREA 2:** Gender-responsive programming and delivery of gender-related SDG results (UN-SWAP performance indicator 3)

#### **STRATEGIC OBJECTIVE 2: Strengthen UNIDO institutional capacity and effectiveness to enhance the delivery of results on gender equality and the empowerment of women.**

- ▶ **PRIORITY ACTION AREA 3:** Gender-responsive leadership (UN-SWAP performance indicator 7)
- ▶ **PRIORITY ACTION AREA 4:** Supportive and effective gender architecture (UN-SWAP performance indicator 11)
- ▶ **PRIORITY ACTION AREA 5:** Equal representation of women (UN-SWAP performance indicator 12)
- ▶ **PRIORITY ACTION AREA 6:** Gender-responsive financial resource tracking and allocation (UN-SWAP performance indicators 9 and 10)
- ▶ **PRIORITY ACTION AREA 7:** Gender-responsive evaluation and audit (UN-SWAP performance indicators 4 and 5)
- ▶ **PRIORITY ACTION AREA 8:** Inter-agency coherence for gender equality and the empowerment of women (UN-SWAP performance indicator 17)

The annual departmental implementation plans will cover all UN-SWAP performance indicators to ensure that UNIDO maintains its achievements in all the areas, including the remaining indicators that have not been prioritized under this Strategy.

The full list of UN-SWAP performance areas and UNIDO targets are presented in section IV, table 1.

## **STRATEGIC OBJECTIVE 1: STRENGTHEN UNIDO STRATEGIC PLANNING AND PROGRAMMATIC ACTIVITIES TO IMPROVE DELIVERY OF GLOBAL RESULTS ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN**

### **Priority action area 1: Gender-responsive strategic planning to achieve gender-related SDG results**

The Sustainable Development Goals guide the international community's work towards a better future for all, ensuring that no one is left behind. While all SDGs, including Goal 9 on industry, innovation and infrastructure, are interlinked and mutually reinforcing, Goal 5 specifically enshrines the commitment to advancing gender equality. To make the achievement of all SDGs and specifically Goal 5 a reality, strategic planning needs to be gender-responsive by setting indicators to measure progress and commit to reaching transformative results on gender equality in programming. UNIDO commits to moving from meeting the requirements laid down in UN-SWAP 2.0 to exceeding the requirements by 2023, specifically through the following actions:

- UNIDO will finalize and implement the updated IRPF to ensure that it contains both organizational and programmatic indicators on gender equality and the empowerment of women to measure contributions to SDG targets.
- UNIDO will include at least one transformative result on gender equality and the empowerment of women in its upcoming MTPF and in its programme and budgets.
- UNIDO will continue to enhance the systematic use of sex-disaggregated data and the inclusion of gender-related results in its regular reporting to Member States.

*To make the achievement of all SDGs and specifically Goal 5 a reality, strategic planning needs to be gender-responsive.*

### **Priority action area 2: Gender-responsive programming and delivery of SDG results**

The 2018 Mid-Term Review of the Implementation of the UNIDO Policy (2015) and Strategy (2016–2019) on Gender Equality and the Empowerment of Women highlighted the significant increase in the reported quality of gender mainstreaming in the design of its technical cooperation activities and the successful implementation of organizational and programmatic requirements on

gender equality and the empowerment of women. This reflects an increasing capacity of project teams to integrate gender considerations throughout the design and implementation of technical assistance. Partnerships with other entities that encourage considerations on gender equality and the empowerment of women have further reinforced this.

While appreciative of the ongoing improvements in the institutional capacity for gender mainstreaming, the mid-term review also found that there needs to be additional emphasis on programme/project outputs with gender as a central focus, i.e. targeted actions for gender equality and the empowerment of women.

Within its industrial development mandate, UNIDO is committed to ensuring a gender perspective in all of its projects and programmes, as well as implementing gender-related targeted interventions. Such programmatic activities should challenge the discrimination faced by women and girls around the world and facilitate the transformation of social norms and power relations, especially in terms of their participation in formal manufacturing sectors. Given the UNIDO thematic areas of work, it is also imperative that programmatic activities support women's meaningful involvement in environmental conservation and climate action.

