UNIDO**GENDER**

UNIDO Guide to Gender Analysis and Gender Mainstreaming the Project Cycle

ACKNOWLEDGEMENTS

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⚙ TABLE OF CONTENTS

LIST OF ACRONYMS

AI	Administrative Instruction
CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
CP	Country Programme
GEEW	Gender Equality and the Empowerment of Women
ILO	International Labour Organization
ILOSTAT	International Labour Organization Database
INDSTAT	UNIDO Industrial Statistics Database System
IRPF	Integrated Results and Performance Framework
ISID	Inclusive and Sustainable Industrial Development
ISO	International Organization for Standardization
IWA	International Workshop Agreement
M&E	Monitoring and Evaluation
MSME	Micro-, Small and Medium Enterprise
No.	Number
PCP	Programme for Country Partnership
SDG	Sustainable Development Goals
ToR	Terms of Reference
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WEPs	Women Empowerment Principles

1

WHY THIS GUIDE?

This Gender Mainstreaming Guide and Toolkit provides guidance, entry points and practical recommendations for technical personnel and Gender Focal Points working on UNIDO projects and programmes as well as for implementing partners and stakeholders. It aims to facilitate the effective and efficient integration of gender considerations throughout the entire project/programme cycle, with a particular focus on gender analysis tools to support the important stage of project design. It is applicable to a range of development cooperation formats, including technical cooperation projects and programmes, country programmes (including PCPs) and normative and convening projects. For research projects, the section on "Gender-Responsive Indicators and Sex-Disaggregated Data" (p. 22) and the chapter on "Gender-Responsive Monitoring, Reporting and Evaluation" (p. 36) might be of particular interest.

As this document provides general guidance, it is meant to be read in combination with the thematic technical guides specific to focus areas, particularly when being applied to technical assistance projects and programmes in areas such as sustainable energy, environment, agri-business, digitalization, technology and innovation.

BACKGROUND AND CONTEXTUALIZATION

Advancing gender equality and the empowerment of women is not only a human rights issue but also a matter of economic efficiency, effectiveness and sustainable growth. Advancements in women's empowerment, including their income, education, access to decent jobs and equal representation in managerial functions has been repeatedly linked to improved development outcomes[1] and has a multiplier effect on inclusive and sustainable industrial development (ISID).

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[1] E.g. World Bank, World Development Report 2012: Gender Equality and Development.

Women and girls constitute approximately half of the population. However, to date, no country has fully achieved gender equality. In every society, there are gender-specific social norms and structures that ascribe differentiated roles, duties and responsibilities to women and men, and thereby limit expectations of what they can or should do.

As is the case with other sectors of the economy, many occupations in industry and the manufacturing sector tend to be predominated by one gender, which often also results in women and men having different knowledge, skills and networking opportunities. Occupations mainly held by women tend to be lower paid than those held by men. Also, while progress has been made, women remain severely underrepresented in managerial and oversight positions, are often paid less than men for the same work,[2] and have less opportunities to have their voices heard in decision-making processes.

To ensure that a project or programme is efficient, effective and leaves no one behind, **women and men should be able to equally access, participate in and benefit from it**. Therefore, the needs, roles, challenges and opportunities of beneficiaries – both women and men – must be identified, considered and addressed in all phases of the project/programme cycle: in design, formulation, implementation, monitoring and evaluation.

Consequently, most donors and funding mechanisms consider advancing gender equality and women's empowerment as a priority issue. For example, the Global Environmental Facility (GEF) requires projects to adopt a gender-responsive approach as a condition for approval.[3]

Women and men are not homogenous groups that face equal disadvantages. Many women and men face multiple and intersecting forms of discrimination based on religion, social status, ethnicity, age, sexual orientation, disability, etc. For example, a woman middle manager in Central America with a postgraduate degree will face other issues than a young woman in South Asia who works as a seamstress in the textile sector. Also, gender issues include the various gender expressions and identities that go beyond the binary division between women and men. For the purpose of this guide, the binary division of women and men is employed with the understanding that an intersectional lens should be applied when mainstreaming gender issues throughout a project.

GENDER INEQUALITIES IN INDUSTRY AND THE ECONOMY

Women are disproportionately represented at the bottom of the manufacturing value chain: While women constitute 39% of the workers in the manufacturing sector globally,[a] they are overrepresented in low-wage, semi-skilled and often precarious positions, especially in labour-intensive sectors of the global value chain such as the textile, apparel, leather and footwear and horticultural sectors. Also, evidence suggests that these jobs are most affected by technological advancements such as automatization and digitalization brought about by the Fourth Industrial Revolution, which is expected to replace more jobs held by women than by men.[b]

Women-owned micro-, small and medium enterprises face particular challenges in accessing finance and affordable credit: Women-owned MSMEs are generally smaller than their male-owned counterparts and represent around 28% of businesses globally. At the same time, they account for a disproportionate amount (32%) of the MSME finance gap as 80% of women-owned MSMEs with credit needs are either unserved or underserved, reflecting an estimated finance gap for women-owned MSMEs of $1.7 trillion.[c] This is rooted in social, cultural and legal barriers for women to own productive resources, especially land, which are often required as collateral.

Women are severely underrepresented in management and decision-making positions: According to research conducted in 56 countries in 2019, only one out of five board seats (20.6%) are held by women. The proportion is even lower in the energy sector (18.5%) and the ICT sector (17.9%).[d]

[a] ILOSTAT baseline data on global estimates of sectoral distribution of employment (ISIC Rev. 4).

[b] IMF Staff Discussion Notes No. 18/07. (2018) Gender, Technology, and the Future of Work.

[c] IFC. (2017) MSME Finance Gap: Assessment of the Shortfalls and Opportunities in Financing Micro, Small and Medium Enterprises in Emerging Markets, p. 36-39.

[d] Credit Suisse. (2019) The CS Gender 3000 in 2019: The changing face of companies. Findings based on a survey of over 3,000 companies across 56 countries and comprising 30,000 executive positions.

[2] This is also referred to as the adjusted gender pay gap, which shows differences in women's and men's salaries that cannot be explained by differences in education levels, years of work experience, industry, job title, etc. The non-adjusted gender pay gap also reflects the unequal participation of women and men in the workforce and is estimated at 23 % globally. For more information, see e.g. ILO. (2018) "What lies behind gender pay gaps" in Global Wage Report 2018/19.

[3] See GEF 2017 Policy on Gender Equality: https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.53.04_Gender_Policy.pdf and GEF Guidance to Advance Gender Equality in GEF Projects and Programmes: https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.54.Inf_.05_Guidance_Gender_0.pdf.

ADVANCING GENDER EQUALITY AND WOMEN'S EMPOWERMENT IS GOOD FOR BUSINESS

»   It is estimated that advancing gender equality could add $12 trillion to the global GDP within ten years (2015-2025).[a]

»   Enhancing women's access to finance could unlock $330 billion in annual global revenue.[b]

»   Innovation mindset is six times higher in most gender-equal workplace cultures than in the least gender-equal ones.[c]

»   Companies that improved gender diversity on their boards from 2013 to 2018 were significantly more likely to reduce energy consumption, water use and greenhouse gas emissions (60%, 46% and 39% respectively) than those who did not.[d]

[a] McKinsey Global Institute: (2015) The Power of Parity: How Advancing Women's Equality Can Add $12 Trillion to Global Growth.

[b] Bank of New York Mellon & United Nations Foundation: (2018) Powering Potential - Increasing Women's Access to Financial Products and Services.

[c] Accenture. Getting to Equal 2019: Creating a culture that drives innovation; data based on an online workforce survey of more than 18,000 professionals across companies of different sizes and across genders in 27 countries. A culture of equality is based on 40 factors listed on p. 27-29. An example of such factors is promoting paternity leave.

[d] FP Analytics: (2019) Women as Levers of Change. Unleashing the Power of Women to Transform Male-dominated Industries, p.14.

3

UNIDO'S APPROACH TO MAINSTREAMING GEEW – UNIDO GENDER MARKER

As stipulated in the UNIDO 2019 **Policy** and 2020-2023 **Strategy** on Gender Equality and the Empowerment of Women, the Organization is committed to promoting gender equality and ensuring that women and men can equally lead, participate in and benefit from industrial development measures.[4] In addition, the percentage of projects/programmes with gender-informed design is measured as part of the portfolio management indicators of the **UNIDO Integrated Results and Performance Framework (IRPF)**.

UNIDO's project and programme approval function requires all projects and programmes to assess their envisaged contribution to gender equality and the empowerment of women as a precondition to approval for implementation. This is done based on the criteria of the UNIDO Gender Marker as indicated in the **UNIDO Gender Compliance and Marker Form**. Within its four-level scale of assessment (see table below), UNIDO Gender Markers 2A and 2B are the desired good practice as per the 2020-2023 Gender Strategy.[5] Also, in line with UNIDO's commitments and priorities, it is strongly discouraged to design projects with a Gender Marker 0.

Table 1: UNIDO Gender Marker description and selected examples.

Gender Marker		Description	Examples		
			Technical Cooperation Projects/ Programmes	*Country Programmes and PCPs*	*Normative and Convening Projects*
0	**No expected contribution to gender equality**	*The initiative has a very remote human or social component.*	Drafting or updating quality management standards for chemical and process industries.	*Not applicable.*	Collection of statistics on the utilization of environmentally harmful substances in a sector.
1	**Limited expected contribution to gender equality**	*Gender issues are partially reflected in the objectives and results and are addressed in some activities.*	A project to support the establishment of a training center on waste management that promotes gender parity among trainers.	A country programme with projects that equally benefit women and men and collects sex-disaggregated baseline data in the targeted sectors.	*Normative:* Research on businesses in an industrial sector collects and analyzes information on the gender of managers and owners of the companies surveyed. *Convening:* A conference on industrial development ensures approximate gender parity of speakers and includes mention of equal opportunities.

[4] Please refer to the UNIDO Policy Brief and Working Paper "Inclusive and Sustainable Industrial Development: the Gender Dimension" for further details on the link between industrial development and gender equality.

[5] In its Strategy for Gender Equality and the Empowerment of Women (2020-2023), UNIDO committed to increasing the annual ratio of newly approved projects with a Gender Marker 2A or 2B to 45%.

	Gender Marker		Description	Examples		
				Technical Cooperation Projects/ Programmes	*Country Programmes and PCPs*	*Normative and Convening Projects*
GOOD PRACTICE	2A	**Significant expected contribution to gender equality**	*Gender issues are not the main objective but are significantly reflected (i.e. through a dedicated output/ component). and integrated (mainstreamed) in all relevant dimensions: results, activities, monitoring/ evaluation framework.*	A project designed to support the development of small businesses, with a specific focus to increase technical and marketing opportunities for women entrepreneurs.	A country programme with one component dedicated to strengthening women's access to markets and entrepreneurial capacities.	*Normative:* A report on a topic related to ISID with dedicated chapters on the differentiated impacts on men and women workers and business owners/ managers. *Convening:* A conference aiming to convene experts on inclusive industrial development with gender-related topics covered under several sessions.
	2B	**GEEW is the main focus**	*The initiative specifically targets gender equality and/ or women's empowerment.*	A project to enhance opportunities for green jobs for women.	A country programme with the immediate objective to increase women's participation in all priority sectors of the programme, and with gender issues mainstreamed into all components.	*Normative:* Research on women's representation, equal opportunities and equal pay for equal work in the industrial workforce. *Convening:* A conference on the gender-related aspects of the Fourth Industrial Revolution.

4

GENDER MAINSTREAMING IN THE PROJECT/ PROGRAMME CYCLE

4.1   What is gender mainstreaming?

DEFINING GENDER MAINSTREAMING AND THE "DO NO HARM" PRINCIPLE

What is gender mainstreaming?

Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making both women and men's concerns, experiences and aspirations an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that they benefit equally, and inequality is not perpetuated. The ultimate goal is to achieve gender equality.[a]

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[a] ECOSOC Agreed Conclusions E/1997/66 of 18 July 1997.

The "do no harm" principle

Every ISID project or programme is embedded in a particular context and designed with the ultimate objective to benefit people – men and women – directly and indirectly. Thus, every project/programme has a gender angle. Applying a "do no harm" approach requires abstaining from reinforcing existing gender inequalities. In order to do so, every project must conduct a basic review and assessment of gender implications to understand the potential impact of activities on women and men – their different rights, needs, roles, and opportunities – and the gender relations in the industry, economy and society.

The different situation of women and men needs to be taken into consideration in the project design and reflected in all stages of the project cycle in order to ensure that the project equally benefits both genders. The main objective of gender mainstreaming is to ensure that women and men can equally access and benefit from project goods, resources and services, and equally participate in project activities and decision-making processes.

Figure 1: Mainstreaming gender issues at different stages of the project cycle

Gender-responsive M&E

DESIGN

M&E

Knowledge sharing

Results-based management

Gender analysis

Risk management

Gender-specific actions & capacity building

FORMULATION

Gender strategy/action plan

IMPLEMENTATION

INPUTS:
» Gender expertise
» Financial resources
» Time
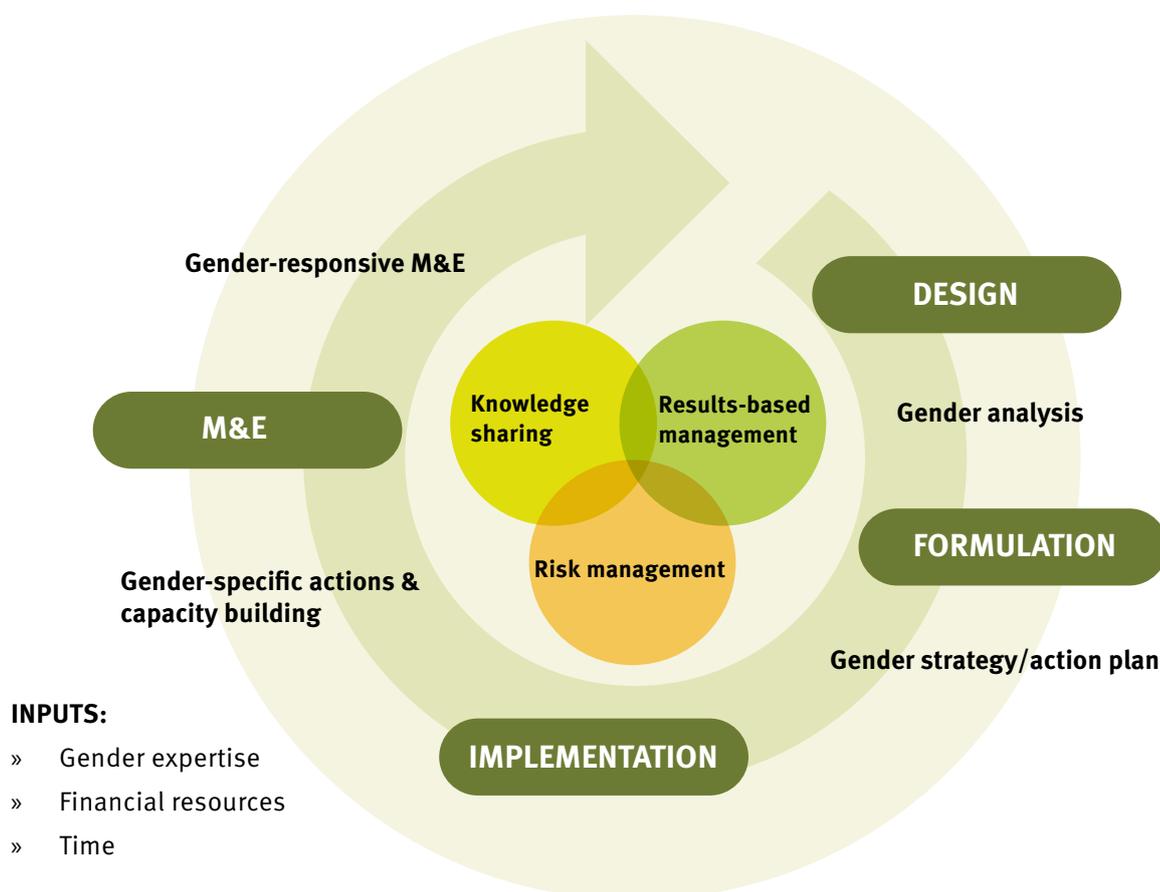
4.2   Examples and entry points for gender mainstreaming

The table below provides some examples of activities and entry points to ensure that women and men can equally access, participate in and benefit from the project/programme.[6]

Table 2: Potential entry points for mainstreaming gender into industrial development projects/programmes

ACTIVITY GROUP	ENTRY POINTS FOR GENDER MAINSTREAMING
Establishing, convening and supporting decision-making and advisory bodies	» Committees, bodies and fora for decision-making and consultation have approximate gender parity (40%-60%) » Women's associations, women's networks and women's rights organizations are included in policy consultations
Drafting of and advice on policies, strategies and legal norms	» Enhancing gender equality in the focus area is included as one of the objectives of the strategy, backed by specific measures » Differences in needs, roles, challenges and opportunities between women and men – as workers, entrepreneurs, consumers and recipients of public services – are identified, highlighted and addressed
Capacity-building and training	» A gender component is integrated into all trainings (e.g. when conducting a workshop on water reuse and recycling, highlight differentiated roles, rights and responsibilities of women and men in relation to water and resulting gender-specific entry points) » Specific activities for the underrepresented gender (e.g. training, mentoring and networking activities) are conducted as needed » Equal access to training is ensured, taking into consideration practical gender needs such as specific needs of women regarding safety, location, timing, childcare, etc.
Advocacy, public awareness and sensitization	» Knowledge and advocacy materials include a section on gender issues (e.g. information on gender-differentiated impacts) » Photos and interviews include both women's and men's pictures and voices » Specific knowledge and advocacy products on gender issues of the specific topic are produced
Events, meetings, conferences, platforms	» Gender aspects of the specific topic are included in the main programme » There is approximate parity of male and female speakers (40%-60%, see also AI/2020/03 - Equal representation of women: UNIDO's policy on panel parity)

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[6] Detailed gender mainstreaming guidelines, tools and examples on specific thematic ISID areas are provided in the UNIDO thematic Gender Mainstreaming Guides.

ACTIVITY GROUP	ENTRY POINTS FOR GENDER MAINSTREAMING
Supporting start-up entrepreneurs or business owners: recognition (e.g. awards), financial and technical support	» Gender considerations are included as part of the assessment criteria » There is specific outreach to and encouragement of women to apply for UNIDO support » Temporary special measures such as quotas for women are considered » In project design, the selection of value chains is inter alia made based on their potential to increase the participation and situation of women entrepreneurs and workers » There is approximate gender balance in selection committees, and committee members are sensitized on (unconscious) gender bias
Analysis and statistics: research, assessments and information gathering	» Data is disaggregated by sex both at the individual and company level (women- and men-owned/led businesses) » Gender issues – both qualitative and quantitative – are included in research proposals » In interviews with research target groups, there is equitable representation of women and men

Advice on human resource issues and enabling work environment (also within project/programme teams as applicable)	» Affirmative action:
	  • Women are prioritized in case of equally qualified candidates
	  • Targets and quotas are set for women in managerial positions, and for recruitment, retention and promotion of women
	
	» Job advertisements are widely circulated, also through women's networks and associations, and women are specifically encouraged to apply
	
	» Gender-related knowledge and skills are included in job descriptions, investigated during job interviews and included in performance appraisals
	
	» Flexible working arrangements as well as maternity and paternity leave entitlements
	
	» Salary transparency
	
	» Zero tolerance policies on sexual harassment are in place and implemented
	
	» Companies, industry associations and chambers of commerce sign up to and implement the UN Global Compact's <u>Women Empowerment Principles</u>

Operational level: procurement of goods and services	» Specifications for services, goods and equipment take the needs of both women and men into account (e.g. the request for proposal of architectural services to plan an industrial facility requires a nursing room and separate bathrooms and changing rooms) » Procurement notices are also disseminated on platforms and networks frequently used by women-owned/-led businesses, such as women's business organizations, and/or directly to relevant women-owned/led businesses » The ToR/technical specifications of procurement notices request information from bidders on their corporate action to promote GEEW according to the Women Empowerment Principles or similar frameworks » If an evaluation method with weights or points is applied, additional points could be awarded to the bidder for demonstrating gender-responsive activities, policies and strategies

4.3 Gender-responsive indicators and sex-disaggregated data

Gender-responsive indicators can measure either quantitative change based on sex-disaggregated statistical data or qualitative information.