To foster industrial development that works for everyone with an aim to operationalize the principle of leaving no one behind and to achieve transformative results on gender, UNIDO commits to exceeding requirements on gender-responsive programming by 2023, in line with its theory of change and specifically through the following actions:

- ▾ UNIDO will conduct training workshops for personnel on gender-responsive design, implementation and monitoring of projects, including gender analysis, formulation of relevant gender equality goals, activities and indicators, as well as the collection and analysis of sex-disaggregated data.
- ▾ UNIDO will advise and coach project designers to ensure that projects and programmes consider other interacting forms of discrimination and respond to women and men's different and intersecting needs, taking into account age, disability, gender identities, race, ethnicity, language, religion, education, economic status, social norms, etc.
- ▾ UNIDO will develop practical project design and monitoring tools for gender equality-related results, including thematic briefs and surveys for different types of beneficiaries.
- ▾ UNIDO will increase the quantity and quality of targeted technical assistance to women across value chains, working in cooperation with public and strategic private sector partners.
- ▾ UNIDO will work on developing joint programmes that create synergies between SDG 5 and other ISID-relevant SDGs and contribute to the formulation of new gender-responsive UNSDCF (former UNDAFs) as part of UNDS reform and accountabilities under the UNCT SWAP framework.<sup>15</sup>

<sup>15</sup>[https://undg.org/wp-content/uploads/2018/06/UNCT-SWAP\\_Gender-report\\_Web.pdf](https://undg.org/wp-content/uploads/2018/06/UNCT-SWAP_Gender-report_Web.pdf).

*UNIDO is committed to ensuring a gender perspective in all of its projects and programmes, as well as implementing gender-related targeted interventions.*

- UNIDO will develop and/or replicate regional/national gender and industrial development training programmes for policymakers.
- UNIDO will develop and maintain a roster of female role-models/speakers and gender experts for different areas of UNIDO technical assistance and seek arrangements for department-level dedicated gender expertise, where relevant.

Strategic objective 1 and its two priority action areas will guide UNIDO in strengthening its efforts to deliver programmatic results on gender equality and the empowerment of women through its technical assistance activities. It will allow UNIDO to strengthen its global development results of empowering women and men to equally lead, participate in, and benefit from inclusive and sustainable industrial development. For this to happen, UNIDO has to ensure that it has the institutional capacity to enhance its delivery of results on gender equality and the empowerment of women. Strategic objective 2 and its six priority action areas are dedicated to this endeavour.



## STRATEGIC OBJECTIVE 2: STRENGTHEN UNIDO INSTITUTIONAL CAPACITY AND EFFECTIVENESS TO ENHANCE THE DELIVERY OF RESULTS ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN

### Priority action area 3: Gender-responsive leadership

UNIDO leadership, the Strategic Planning and Coordination Division and the Office for Gender Equality and the Empowerment of Women will continue to support senior managers to take visible steps to internally and publicly champion gender equality and the empowerment of women. Through the support of gender-responsive leadership, UNIDO will be able to deliver its organizational mandate in a gender-responsive manner and personnel will benefit from a gender-equal workplace. To this end, UNIDO will move from “meeting” to “exceeding” the UN-SWAP 2.0 requirements by 2023 through the following actions:

- Senior managers will proactively promote progress on UN-SWAP 2.0 performance indicators, and set specific programmatic objectives and managerial targets for any given year in support of the implementation plans to operationalize this Strategy, outlining clear roles and responsibilities at the highest levels.
- Senior managers will be held accountable for promoting gender equality and the empowerment of women across their departments by cascading gender equality and the empowerment of women priorities within UNIDO through the staff performance management (SPM) system. The revised SPM system will incorporate gender-responsive goals and performance indicators at the Director level so that these elements can be cascaded down into the work plans of all staff members and gender responsiveness-related behavioural indicators are strengthened in the 360 degree feedback system.
- Senior managers will ensure gender parity within panels organized by departments and divisions under their leadership and will take corrective actions as necessary.
- The Department for Human Resources Management will provide support to enhance gender-responsive leadership skills as part of its managerial and leadership development training programmes.
- The Director General will continue to internally and publicly champion gender equality and the empowerment of women, and recognize the outstanding services of personnel through the Gender Equality Mobilization “GEM” Award.

*Through the support of gender-responsive leadership, UNIDO will be able to deliver its organizational mandate in a gender-responsive manner and personnel will benefit from a gender-equal workplace.*

#### Priority action area 4: **Supportive and effective gender architecture**

Across the United Nations system, not having senior staff appointed to gender-related tasks, such as Gender Focal Point networks, has been noted as an impediment to progress on gender equality and empowerment of women. Appointing more senior level Gender Focal Points and adequately resourcing the Gender Office demonstrates that gender equality and empowerment of women is an important issue, which the Organization takes seriously and is dedicated to improving on. In line with this, UNIDO commits to move from “approaches” to “meets” gender architecture requirements by 2023 through the following actions:

- ▶ Within the currently existing resources of the Organization, the Director General will seek to ensure that the Office for Gender Equality and the Empowerment of Women is adequately resourced in line with organizational needs and that the Gender Coordinator role is staffed in accordance with the UN-SWAP 2.0 criteria.
 