Quantitative gender indicators measure numerical changes over time. In result frameworks and research activities, data should be disaggregated both at the individual and company level – this is also a requirement for UNIDO reporting (see AI/2020/02 - Managing for Results: A Guide to UNIDO's Integrated Results and Performance Framework (IRPF) Approaches and Tools):

» **Individual level**: Number or percentage of women; number or percentage of men

» **Company level:** Number or percentage of women-owned/-led businesses; number or percentage of men-owned/-led businesses.

Qualitative gender indicators measure changes in experiences, attitudes or perceptions, such as women's levels of empowerment or women's and men's attitudes towards gender equality.

DEFINITION OF WOMEN-OWNED AND WOMEN-LED BUSINESSES [a]

To be considered a women-owned or a women-led business, the following cumulative criteria must be met.

A women-owned business is a business:

» that is more than 50% owned by one or more women,

» whose management and control lie with one or more women,

» where a woman is a signatory of the business' legal documents and financial accounts, and

» that is operated independently from other non-women-owned businesses.

A women-led business is a business:

» that is at least 25% owned by one or more women,

» whose management and control lie with one or more women,

» that has at least one third of the board of directors comprised of women, where a board exists,

» where a woman is a signatory of the business' legal documents and financial accounts, and

» that is operated independently from other non-women-led businesses and/or non-women-owned businesses.

[a] International Organization for Standardization's International Workshop Agreement no. 34 (ISO/IWA 34) on Women's Entrepreneurship

Figure 2:   Examples of advancements in women's economic empowerment to be reflected in qualitative indicators

POWER AND AGENCY
ECONOMIC ADVANCEMENT

Increased financial independence

Increased profits

Increased self-efficiency

Access to new markets

Increased bargaining power

Enhanced negotiation and presentation skills

ACTIVITIES

Increase in technical knowledge and marketing skills

Change in business practice

OUTPUT

Ability to make decisions

Improved products

OUTCOME

Increased control of financial resources

Improved livelihood

IMPACT

5 PROJECT/PROGRAMME DESIGN
AND FORMULATION

As in all fields, proper planning is critical for effective and efficient gender mainstreaming to ensure that industrial development initiatives equally benefit women and men. In order to reflect gender considera- tions in a project or programme document, gender issues first need to be identified and analyzed. This process is referred to as gender analysis.

5.1　The concept of a gender analysis

GENDER ANALYSIS – EXECUTIVE SUMMARY

A gender analysis should lead to the inclusion of explicit measures in the project/programme design so as to:

» avoid perpetuating or reinforcing gender inequalities ("do no harm" approach);

» overcome barriers to women's full participation in project/programme activities;

» ensure that women and men benefit equally from the project's/programme's results;

» incorporate specific activities to address gender inequalities and constraints, and meet gender-specific needs and priorities; and

» use gender-specific and sex-disaggregated indicators, including impact indicators, to monitor and evaluate progress and results.

A gender analysis should therefore investigate the following questions as they apply to the relevant sector and region of implementation, and to targeted stakeholders and beneficiary groups:

1. What are the key gender issues in the sector/ region?

Consider whether there are any differences in the roles and needs of women and men in the sector/ region. Important areas in which to identify such possible gender differences include main sources of livelihoods, levels of participation in the labour market as well as wage gaps, and rates of firm ownership.

2. How might the project/programme affect women and men differently?

Consider how the project/programme is likely to have differential effects on women and men – positive and negative. As a starting point, identify any economic, educational, legal, social and cultural constraints on women's potential participation in the project/programme.

A gender analysis is the starting point of mainstreaming gender issues into a project/ programme. It collects and analyzes relevant quantitative data and qualitative information as regards differences in women's and men's roles, values, power dynamics and behaviours that shape their access to economic assets, productive resources and participation in decision-making. On this basis, the gender analysis should describe any possible differential impact of the project/programme on women and men, and recommend alternatives to ensure that targeted beneficiaries of all genders can equally access, participate in and benefit from the planned activities.

However, a gender analysis is only a means and not an end by itself. Its findings, insights and recom- mendations **must be integrated into project/ programme formulation** and applied throughout the project cycle.

There are two ways to conduct a gender analysis: it can either be carried out as a standalone research exercise or combined with other analyses. In fact, from an efficiency and effectiveness perspective, **the gender analysis, or parts of it, can and should be integrated into other assessments** that inform project/programme design and formulation,[7] in particular since gender equality and the empowerment of women is a cross-cutting issue. Often, the most practical and resource-efficient approach is to include gender-related questions in industrial statistics, value chain analyses, energy system reviews, trade com- petitiveness analyses, stakeholder analyses, and other data collection activities and surveys. However, adequate gender capacity within the research team is required to ensure the quality of gender-related aspects of assessments.

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[7] An example of such an integrated approach would be the use of the UNEP-DTU (2018) Guidance for a gender-responsive Technology Needs Assessment in climate change adaptation and mitigation projects.

5.2 When should a gender analysis be conducted?

Since a gender analysis is a means to inform project/programme design and formulation, it should ideally be conducted at the identification or design stage, i.e. **before the finalization of the project/programme document** and at the same time as other analysis and data collection activities. This ensures that the **findings** can be **taken into consideration already in the formulation stage**, notably in all parts of the project/programme document (description of context and justification, theory of change, project results framework, risk assessment, monitoring and evaluation framework, etc.) and applied throughout implementation, monitoring and evaluation.

If conducting a gender analysis before the finalization of a project document is not possible, the project/programme document should:

a) **include a clear time frame and sufficient budget** for the gender analysis to be conducted during the inception phase; and

b) **provide flexibility to adjust and further concretize all components** of the project/programme document based on the results of the gender analysis.

5.3 What scope should the gender analysis have?

i. General considerations

A gender analysis investigates the gender roles and power dynamics specific to the context and sector targeted by a (planned) project/programme. Therefore, the scope of the gender analysis varies depending on the nature of the initiative.

Its content and level of detail should be adequate and specific to:

» The **direct and indirect effect of the project on women and men**. A project/programme will always have some level of relevance to gender equality and the empowerment of women as its indirect,

and also often direct, beneficiaries will be a subset of a population or society – women and men.

» The **complexity of the project/programme**, in particular its geographic scope, industrial sector or specific value chain, and the number and type of partners involved. The budget of the project/programme could be considered as a secondary proxy, however bearing in mind that the cost of project activities varies.

» The **knowledge already available** within the project/programme team and implementation partners. Collecting existing analyses and reports on gender issues relevant to the specific context that are available on the internet, or directly with partners such as governments, UN entities, civil

society organizations and other multilateral and bilateral development cooperation actors can avoid duplication of efforts both for the project/programme team as well as for beneficiaries.

ii. **Thematic areas of a gender analysis**

A good gender analysis is as specific to the project/programme objective as possible. However, as a starting point, data should also be collected at a more general level to embed the findings in the broader economic, social and cultural context.

The table below provides an overview of issues to cover in a gender analysis for an industrial development project/programme.

Table 3: Indicative questions for a gender analysis of industrial development projects/programmes

AREA	THEMES	INDICATIVE QUESTIONS
CONTEXT	**Education and skills training:** Different skills, capacities and aspirations of women and men. **Cultural norms:** Laws, social norms and attitudes within a community that define what women and men can/should do.	» What is the **legal status** of women in the country of intervention? » What are **commonly held beliefs, perceptions, and stereotypes** relating to gender issues in the sector or value chain? » What are the **training and education levels** among women and men for the skills required in the specific sector or value chain? » Which **women's organizations or representations** are active in the sector?
ECONOMY & ROLES	**Labour force characteristics:** Division of labour (participation levels and sectoral segregation). **Household and care work responsibilities:** Labour division within the household and the community.	» What is the **division of labour** among women and men? » How is the **workforce participation** of women and men in a) **the formal economy** and b) **the informal economy**? • Are women or men disproportionately represented in the sector or value chain, and if yes, at which occupations and wage levels? • What is the percentage of women in managerial positions and as business owners? » **How do the schedules and workloads of men and women differ** in an average household? • Who manages the household? • Who cares for children and the elderly, and are social programmes available to supplement/replace this unpaid care work? • How long are women expected to stay at home with young children? » Do women have effective access to compensated maternity leave? Can men take **parental leave**, and if yes, which percentage of men do?

AREA	THEMES	INDICATIVE QUESTIONS
RESOURCES	**Access to and control over resources:** Access to and control over land, credit, capital, financial services, business services, technology, skills, education, social programmes, etc.	» Is there a difference in the average remuneration of women and men (**non-adjusted gender pay gap**) or the average remuneration of women and men when taking into consideration an employee's skills and education, work experience, occupation, level of responsibility and decision-making power (**adjusted gender pay gap**)? » Is the source of income stable throughout the year or is it limited to certain months? » Do women and men have equal **access to finance**, credit (e.g. bank loans, microfinance, savings and credit cooperatives), collateral and business development services – in law and in practice? » Are there differences in law (including customary law) and/or practice between women and men as regards **land ownership** (property regimes, inheritance laws)? » Do women and men have equal access to **technologies, information and services** – in law and in practice?
DECISION-MAKING	**Women in leadership:** Political representation and representation at decision-making levels within firms.	» How are women involved in **economic decision-making**? » What is the level of representation of women in the **political sphere** (national, sub-national and local level)? » How are **decisions taken in the average household**, including household spending? Are the bargaining positions of women and men different? » What is the percentage of women in **supervisory or managerial positions, as business owners, in unions and cooperatives** (quantitative)? » How do women contribute to the decision-making process (qualitative)? Can women easily participate in meetings, and if yes, **are their voices heard**? Do women themselves believe that they have a valuable voice or the potential/right to act as leaders?
BENEFICIARIES	**Project/programme inclusion:** Equal access to and benefits derived from all aspects of a project or programme regardless of gender.	» Which opportunities and entry points could the project/programme provide to **ensure equal participation and benefits**? How will the project **address any identified inequalities**? » Does the project/programme address the **different needs and priorities of women and men**? » Will services and technologies provided by the project/programme be **available and accessible to both women and men**? Will women and men equally participate in trainings and capacity-building activities?