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- ▶ UNIDO will continue to build on existing good practices with its Gender Focal Point network, updating their existing terms of reference and ensuring that 20 per cent of their working time is dedicated to gender focal point functions.
 

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- ▶ The Office for Gender Equality and the Empowerment of Women and the Department of Programmes, Partnerships and Field Integration will provide focused support to UNIDO Gender Focal Points in the field and promote the work of UNIDO on gender equality and the empowerment of women at UNCT level by encouraging field office participation in national-level coordination mechanisms, including providing substantive inputs to UNSDCFs.
 

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#### Priority action area 5: **Equal representation of women**

Recognizing that diversity and gender balance are central to organizational performance and effectiveness, taking measures to promote gender parity is a key priority for UNIDO.<sup>16</sup> In line with this, UNIDO commits to moving from “approaches” to “meets” UN-SWAP 2.0 requirements on equal representation by 2023, by staying on track with the planned milestones under the UNIDO Gender Parity Action Plan (2018–2023) on both recruitment and enabling environment actions, including:

On recruitment and placement:

- ▶ Given the rates of recruitment and attrition, UNIDO will strive towards improving gender parity, especially at the P4 and higher levels to achieve the Secretary-General’s system-wide parity goal by 2028.
 

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- ▶ Managers responsible for making appointments to field offices will work to improve parity for national staff (NOs) on fixed-term appointments.
 

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<sup>16</sup>UNIDO has reached the equal representation of women for General Service staff and at the P2 level and has shown a slow but consistent trend towards gender parity at the P4 and P5 levels.

- ▼ The Department of Human Resources Management, in collaboration with the Office for Gender Equality and Empowerment of Women, will closely monitor and report on staffing statistics to senior management, and will identify and work to remove inherent biases in recruitment and other human resource management policies and processes.
- ▼ The Director General will hold Managing Directors accountable for improving gender parity, including by implementing specific supportive measures and taking corrective action when required, within their Directorates.

On an enabling organizational environment:

- ▼ Senior management, including Managing Directors, Directors and Division Chiefs, will show strong leadership and ensure that all personnel work to promote diversity and inclusion by fostering a safe, discrimination-free and supportive workplace, in which all employees are given an equal opportunity to advance their careers and balance their personal and professional commitments. Specific areas of focus will include eliminating harassment and bias, rolling out the adoption of flexible working arrangements, and mentoring and career development.
- ▼ UNIDO will continue to ensure United Nations ethics-related legal arrangements, including mandatory personnel training on the UNIDO Code of Ethical Conduct, and the implementation of the Director General's Bulletin on the prohibition, prevention and resolution of harassment, including sexual harassment, discrimination and abuse of authority (UNIDO/DGB/2019/12).
- ▼ The Department of Human Resources Management, the Office for Gender Equality and Empowerment of Women, and the Staff Council will coordinate the implementation of actions relating to ensuring an enabling environment for gender parity and gender equality in the workplace, as laid down in the *Enabling Environment Guidelines for the United Nations System*<sup>17</sup> and the UNIDO Gender Parity Action Plan (2018–2023),<sup>18</sup> including implementation of flexible working arrangements.
- ▼ UNIDO will develop an internal mechanism to track and evaluate: (a) implementation and accessibility of measures taken to promote an enabling environment and assess whether personnel are able to benefit from these measures without fear of discrimination or prejudice; and (b) the extent to which measures are successful in enabling a working environment and institutional culture that is free of discrimination, sexual harassment and abuse of power.

<sup>17</sup> [www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2019/gender-parity-enabling-environment-guidelines-en.pdf?la=en&vs=1535](http://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2019/gender-parity-enabling-environment-guidelines-en.pdf?la=en&vs=1535).

<sup>18</sup> This includes actions relating to eliminating harassment and bias, increasing the numbers of women in leadership roles and augmenting flexible working arrangements in line with good practice.

## Priority action area 6: Gender-responsive financial resource tracking and allocation

By ensuring that gender equality is incorporated into budgetary decisions through a gender marker system, UNIDO underscores the importance of allocating and tracking financial resources in a gender-responsive manner. To evaluate and track expenditures and the degree to which they address gender equality and empowerment of women, UNIDO systematically assesses projects from a gender perspective and assigns gender markers through the UNIDO Gender Compliance and Marker Form (last updated in April 2019), based on the OECD-DAC Gender Equality Marker.