In addition, the gender analysis should:

Refer to gender-related international frameworks, national laws and policies and the UNIDO 2019 Policy and 2020-2023 Strategy on Gender Equality and the Empowerment of Women.[8]

» Provide an overview of stakeholders working on GEEW in the project/programme context (as part of the **stakeholder analysis**), such as:

  • gender focal points of relevant national ministries (e.g. agriculture, fisheries, industry, la-bour, trade), industry associations, and other public gender machineries on the national and subnational level;

  • national, subnational and local NGOs working in the area of gender equality and women's (economic) empowerment;

  • women's representations such as women's business associations, women trade unions and women cooperatives.

» Collect missing **sex-disaggregated** baseline **data** for all indicators of the project's/programme's results framework that refer to individuals or businesses.[9]

5.4   Where can data and information for a gender analysis be found?

In order to understand if, how and why women and men are affected differently within a particular context or sector, both **quantitative data and qualitative information** should be collected and analyzed.

For an initial overview, resources such as UN Women Country Fact Sheets, and the sections on education, employment, economic and social benefits, and rural women of the Concluding Observations of the CEDAW Committee on State Parties' periodic reports on the implementation of their obligations under the UN Convention on the Elimination of Discrimination Against Women provide a general overview of a country's state on gender equality and women's economic empowerment.

For quantitative data sources, consider:

» **International databases:**

Please see Annex 2 for a detailed practical guide on collecting sex-disaggregated data and quantitative gender indicators for ISID projects/programmes through international data platforms.

  • UNIDO Statistics Database Portal (INDSTAT) (free access for UNIDO personnel upon request): Among other industrial statistics, the database provides percentages of female employment per industrial sectors and subsectors [10] by country or region

  • World Bank Gender Data Portal, in particular its indicators on economic opportunities. This portal inter alia features:

    * sex-disaggregated data by country or region on saving, borrowing, making payments, managing risks (Global Findex indicators)

    * figures on gender inequality in the law and legal barriers to women's economic participation (Women, Business and the Law indicators)

    * data on women's representation as firm owners, in management, and in the workforce (from World Bank enterprise surveys)

    * sex-disaggregated data and statistics from the International Labour Organization Statistics database (ILOSTAT)

  • United Nations Statistics Division – Minimum Set of Gender Indicators for SDGs by country or region

  • for OECD Countries: OECD Gender Data Portal

  • sex-disaggregated data and indicators of the Global Entrepreneurship Monitor

  • Further consider: UNESCO Statistics Database; World Bank Global Financial Inclusion (Global Findex) Database; OECD Gender, Institutions and Development Database; International Telecommunication Union Database; etc.

» **National databases and national bureaus of statistics**

» **Baseline data collection exercises specific to the project/programme,** e.g. collecting data from companies within the targeted sector on:

  • the women-to-men ratio of employees in administrative occupations, frontline production positions, and managerial or decision-making positions; and/or

  • possible differences between women and men as regards exposure to hazardous materials.

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[8] The project/programme donor's development cooperation strategy or gender policy and approaches to gender issues in development cooperation may equally be of interest.

[9] For a definition of women-owned and women-led businesses, please see p 22. above.

[10] For a classification of sectors and subsectors, see the International Standard Industrial Classification of All Economic Activities – Revision 4 (ISIC4).

For qualitative data sources, consider:

» **recent reports, studies, literature and gender analyses** from a variety of stakeholders;

» **in-depth surveys and interviews** with stakeholders and representatives on the national, sub-national and/or local level, including with:

  » women's groups, women's cooperatives and women's business associations,

  » private sector representatives (e.g. industry associations, trade unions, chambers of commerce),

  » gender focal points of development cooperation partners working on ISID-related issues,

  » government representatives (e.g. gender focal points of ministries for industry, economy, agriculture and fisheries, and women's affairs),

  » focus group discussions with envisaged beneficiaries/participants, including one or more single-gender and women-only focus group discussion(s),

  » observations of project/programme personnel.

5.5 Key gender mainstreaming activities for project/programme design and formulation

The following table provides an overview of suggested key activities to include in the project/programme design based on a gender analysis. These considerations should be explicitly reflected in the project/programme document.

Table 4: Key gender mainstreaming activities to include in project/programme design and formulation

ITEM	ENTRY POINTS FOR GENDER MAINSTREAMING - PROJECT/PROGRAMME DESIGN AND FORMULATION
Situational Analysis	The justification, background or context analysis highlights relevant gender differences and possible adverse impacts that may affect the equal access to, participation in and/or benefit from project/programme activities (including groups facing multiple and intersecting forms of discrimination).
Project/ Programme Response	Project/programme formulation considers lessons learned and best practices of previous initiatives regarding equal access, participation and benefits for women and men.
	Gender issues are reflected in: » the theory of change, » the risk assessment framework, e.g. possible gender equality-related policy changes and economic or societal trends, » possible differential impacts on women and men of identified risks, and » the monitoring, reporting and evaluation framework (see p. 36 for details).

Data, Indicators and Statistics	The results framework includes gender-specific indicators, baselines and targets to track outputs, outcomes and impact.
Gender Capacities / Human Resources	Adequate gender expertise and approximate gender parity (40-60%) among project/project/programme personnel and committees is envisaged.
	The project/programme proposal indicates existing gender capacities and identifies gender capacity development needs as there may be among: a) implementation and coordination teams, and b) other relevant stakeholders (e.g. government and private sector counterparts).
Stakeholders and Participation	Relevant resource persons and groups such as groups promoting women's rights, women's business associations, gender focal points of partners etc. are consulted during project/programme design and formulation.
	Mechanisms to ensure approximate gender parity (40-60%) of beneficiaries and in decision-making processes are foreseen, e.g. specific outreach activities to the underrepresented gender.
Budget	The budget includes adequate – i.e. realistic and with room for possible contingencies – financial resources for all envisaged gender-related activities (e.g. a comprehensive gender analysis with baseline data collection, recruitment of a Gender Expert, gender-specific substantial activities).

6

MAINSTREAMING GENDER ISSUES INTO PROJECT IMPLEMENTATION

6.1   Gender action plan

To facilitate the implementation of gender-responsive and gender-specific project activities, an **action plan based on the findings of the gender analysis** should be developed that identifies opportunities and entry points for mainstreaming gender issues into the project. This gender action plan should mirror the project's/programme's results framework and include **gender-specific project/programme components, gender-responsive targets and indicators, timelines, assigned responsibilities, and implementation arrangements.**

The scope of the gender action plan should include both the items included in the results framework as well as horizontal activities such as knowledge management, risk management, and communication and advocacy. Systematically monitoring gender-related results (see Chapter 7) during implementation is equally important and should therefore also be reflected in the gender action plan.

6.2   Communicating gender-related results

Knowledge sharing and advocacy are crucial for sensitizing stakeholders and the general public on the gender-industry nexus. This includes **highlighting gender-related project/programme results and good practices on GEEW** as well as the efforts of stakeholders in promoting gender equality.

Gender-related results can be communicated in two ways that complement each other:

» Integrating gender-related results into general means of communication, such as newsletters, progress reports, social media channels or websites.

» Specifically featuring gender-related results through news items on case studies and good practices, reports with a focus on the nexus of gender and industry etc.

Always use **gender-inclusive language**[11] in oral and written communication. Use images with both men and women, reflect both men's and women's voices in stories, and do not replicate gender stereotypes in visual material. Also, the need to tailor the style, format and communication channel to the respective audience, including to different types of stakeholders (e.g. donors, policymakers, entrepreneurs, project staff, etc.) equally applies.

EXAMPLE OF COMMUNICATING GENDER-RELATED RESULTS

A UNIDO project to introduce environmentally sound management of e-waste supports the establishment of a new e-waste treatment, storage and disposal facility in the metropolitan area around the Philippines' capital Manila as well as safety training for informal workers.

A news article has been published on the UNIDO website that highlights the successful gender mainstreaming strategy of the project: it points out that e-waste dismantlers are mostly women and that this is reflected through 70% of training participants being women. It also stresses that the voices of women dismantlers were heard in stakeholder consultations with official representatives of waste picker associations.

6.3   Working with institutions

When working with project/programme stakeholders and partners, including national institutions and enterprises, it is important to **clearly communicate gender inequality issues and UNIDO's commitment to addressing them.**

Also, **enhancing the gender-responsiveness of institutions and companies** should be an integral part of institutional capacity-building and support. This could include developing and implementing a gender policy or strategy backed by a work plan, discussing gender parity measures and/or establishing or strengthening a gender focal point network.

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[11] For more details, please consult https://www.un.org/en/gender-inclusive-language/.

The **Women's Empowerment Principles (WEPs)** are a gender policy and advocacy tool specifically developed for the business sector. Jointly established by the UN Global Compact and UN Women, they offer guidance to businesses on how to promote GEEW in the workplace, marketplace and community. Subscription is open for businesses of any size, ownership and industry as well as for industry associations and chambers of commerce.

They consist of seven principles as indicated below. For every principle, five specific actions are suggested that are listed at: https://www.weps.org/about

Principle 1: Establish high-level corporate leadership for gender equality

Principle 2: Treat all women and men fairly at work – respect and support human rights and non-discrimination

Principle 3: Ensure the health, safety and well-being of all women and men workers

Principle 4: Promote education, training and professional development for women

Principle 5: Implement enterprise development, supply chain and marketing practices that empower women

Principle 6: Promote equality through community initiatives and advocacy

Principle 7: Measure and publicly report on progress to achieve gender equality

6.4 Gender capacities and gender parity within implementation teams

Ensuring gender knowledge within the implementation team is an essential step for gender-responsive project/programme implementation. This can include recruiting a Gender Expert and sensitizing project/programme personnel on gender issues, e.g. through training courses such as the UN Women online introductory module I Know Gender 1-2-3 and the module on gender and sustainable industrial development which UNIDO personnel are required to complete within a timeframe of two months after assumption of duty. It is also recommended to familiarize oneself with available gender mainstreaming tools and publications (see e.g. the gender mainstreaming material available on UNIDO internet and intranet pages).

Also, approximate gender parity should be envisaged at all levels of the project/programme team and within project/programme committees and other decision-making and advisory bodies, including interview panels. However, it should be noted that adequate representation of women does not per se substitute the need to ensure gender expertise.

6.5 Key gender mainstreaming activities for project/programme implementation

Table 5: Key gender mainstreaming activities for industrial project/programme implementation

ITEM	ENTRY POINTS FOR GENDER MAINSTREAMING - PROJECT/PROGRAMME IMPLEMENTATION
Strategies and Activities	A gender action plan with specific activities, responsibilities and timelines is developed and implemented.
	Specific activities and outreach strategies for women beneficiaries/participants are in place as needed (e.g. transportation or mobile training units to address any security or distance challenges, childcare services during activities, tailored mentoring and networking activities, specifically target women networks in awareness-raising/outreach).
	Approximate gender parity (i.e. 40-60%) in project/programme activities and events is ensured (see also AI/2020/03 - Equal representation of women: UNIDO's policy on panel parity).
	Normative and convening activities include an output (i.e. chapter, section, session) on gender issues in the topic covered.

ITEM	ENTRY POINTS FOR GENDER MAINSTREAMING - PROJECT/PROGRAMME IMPLEMENTATION
Data, Indicators and Statistics	Sex-disaggregated data on beneficiaries/participants is collected during implementation (women and men, women- and men-owned/led businesses).
Communication	Project/programme reports and advocacy material cover gender-related results and best practices, as well as the voices of both women and men.
Procurement of Goods and Services	Specifications for services, goods and equipment take into consideration the needs of both women and men (e.g. the request for proposal of architectural services for the planning of an industrial facility requires a nursing room, separate bathrooms and changing rooms).
	Procurement notices are also disseminated on platforms and networks frequently used by women-owned/-led businesses such as women's business organizations, and/or directly to relevant women-owned/led businesses.
	The terms of reference or technical specifications of procurement notices request information from bidders on their corporate action to promote GEEW in line with the Women Empowerment Principles, or similar frameworks. If an evaluation method with weights or points is applied, gender-responsive activities, policies and strategies of the bidding entity are rewarded.
Gender Capacities / Human Resources	A Gender Expert is part of the implementation team, and/or project/programme personnel have gender-related knowledge as well as gender-related tasks included in their job descriptions.
	Personnel complete the UN Women online courses on basic concepts of GEEW (I Know Gender 1-2-3) and the I Know Gender Module 15 on gender and sustainable industrial development, and are aware of tools and publications on gender mainstreaming in ISID (see e.g. UNIDO internet and intranet pages).
	Personnel have at least one work and/or learning objective on gender equality in their annual performance plan (see the UNIDO Gender Parity Action Plan 2018-2023).
	There is approximate gender parity (40-60%) among project/programme personnel.
Stakeholders & Participation	Relevant women's representations (e.g. gender focal points in ministries of industry, women's rights groups, women business associations) are informed and consulted on gender-related activities.
	There is approximate gender parity (40-60%) and gender expertise within project/programme committees.
	Stakeholders are capacitated on gender issues to ensure that gender-responsive implementation continues after the end of the project/programme.

7

GENDER-RESPONSIVE MONITORING, REPORTING AND EVALUATION

A two-pronged approach of mainstreaming gender issues into the monitoring, reporting, and evaluation framework should be applied:

» **Vertical:** Explicitly address specific gender-related components of the project/programme (scope of the review, stakeholder involvement, team members, accountabilities, responsibilities, deliverables etc.) in monitoring, reporting and evaluation.

» **Horizontal:** Integrate (mainstream) gender-specific questions into monitoring objectives and evaluation ToRs. This requires defining clear expectations as regards GEEW deliverables in advance.

To ensure that monitoring and evaluation results on gender equality and the empowerment of women, especially best practices and lessons learned, are considered in future ISID initiatives, they should be communicated within the Organization and with relevant stakeholders (e.g. through workshops). For more specific tools and guidance on different thematic areas, please refer to the thematic UNIDO gender mainstreaming guides.

Tools such as the United Nations Evaluation Group (UNEG) publication on Integrating Human Rights and Gender Equality in Evaluations (2014) and the UN Women Evaluation Handbook: How to manage gender-responsive evaluation (2015) provide a detailed overview and examples on how to conduct gender-responsive evaluations.

GENDER-RESPONSIVE EVALUATION QUESTIONS

Project/Programme Design

» Is the project/programme in line with UNIDO strategic documents, international frameworks and national policies on gender equality and the empowerment of women?

» Were adequate resources (e.g. funds, personnel time, methodology, experts) allocated to address gender concerns?

» Are output/outcome indicators sex-disaggregated, and were beneficiaries clearly identified and disaggregated by sex (and age, ethnicity, socio-economic group, etc.)?

Implementation management

» Did project monitoring and self-evaluation collect and analyze sex-disaggregated data and monitor, assess and report on gender-related objectives, and were decisions and recommendations made based on these analyses?

» How gender-balanced was the composition of the project/programme team, steering committee, and the beneficiaries?

Project/Programme Results

» Has the project/programme achieved gender-related objectives? How have gender-related results contributed to the overall results of the project/programme?

» Did women and men equally benefit from the project's interventions?

» How are the results likely to affect gender relations (e.g. division of labour, decision-making authority)?

» To what extent were the project's/programme's stakeholders aware of the project's/programme's gender-related objectives or interventions?

» Are gender equality-related results likely to endure after project/programme completion?

7.1 Key gender mainstreaming activities for project/programme monitoring, reporting, and evaluation

Table 4: Key gender mainstreaming activities for industrial project/programme monitoring, reporting, and evaluation

ITEM	ENTRY POINTS FOR GENDER MAINSTREAMING - PROJECT/PROGRAMME MONITORING, REPORTING, AND EVALUATION
Monitoring & Reporting	Mid-term reviews, assessments, audits, etc. include gender as a specific criteria/component.
Evaluation	Gender-specific evaluation questions and components are included in evaluation ToRs.
Learning and Data	Sex-disaggregated data is collected and analyzed to track gender equality results and assess gender impacts.
	Good practices and lessons learned on promoting GEEW and on the effectiveness of gender-responsive targets/indicators are identified and reported.
Gender Capacities / Human Resources	Personnel have at least one work and/or learning objective on gender equality in their performance plan (see the UNIDO Gender Parity Action Plan 2018-2023).
	There is approximate gender parity (i.e. 40-60%) among monitoring, evaluation and research teams.
	Monitoring, reporting, evaluation and research teams have adequate gender capacity which is included in their job descriptions and selection criteria, and/or a Gender Expert is recruited.
Stakeholders and Participation	Interviews and input is equitably collected from both women and men stakeholders and beneficiaries.
	Possible gender-specific constraints for equal participation in the monitoring and evaluation are addressed (e.g. women-only and/or men-only focus group discussions to ensure that participants speak more freely; specific transportation, language and time requirements).
Budget	The budget for gender-related project/programme activities is monitored (and reviewed if needed) and evaluated.
	Sufficient budget is allocated for the monitoring and evaluation of gender-related project/programme components and research on gender issues, including for recruiting a gender research and evaluation expert if needed.

Glossary

Discrimination against women "... shall mean any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field."[12]

Gender refers to the socially constructed characteristics of women, men, girls and boys. As opposed to biological characteristics (sex), these attributes are learned through socialization processes; they are context- and time-specific and changeable. Gender determines what is expected, allowed and valued in a woman or a man in a given context and affects relationships, opportunities, responsibilities, access to and control over resources, as well as decision-making power. Gender often multiplies and intersects with other socio-cultural criteria such as social status, religion, ethnicity, age, sexual orientation and disability.[13]

Gender analysis is an assessment of how differences in gender roles, needs, opportunities and constraints affect women and girls, and men and boys in a specific context. This is done through collecting and analyzing sex-disaggregated data, and through a critical examination of the possible differences in experience, knowledge, skills, and access to and control of resources. In practice, a gender analysis report also includes recommendations on how policies, programmes and projects could respond to the identified differences, and how to strategically use the distinct knowledge and skills of women and men.

Gender audits are institutional gender analysis and assessment tools that help to scan the extent to which gender equality has been integrated into institutions, policies, or programmes. There are a wide variety of gender auditing tools that address different issues, including financial audits, general organizational assessments and international policy analysis. The overarching aim of most auditing tools is to hold institutions and governments accountable regarding gender integration.

Gender-blind: This approach fails to recognize that gender is an essential determinant of social outcomes impacting on projects and policies. Thus, a gender-blind approach pays no attention to gender norms, roles and relations and fails to acknowledge the different needs and opportunities of men, women, girls and boys, or marginalized populations. As a result, gender-based discrimination is very likely to be reinforced. This approach is often constructed and justified based on the principle of being "fair" by treating everyone the same way.[14]

Gender equality: Rather than "gender equity", the preferred terminology within the United Nations is "gender equality"- which means that the rights, responsibilities and opportunities of individuals will not depend on whether they are men or women. Hence, the promotion of gender equality does not mean that women and men will or shall become the same. Equality involves ensuring that the perceptions, interests, needs and priorities of women and men (which can be very different because of the differing roles and responsibilities) will be given equal weight in planning and decision-making, all while recognizing the diversity of different groups of women and men. It is therefore not a «women's issue" as it concerns and should fully engage both men and women and is a precondition for, and an indicator of sustainable people-centered development.[15]

Gender expression: The external manifestation of one's gender identity, expressed through one's name, pronouns, "masculine", "feminine" or gender-variant behaviour, clothing, haircut, voice or bodily characteristics.[16]

Gender identity: Refers to each person's deeply felt internal and individual experience of gender, which may or may not correspond to the sex they were assigned at birth or the gender attributed to them by society.[17]

Gender mainstreaming: The process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally, and inequality is not

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[12] Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW), art. 1.