Funding the institutional improvements envisaged in this Strategy requires a combination of three funding modalities: (a) a dedicated regular budget to fund core functions by the Office for Gender Equality and Empowerment of Women; (b) funding to cover core functions of Gender Focal Points from their respective departments; and (c) additional extrabudgetary funding, to be mobilized for specific activities and projects to implement this Strategy. During the Strategy period, UNIDO will move from “meeting” to “exceeding” the UN-SWAP 2.0 requirements on financial tracking and allocation, specifically through the following actions:

- ▶ UNIDO will ensure that by 2023, 45 per cent of newly-approved projects per year are significantly contributing to gender equality and the empowerment of women as per the assigned gender marker (2A and 2B).
 

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- ▶ The Information and Technology Services Division will provide additional tools and statistics to monitor the share of projects and financial resources per assigned gender marker, and share reports from the gender marker analysis.
 

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- ▶ UNIDO will continue to use existing financial resources to staff the position of Gender Coordinator, whose tasks were given a specific programme component in the programme and budgets 2018–2019.
 

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- ▶ Senior management will review and approve biennial strategy work programmes, including funding allocations, for the implementation of this Strategy and the Gender Parity Action Plan.
 

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## Priority action area 7: Gender-responsive evaluation and audit

Gender-responsive oversight activities, such as evaluation and audit functions, provide much-needed quality assurance and accountability for the Organization’s gender equality and women’s empowerment results. UNIDO commits to “exceeding” the UN-SWAP 2.0 requirements by 2023, specifically through the following actions:

- ▶ The Office of Evaluation and Internal Oversight will ensure continued improvement in integrating gender and human rights-based approaches throughout the evaluation cycle, particularly in terms of mainstreaming gender in findings, lessons learned and recommendations in evaluation reports.
 

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- ✎ The Office of Evaluation and Internal Oversight will require specific experience/knowledge on gender integration issues in the profiles of the evaluation team members where appropriate.
- ✎ The Office of Evaluation and Internal Oversight will ensure that an independent evaluation of the UNIDO Strategy for Gender Equality and the Empowerment of Women (2016–2019) is conducted during 2020.
- ✎ The Office of Evaluation and Internal Oversight will ensure that gender equality and the empowerment of women is effectively considered during the annual risk assessment and audit work planning process.

### Priority action area 8: Inter-agency coherence for gender equality and the empowerment of women

Inter-agency collaboration on the topic of gender equality allows organizations to share expertise, knowledge, advocacy efforts and good practices, thus increasing efficiency and optimizing the use of scarce resources. To continue capitalizing on the opportunity that UN-SWAP provides for engaging in such collaborative partnerships, UNIDO commits to moving from “meeting” to “exceeding” the UN-SWAP 2.0 requirements on coherence by 2023, particularly through the following actions:

- ✎ UNIDO will explore and build partnerships to promote gender equality, women’s empowerment and inclusive and sustainable industrial development with a wide range of stakeholders active in UNIDO thematic priorities. The promotion activities envisaged include the joint organization and hosting of relevant events.
- ✎ UNIDO will participate in relevant inter-agency coordination mechanisms including the Inter-Agency Network on Women and Gender Equality (IANWGE), the UN-SWAP Inter-Agency Network and peer learning exchanges, the Vienna Chapter of the International Gender Champions, the Global Environment Facility (GEF) Gender Partnership, and other relevant United Nations thematic and donor networks.





# The UNIDO UN-SWAP 2.0 performance area targets

Table 1 below highlights the UNIDO 2023 performance targets and priority action areas (PAA) per UN-SWAP 2.0 performance indicators. These are in line with UNIDO ambitions and organizational commitments.<sup>19</sup>

This will be operationalized through the biannual strategy work programmes and the annual departmental implementation plans. It is also important to note that “exceeding requirements” is not a final state. To maintain exceeding status, continued implementation of relevant actions and fulfilment of performance requirements are necessary.

**TABLE 1. STRATEGY TARGETS PER UN-SWAP 2.0 PERFORMANCE AREA**

Strategic performance area UN-SWAP 2.0		2023 target
1.	Strategic planning gender-related SDG results (PAA 1)	Exceeds requirements
2.	Reporting on gender-related SDG results	Exceeds requirements
3.	Programmatic gender-related SDG results (PAA 2)	Exceeds requirements
4.	Evaluation (PAA 7)	Exceeds requirements
5.	Audit (PAA 7)	Exceeds requirements
6.	Policy	Exceeds requirements
7.	Leadership (PAA 3)	Exceeds requirements
8.	Gender-responsive performance management	Exceeds requirements
9.	Financial resource tracking (PAA 6)	Exceeds requirements
10.	Financial resource allocation (PAA 6)	Exceeds requirements
11.	Gender architecture (PAA 4)	Meets requirements
12.	Equal representation of women (PAA 5)	Meets requirements
13.	Organizational culture	Exceeds requirements
14.	Capacity assessment	Exceeds requirements
15.	Capacity development	Exceeds requirements
16.	Knowledge and communication	Exceeds requirements
17.	Coherence (PAA 8)	Exceeds requirements