[13] Based on: Office of the Special Adviser to the Secretary-General on Gender Issues and Advancement of Women (OSAGI): 2001 Important Concepts Underlying Gender Mainstreaming - Factsheet.

[14] Adapted from the Gender results effectiveness scale of the 2015 Evaluation on UNDP Contribution to Gender Equality and Women's Empowerment, and the 2011 WHO Gender Mainstreaming Manual for Health Managers: a practical approach.

[15] Adapted from UN Women.

[16] Taken from the UN for All: LGBTI module training materials, specifically the "SSOGI Spectrums" adapted from the Gender Unicorn by Trans Student Education Resources.

[17] Ibid.

perpetuated. The ultimate goal is to achieve gender equality.[18]

Gender-neutral: See gender-blind

Gender parity: The equal representation of men and women in a given context/structure in terms of numbers/proportions.[19] The UN System-wide Strategy on Gender Parity denotes parity to be considered when there are 47-53% of women. "Gender parity" and "gender balance" are terms that are often used interchangeably, but at times erroneously - while „balance" is often used to denote the mere proportion of either sex in a given context, „parity" refers to equal representation as per the abovementioned percentage range.

Gender-responsive or gender-transformative: Gender norms, roles, relations and specific needs of women and men, and how they affect access to and control over resources are considered. Going beyond that, the root causes of gender-based inequalities and discrimination are addressed. This includes avenues to foster progressive changes in power relationships between women and men, and to transform harmful societal and cultural gender norms. The objective is to promote gender equality, amongst others.[20]

Gender-sensitive: Considers gender norms, roles and relations but does not address the underlying structural inequalities generated by unequal norms, roles or relations. While it indicates gender awareness, no remedial action is developed.

Gender-specific or gender-targeted: Intentionally targeting a specific group of women or men to achieve certain policy or programme goals or meeting certain needs, or specifically addressing structural inequalities between genders (e.g. through sensitization on gender issues).

Gender-targeted: *See gender-specific*

Gender-transformative: *See gender-responsive*

Sex: Refers to people's biological characteristics that may be female, male and/or intersex and includes chromosomes, reproductive organs and external features.[21]

Sex-disaggregated data: Data that is collected and presented separately on women and men, and on women-owned/led and men-owned/led businesses.

Sexual orientation: Each person's enduring capacity for profound romantic, emotional and/or physical feelings or attraction to person(s) of a particular sex or gender.[22]

Temporary special measures, also often referred to as **affirmative action:** The Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) Committee, in its general recommendation no. 25 (2004) clarifies that "[t]he term "measures" encompasses a wide variety of legislative, executive, administrative and other regulatory instruments, policies and practices, such as: outreach or support programmes; allocation and/or reallocation of resources; preferential treatment; targeted recruitment, hiring and promotion; numerical goals connected with time frames; and quota systems." Article 4.1 of the CEDAW clarifies that the "[a]doption by States/Parties of temporary special measures aimed at accelerating de facto equality between men and women shall not be considered discrimination as defined in the present Convention, but shall in no way entail as a consequence the maintenance of unequal or separate standards; these measures shall be discontinued when the objectives of equality of opportunity and treatment have been achieved."

Women's economic empowerment is central to realizing women's rights and gender equality. It includes women's ability to participate equally in: existing markets; their access to and control over productive resources and profits; access to decent work; control over their own time, lives and bodies; and increased voice, agency and meaningful participation in economic decision-making at all levels - from the household, company level to international institutions.[23]

Women's empowerment is the process by which women take control over their lives, acquiring the ability to make strategic choices.[24] "Women's empowerment has five components: women's sense of self-worth; their right to have and to determine choices; their right to have access to opportunities and resources; their right to have the power to control their own lives, both within and outside the home; and their ability to influence the direction of social change to create a more just social and economic order, nationally and internationally."[25]

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[18] ECOSOC Agreed Conclusions E/1997/66 of 18 July 1997.

[19] Adapted from UN System-wide Strategy on Gender Parity.

[20] Adapted from the gender results effectiveness scale of the 2015 Evaluation on UNDP Contribution to Gender Equality and Women's Empowerment, and the 2011 WHO Gender Mainstreaming Manual for Health Managers: a practical approach.

[21] Taken from the UN for All: LGBTI module training materials, specifically the "SSOGI Spectrums" adapted from the Gender Unicorn by Trans Student Education Resources.

[22] Ibid.

[23] Adapted from UN Women: Facts and Figures: Economic Empowerment.

[24] UN Commission on the Status of Women (CSW), session 46 2002: Agreed Conclusions on eradicating poverty, including through the empowerment of women throughout their life cycle, in a globalizing world.

[25] UN Secretariat Inter-agency Task Force on the Implementation of the International Conference on Population and Development's Programme of Action: 1995 Guidelines on Women's Empowerment.

Below is a suggested outline for a comprehensive gender analysis.

Executive Summary

Practical suggestion for project/programme managers: If the gender analysis is conducted before finalizing the concept note or project/programme document, the Executive Summary could be used as a basis for sections on gender considerations in the project/ programme document, and reflected the project/ programme description, background and justification.

Introduction

Provide a brief description of the (envisaged) project/ programme, and a description of the objective of the gender analysis.

Methodology and process of the gender analysis

Mapping of main stakeholders

Note: Consider whether some of the stakeholders identified could be included as implementation partners or beneficiaries of the project/programme.

Gender equality and the empowerment of women in the target area (geographic and sectoral) of the project or programme

Provide a general overview on GEEW in the geographical area and industry/sector to contextualize the initiative. This should be followed by a detailed analysis, of the gender-related differences relevant to the target area of the project/programme. Thus, the section should address the first four sets of questions as indicated in Table 3 of the Guide (context, economy & roles, resources, decision-making). In the process of the analysis, sex-disaggregated data should be collected and analyzed, including relevant missing baseline data for indicators.

Overview of potential project/programme entry points

Provide an overview of the gender-differentiated impacts of the measures (to be) supported by the project or programme. Thus, this part should address the last set of questions as indicated in Table 3 of the Gender Mainstreaming Guide and Toolkit (beneficiaries).

Recommendations for mainstreaming gender issues into the project/programme

Provide specific recommendations on how the project/ programme could promote GEEW and respond to existing inequalities. It is suggested to use a format that follows that of the respective sections of the project/ programme document so that recommendations will be easy to integrate.

Recommendations should address all sections covered by the project/programme document, including:

» **Theory of change**

» **Risk framework:** Identify potential gender-related risks and possible mitigation measures to include in the risk assessment and management framework of the project/programme.

» **Results framework:** Identify possible activities, outputs, outcomes and/or results.

- Provide suggestions for gender-responsive and gender-specific indicators at all relevant levels of the results framework.

- Provide sex-disaggregated baseline data for indicators.

» **Budget:** If feasible, provide budget estimations for identified gender-specific project/programme activities, or activities suggested to be amended to make them more gender-responsive.

» **Monitoring and evaluation plan:** Provide recommendations to integrate gender equality concerns into the monitoring and evaluation objectives, methodology, and approaches.

Note: The content of the recommendations should aim at ensuring that the project/programme has a "significant expected contribution to gender equality" (Gender Marker 2A). For the respective criteria to be met, please see p. 15 of the Gender Mainstreaming Guide or the UNIDO Gender Compliance and Marker Form.

Conclusion

Summarize the methodology employed for the gender analysis and its main findings.

CONTENTS

1. OBJECTIVE AND INTRODUCTION

This Annex is a step-by-step guide to collecting gender-responsive quantitative indicators[26] available in international databases and should facilitate conducting gender analyses and ensuring the gender-responsive design, monitoring and evaluation of ISID projects and programmes. It is based on Enhancing the Quality of Industrial Policies (EQuIP) – Tool no. 10 on gender equality in manufacturing. The international databases mentioned therein contain statistics and estimates from national public sources which apply globally harmonized systems, methodologies and indicators; thus, their data is comparable across countries.

To ensure an in-depth understanding of gender issues in the project/programme area, additional and more detailed research will be required, such as local and subsectoral statistics from national and sub-national statistical institutes, line government ministries and agencies, other development cooperation partners, and civil society actors. Also, quantitative data has to be contextualized and supported by detailed qualitative information gathered through reports, stakeholder interviews, focus group discussions, observations, etc.

The terminology of the indicators below is taken directly from the respective databases.

2. WOMEN'S AND MEN'S PARTICIPATION IN THE ECONOMY

a. Women in the labour force and the distribution of wages, decision-making and vulnerable employment

With an average share of only 38%, working-age women are less likely to form part of the labour force than men.[27] Also, men continue to be significantly overrepresented in managerial positions.

WOMEN'S REPRESENTATION IN THE GLOBAL LABOUR FORCE	
Indicator: *Labour force, female (% of total labour force)*	**Data source:** World Bank Open Data, data code SL.TLF.TOTL.FE.ZS
Instructions and details	The indicator shows the percentage of women aged 15+ engaged in the global labour market as a percentage of the overall labour force. This includes paid employment, self-employment, those who are unemployed but seek work, and first-time jobseekers. Informal workers, unpaid workers, family workers and students are often omitted, and some countries do not count members of the armed forces.

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[26] The wording of the indicators presented in the document reflects the original wording on the respective databases.

[27] ILO data.

DISTRIBUTION OF WORKFORCE – INDUSTRIAL AND NON-INDUSTRIAL, SEX-DISAGGREGATED

Indicator:	Data sources:
Employment in industry, female (% of female employment) *Employment in industry, male (% of male employment)*	ILOSTAT explorer and World Bank Open Data, data codes SL.IND.EMPL. FE.ZS / SL.IND.EMPL.MA.ZS

Instructions and details	This data identifies a possible underrepresentation of women in the industrial sector, and how it compares to women's representation in the overall labour force (see box above). Note that the data hides the types of occupations as well as the levels of seniority and wages.

GENDER WAGE GAP - OVERALL ECONOMY

Indicators:	Data source:
Average hourly earnings of employees by sex (local currency) (SDG indicator 8.5.1) *By occupation: Gender wage gap by occupation (%)*	ILOSTAT explorer and ILOSTAT labour statistics on women, data codes SDG_0851_SEX_OCU_NB_A and EAR_GGAP_OCU_RT_A

Instructions and details	The gender wage gap is calculated as the difference between average earnings of men vs. women, expressed as a percentage of average earnings of men. Data adjusted by occupation is equally available (see second indicator); please note that the type of occupation covers all sectors and economic activities and not only the industrial sector.

FEMALE SHARE IN MANAGERIAL POSITIONS

Indicator:	Data source:
Female share of employment in senior and middle management (%)	ILOSTAT explorer and ILOSTAT labour statistics on women, data code EMP_XFMG_NOC_RT_A

Instructions and details	The indicator provides information on the proportion of women who are employed in decision-making and management roles in government, large enterprises and institutions. Specific data for the industrial sector is currently not available in international databases but might be covered by national data sources, reports or, if necessary, could be obtained through a survey.

Within the labour force, women are overrepresented among informal workers,[28] and in vulnerable employment (i.e. contributing family workers and own account workers)[29] which are characterized by lower job stability, job quality and wage levels as well as by minimal coverage by available social security schemes. These factors are corroborated by limited access to skills development and unsafe working environments. This equally applies to the industrial sector: some low- and semi-skilled production jobs in the textile and garment sub-sectors, for example, are outsourced to micro-businesses and external workers, often women who informally work from their homes.

PREVALENCE AND DISTRIBUTION OF VULNERABLE AND INFORMAL EMPLOYMENT

Indicator:	Data source:
» *Employment outside the formal sector by sex and economic activity (thousands), non-agricultural employment* » *Share of employment outside the formal sector by sex and economic activity (%)* » *Informal employment rate by sex and economic activity (%), non-agricultural employment*	ILOSTAT explorer, ILO Statistics on the informal economy and World Bank Open Data, data codes EMP_XFMG_NOC_RT_A, SL.FAM.WORK.FE.ZS and SL.FAM.WORK.MA.ZS

Instructions and details	Employment outside the formal sector includes informal workers as well as vulnerable employment (i.e. own-account workers and contributing family workers). Data disaggregated by the industrial sector is currently not available.

b. Distribution of unpaid care work among genders

The unequal participation in the labour force, and women bearing a significantly larger burden of underemployment, roots in the unequal distribution of unpaid care work and traditional gender roles and stereotypes. Having children has been identified as the main factor for a reduction in women's labour force participation, even more than getting married. Consequently, the labour force participation gap between women and men is also largest during prime-age (aged 25-54), with negative implications on women's incomes and the distribution of wages.[30]

GENDER DISTRIBUTION OF UNPAID CARE WORK

Indicator:	Data source:
» *Female to male ratio of average time spent on unpaid domestic, care and volunteer work in a 24-hour period* » *Proportion of time spent on unpaid domestic and care work (% of 24 hour day: female, male)*	World Bank World Development Indicators, data codes SG.TIM.UWRK.FE and SG.TIM.UWRK.MA OECD Gender, Institutions and Development Data-base− column "Household Responsibilities – Practice"

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[28] However, men prevail in absolute numbers due to their higher workforce participation rate.

[29] In general, women are disproportionately represented among contributing family workers, while among own account workers, men hold a higher share.

[30] ILO. (2020) Having kids sets back women's labour force participation more so than getting married.

<table>
<tr><td colspan="2">**PERCENTAGE OF WOMEN IN LABOUR UNDERUTILIZATION**</td></tr>
<tr>
<td>

Indicator:

» *Prime-age composite rate of labour underutilization (LU4) by sex, household type and presence of children (%)*

» *Prime-age composite rate of labour underutilization (LU4) by sex, household type and rural / urban areas (%)*

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<td>

Data source:

ILOSTAT labour statistics on women, data codes GED_XLU4_SEX_HHT_CHL_RT_A and GED_XLU4_SEX_HHT_GEO_RT_A

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Instructions and details

</td>
<td>

Underutilized labour measures are the share of the extended labour force for persons of prime-age (aged 25-54) that are in unemployment, time-related underemployment or in the potential labour force. Comparing the percentage of women and men in households with presence of children alludes to the distribution of unpaid care work among genders.

</td>
</tr>
</table>

Other relevant gender-responsive labour force indicators include:

1. Part-time and temporary employment, by gender

2. Average hours worked in industry, by gender (select applicable ISIC under the ILOSTAT indicator **"Mean weekly hours actually worked per employee by sex and economic activity"** or related indicators)

3. Employment, by gender and occupation – data is available according to broad skill levels

4. Employed migrants, by sex and status in employment

5. Working poor, by sex and age

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3. WOMEN'S AND MEN'S PARTICIPATION IN INDUSTRIAL SECTORS AND SUBSECTORS[31]

Overall, women are overrepresented in administrative occupations of industrial companies. In frontline production, women are disproportionately found in low-skill, routine-work positions with bad working conditions and low pay.

A gender-specific and gender-responsive analysis of the (sub)sector in which the project/programme is embedded is highly relevant for its design, monitoring and evaluation. It should include a detailed analysis of the types of jobs women and men hold as well as the main barriers for women to enhance their skills, wages and quality of jobs. Country programmes and regional programmes may also require a cross-cutting analysis between subsectors that includes their respective share of women in the industrial workforce, average wages, technology and productivity intensity, size of its workforce, and working conditions – both as a snapshot of the most recent situation as well as measuring developments over time.

Note:

Data, including sex-disaggregated data, on types of occupation and working conditions for specific industrial subsectors is generally not available from international databases.

Since this information provides important insights on the wage level, seniority, type and quality of jobs and their distribution between women and men within the subsector, consulting additional quantitative data and qualitative analysis through (sub)national data sources [32] in accordance with the scope of the project/programme is especially recommended in this area.

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[31] A classification of manufacturing subsectors can be found in International Standard Industrial Classification (ISIC, Revision 4).

[32] Ministries of industry and other line public entities may have further information, especially on job types.

a. Women's representation in the industrial workforce

Overall, the industrial sector is traditionally male-dominated and characterized by high gender imbalances regarding wages and decision-making roles. Especially in technology- and capital-intensive subsectors, the percentage of women in managerial positions is lower than average.

PERCENTAGE OF WOMEN EMPLOYEES IN AN INDUSTRIAL (SUB)SECTOR	
Indicator and calculation: *Share of women employees per (sub)sector;* $\dfrac{\textit{Female employees(per mnf(sub)sector)}}{\textit{Employees(per mnf(sub)sector)}}$	**Data source:** UNIDO Statistics Data Portal (INDSTAT)
Instructions and details	This data includes all types of occupations, including frontline production work, marketing and sales, and administrative work, as well as all levels of seniority and wages. A high female share of employment in industry does not necessarily imply gender equality in the (sub)sector. On the contrary, it could also be a sign that women are in high demand due to them being paid relatively lower wages, which is a critical factor especially at early stages of industrialization of export-oriented sectors such as the textile, apparel, leather and footwear sectors.

b. The gender wage gap in the industrial workforce

GENDER WAGE GAP IN THE INDUSTRIAL WORKFORCE	
Indicator and calculation: *Mean nominal monthly earnings of employees by sex and economic activity (local currency, female, male)*	**Data source:** ILOSTAT explorer, data code EAR_XEES_SEX_ECO_NB_M
Instructions and details	These values are not adjusted for job levels, years of experience and qualifications and the industrial sub-sectors in which employees work. "Economic activities" in ILOSTAT can be filtered by ISIC classifications of sectors but not of (industrial) sub-sectors; subsector disaggregation is only available on INDSTAT. To calculate the gender wage gap in the industrial workforce in a format that can be compared to the gender wage gap in the overall economy, use the following calculation: $\dfrac{\textit{Mean nominal monthly earnings of employees-(female,manufacturingsector)}}{\textit{Mean nominal monthly earnings of employees-(male,manufacturingsector)}} \times 100$

c. Comparing the prevalence of women and average wages in industrial (sub)sectors

Comparing the subsector's gender composition and wage level points allows to infer on the type of jobs women hold in the sector and their working conditions.

Typically, women are disproportionately represented in low-wage industrial (sub)sectors.

AVERAGE PER CAPITA WAGES PER INDUSTRIAL SUBSECTOR COMPARED TO FEMALE SHARE OF EMPLOYMENT	
Indicator and calculation: *Average per capita wage per subsector:* *Wages and salaries(per mnf subsector)* ――――――――――――――――――― *Employees(per mnf subsector)* Additional indicator and calculation: *Share of women employees per subsector:* *Female employees (per mnf subsector)* ――――――――――――――――――― *Employees(per mnf subsector)*	**Data source:** UNIDO Statistics Data Portal (INDSTAT)
Instructions and details	The average per capita wage per subsector is calculated by dividing the subsector's wages and salaries –presented in INDSTAT as the "aggregate nominal amount"– by the number of employees. Information on wages and salaries per subsector is currently not available in a sex-disaggregated format; however, the per capita wage can be compared with the share of women employees in the sub-sector. This data can be calculated for two or more subsectors to compare, or the calculation can be done for "total industrial" to obtain the average numbers.

d. How does the ratio change as subsectors become more capital and technology-intensive?

Once wages as well as technology and capital intensity increase within a (sub)sector, the share of women employees tends to decrease. Comparing changes in the female share of employment with the development of per capita wages and growth in productivity provides insight on whether this is indeed the case for this (sub)sector. It shows whether women benefit from growth or whether they are pushed out in the process of increased industrialization.

To assess a (sub)sector's technology and capital intensity, two proxies can be used:

» The subsector's productivity growth rate represented in INDSTAT by the indicator "value added" (recommended proxy used in the calculations below); or

» The classification of industrial sectors by their technological intensity (ISIC Revision 4). [33]

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[33] The categorization should be used with caution due to the extensive fragmentation of production that results in some high, medium-high and medium technology industries offering significant numbers of manual and low-skilled jobs, e.g. in assembling.