<sup>19</sup>For detailed indicators for each performance area, please refer to the UN-SWAP 2.0 technical guide [www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/un-systemcoordination/un-swap/un-swap-2-framework-and-technical-guidance-en.pdf?la=en&vs=1406](http://www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/un-systemcoordination/un-swap/un-swap-2-framework-and-technical-guidance-en.pdf?la=en&vs=1406).



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# Annex

## KEY PERFORMANCE INDICATORS<sup>20</sup>

### Impact level

SDG 5.5, 5A, 5B, 5C on the empowerment of women and SDG 9.2.2 on manufacturing employment as a proportion of total employment (sex-disaggregated) indicators.

### Higher outcomes

#### ↘ Women are economically empowered, have income security and decent work

IRPF 2.1 (to be sex-disaggregated): Number of *actors* reporting economic gains (additional income, savings, productivity gains) as a result of UNIDO intervention.

#### ↘ Women lead, participate in and are represented equally within gender-responsive governance systems

IRPF 2.13 b (to be added): Number of women managers and entrepreneurs *reporting that they are enabled to lead* (to be included – needs perception survey of beneficiaries).

### Intermediary outcomes

#### ↘ Women access higher skilled positions and productive assets

IRPF 2.7 (to be sex-disaggregated): Number of firms reporting improved access to productive assets (electricity generation capacity, intermediate goods, etc.) as a result of UNIDO intervention.

<sup>20</sup>These indicators are based on those outlined in PBC.35/CRP.11 and as such are preliminary and subject to further validation and fine-tuning.

➤ **Women access and use technological innovations, get access to higher value-added value chains including export markets**

IRPF 2.2 (to be sex-disaggregated): Number and rate of firms reporting technology upgrade and innovation as a result of UNIDO interventions.

IRPF 2.3 (to be sex-disaggregated): Number and rate of firms reporting an increase in exports as a result of UNIDO intervention.

➤ **Sectoral policies, strategies and reforms include gender equality objectives based on gender analysis**

IRPF 2.22 (gender-responsiveness marker): Number of new/updated policies adopted by policymakers as a result of UNIDO interventions.

➤ **Intermediary institutions deliver and implement gender-responsive services and policies targeted towards increasing women's engagement/participation**

IRPF 2.36 (gender-responsiveness marker): Number of intermediary institutions/service providers replicating UNIDO-supported practices.

IRPF 2.30 (to be sex-disaggregated): Number of new bankable proposals financed by banks as a result of UNIDO interventions.

➤ **Knowledge managed and transferred to enhance integration of gender equality and the empowerment of women across the SDGs**

IRPF 2.37h (to be sex-disaggregated): Number of actors gaining awareness/knowledge/skills as a result of UNIDO interventions.

➤ **Internal United Nations system changes enable gender equality and the empowerment of women and girls**

IRPF 3.23: Compliance with UN-SWAP and UNCT GEEW Scorecard.

## Immediate outcomes

➤ **Women/women-owned enterprises trained/equipped with technical skills/ access to networks and awareness of available funds/services/technologies/ expertise**

IRPF 2.38 (to be sex-disaggregated): Number of firms/entrepreneurs/individuals reached by UNIDO interventions.

IRPF 2.42 (to be sex-disaggregated): Percentage of actors (beneficiaries/stakeholders) satisfied with UNIDO interventions.

➤ **Policymakers are trained and provided with skills to use sex-disaggregated industrial statistics to inform delivery and monitoring of services and policies**

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IRPF 2.40 (gender-responsiveness marker): Number of governments/policymakers reached by UNIDO interventions.

➤ **Intermediate institutions aware/trained/capacitated to deliver gender-responsive services and to monitor**

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IRPF 2.39 (gender-responsiveness marker): Number of intermediary institutions/service providers reached by UNIDO interventions.

➤ **Data and knowledge collected, shared and published**

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IRPF 3.6 (gender-responsiveness marker): Number of analytical and statistical publications produced [research working papers, statistical briefs, etc.].

➤ **UNIDO staff trained, capacitated and provided with tools**

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IRPF 4.8c: Percentage of personnel completing UNIDO training programmes in a given year. Disaggregation by purpose of trainings: Mandatory “I know gender” course or equivalent.







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