DEVELOPMENT OF PER CAPITA WAGES COMPARED TO FEMALE SHARE OF EMPLOYMENT

Indicator, to be compared over time (e.g. 5-10-year trend):	Data source:
Wages and salaries (per mnf subsector)	UNIDO Statistics Data Portal (INDSTAT)
Employees(per mnf subsector)	
Additional Indicator to be compared over time (e.g. 5-10-year trend):	
Share of women employees per subsector:	
Female employees (per mnf subsector)	
Employees(per mnf subsector)	

Instructions and details	For details on the indicators and calculation please refer to the box above on *"Average per capita wages per industrial subsector compared to female share of employment"*.
	To measure trends in wage development and female employment in the subsector, compare the most recent respective datasets with those of five, ten or more years ago. Ensure, however, that the data collection methodology has not changed.

CHANGE IN FEMALE SHARE OF EMPLOYMENT PER SUBSECTOR COMPARED TO GROWTH IN PRODUCTIVITY

Indicator, to be compared over time (e.g. 5-10-year trend):	Data source:
	UNIDO Statistics Data Portal (INDSTAT)
Employment in manufacturing, % of female:	
Female employees (per mnf subsector)	
Employees(per mnf subsector)	
Productivity of the subsector (proxy):	
$\dfrac{\textit{Value added (in mnf subsector)}}{\textit{Total employment (in mnf subsector)}} \times 100$	
Productivity of total manufacturing (proxy):	
$\dfrac{\textit{Value added in total manufacturing}}{\textit{Total employment in total manufacturing}} \times 100$	

Instructions and details	To calculate a subsector's change in female share of employment compared to its growth in productivity, plot the subsector's productivity against the productivity of the "total industrial sector".
	This serves two purposes:
	» It shows the relative productivity of a subsector compared to the overall industrial productivity.
	» When comparing the values over time, it also adjusts for inflation which is important as the values available on INDSTAT are nominal.

4. LEGAL AND SOCIAL FACTORS INFLUENCING WOMEN'S PARTICIPATION IN THE INDUSTRIAL SECTOR

a. Legal status of women

Women are still discriminated against in legal norms, their implementation in practice, and through social and cultural norms and stereotypes.

LEGAL STATUS OF WOMEN AND DISCRIMINATORY SOCIAL/CULTURAL NORMS

Data source:	
» OECD Gender, Institutions and Development Database (secondary data source, international coverage)	
» Latest dataset of the World Bank Women, Business and the Law Data Catalogue (covers gender differences in the law but not in practice; data is binary (yes/no))	

Instructions and details	These datasets provide a compilation of indicators measuring legal and social discrimination between women and men as well as harmful gender norms and stereotypes. This includes possible gender-based discrimination regarding: » registering a business, » opening a bank account, » access to land and credit, » women's ability to work in the same industries as men, » parental leave and equal pay provisions, and » provisions countering sexual and other forms of harassment.

b. Education, training and research

The level of education and skills is an important determinant for job quality and income security. For the industrial sector, the STEM (Science, Technology, Engineering and Mathematics) fields as well as vocational training, including on-the-job training, are of particular relevance. While progress has been made, the global gender gap in STEM tertiary education graduates persists – globally, only 35% of STEM students in higher education are women, with an even significantly lower share in engineering, ICT and construction courses.[34] Also, while the industrial sector accounts for a large share of new patents and private-sector research and development, only one in three researchers are women.

LABOUR FORCE BY LEVEL OF EDUCATION, SEX-DISAGGREGATED	
Indicator:	**Data source:**
Labour force distribution by education (female, male, 15+) (%)	World Bank Global Findex database and World Bank Gender Statistics Database (based on UNESCO Institute on Statistics); data codes: FX.OWN.TOTL.FE.ZS and FX.OWN.TOTL.MA.ZS

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[34] UNESCO: (2017) Cracking the code: girls' and women's education in STEM.

FEMALE SHARE OF GRADUATES FROM STEM AND OTHER INDUSTRIAL-RELATED TERTIARY EDUCATION

Indicator:	Data source:
» *Female share of graduates from Science, Technology, Engineering and Mathematics (STEM) programmes, tertiary (%)* » *Percentage of female graduates from tertiary education graduating from Engineering, Manufacturing and Construction programmes, female (%)*	UNESCO Institute for Statistics database; World Bank Open Data, data codes SE.TER.GRAD.FE.SI.ZS and SE.TER.GRAD.FE.EN.ZS

GENDER RATIO IN VOCATIONAL EDUCATION

Indicator:	Data source:
Proportion of 15-24-year-olds enrolled in vocational education, adjusted gender parity index (GPIA)	UNESCO Institute for Statistics database
Instructions and details	Data on the women's share of participation in on-the-job trainings as well as adult education and training is currently not available through international databases.

SHARE OF WOMEN RESEARCHERS

Indicator:	Data source:
Researchers (full-time equivalents) % female, or similar indicator, e.g. segregated per field of research	UNESCO Institute for Statistics database

c. Financial inclusion

Access to finance is a main constraint for entrepreneurs in the industrial sector, and even more so for female entrepreneurs. In many industrial subsectors, businesses need significant kick-off investments, and return on investment takes longer than in other sectors of the economy. Women find it particularly difficult to obtain funding as on average they have less collateral (e.g. land/asset ownership) than men, and still face legal restrictions in some countries. Also, investors' evaluation of pitches and business presentations is influenced by – often unconscious – gender bias. Data on loans obtained for industrial activities is scarce; however, several proxies can be used:

BANK ACCOUNT OWNERSHIP, SEX-DISAGGREGATED

Indicator:	Data source:
Account ownership at a financial institution (% of population ages 15+) female vs. male or similar indicator	World Bank Global Findex database and World Bank Gender Statistics Database Data codes: FX.OWN.TOTL.FE.ZS and FX.OWN.TOTL.MA.ZS
Instructions and details	Data on the percentage of women with an account at a financial institution is indicative of the level of women's financial independence.

ACCESS TO CREDIT, SEX-DISAGGREGATED	
Indicator: *Borrowed from a financial institution (female, male) (% age 15+)*, or similar indicator	**Data source:** World Bank Global Findex database
Indicator: *Borrowed to start, operate, or expand a farm or business (female, male) (% age 15+)*, or similar indicator	**Data source:** World Bank Global Findex database
Instructions and details	Data on the percentage of women who have borrowed money from a financial institution, and with the objective to invest in an economic activity in particular, provides insight into women's access to credit.

ACCESS TO IMMOVABLE PROPERTY COLLATERAL, SEX-DISAGGREGATED	
Indicator: *Prevalence (in %) of women among house owners*	**Data source:** OECD Gender, Institutions and Development Database, column "Access to non-land assets – Practice". Also, the World Bank Gender Statistics Database provides data on women who own a house alone (% of women) and men who own a house alone (% of men) – data codes SG.OWN.HSAL.FE.ZS and SG.OWN.HSAL.MA.ZS.
Indicator: *Women who own land alone (% of women) vs. men who own land alone (% of men)*	**Data source:** World Bank Gender Statistics Database, data codes SG.OWN.LDAL.FE.ZS and SG.OWN.LDAL.MA.ZS

d. Digital inclusion

In the era of the Fourth Industrial Revolution and increased digitalization, digital literacy and access to digital technology and services plays an ever-increasing role in industry and beyond. Digital literacy is an important and well-remunerated skill across sectors. Also, the ICT sector provides one of the highest average wages; at the same time, it is the sector with one of the lowest representation of women in its workforce.

Online financial transactions and digital banking are vital tools to facilitate business operations and personal life, including of rural and vulnerable populations. Also, digital connection and literacy enables businesses and entrepreneurs to sell products online, connect with suppliers and other business stakeholders, use business management applications, and enhance their knowledge.

However, women are generally less digitally literate, especially in low- and middle-income countries where they are also 20 % less likely to use mobile internet[35,] entailing the risk of exclusion from decent jobs and technological advancements.

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[35] GSMA: (2020) Connected Women – The Mobile Gender Gap Report 2020.

ACCESS TO AND USAGE OF ICT INFRASTRUCTURE AND DEVICES, SEX-DISAGGREGATED	
Indicator: *Percentage of population using the internet, by gender (%)*	**Data source:** ITU World Telecommunication/ICT Indicators Database (access subject to charges) and gender statistics page
Indicator: *Proportion of individuals who own a mobile telephone, by sex (%)* (SDG indicator 5.b.1)	**Data source:** UN Global SDG Database, data code IT_MOB_OWN; World Telecommunication/ICT Indicators Database (access subject to charges)

USING THE INTERNET OR MOBILE PHONE FOR FINANCIAL TRANSACTIONS, SEX-DISAGGREGATED	
Indicator: *Mobile money account, female (% age 15+) vs. mobile money account, male (% age 15+)*	**Data source:** World Bank Gender Statistics Database, retrieved from World Bank Global Findex database Data codes: mobileaccount.t.d.2; mobileaccount.t.d.1
Indicator: *Made or received digital payments in the past year (% age 15+) (male, female)* or similar indicator	**Data source:** World Bank Global Findex database

e. Issues not covered by international databases

Important legal and social determinants to advance gender equality currently not covered by quantitative indicators from international data sources include:

» Availability of safe transportation;

» Availability of affordable and quality childcare;

» Prevalence of gender-based violence against women and sexual harassment at work;

» Provisions on flexible working arrangements; and

» Detailed information on labour laws and macroeconomic policies.

UNIDO

UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	**Gender Expert for Project Design** [36]
Main Duty Station and Location:	
Mission/s to:	
Start of Contract (EOD):	
End of Contract (COB):	
Number of Working Days:	

ORGANIZATIONAL CONTEXT

UNIDO is a specialized agency of the United Nations that promotes industrial development for poverty reduction, inclusive globalization and environmental sustainability. The Organization pursues the programmatic goals of gender equality and the empowerment of women both collectively within the United Nations system and individually with its mandate to advance the well-being of women and men in all countries through inclusive and sustainable industrial development. Guided by the UNIDO Policy on Gender Equality and the Empowerment of Women (2019) and the UNIDO Strategy on Gender Equality and the Empowerment of Women (2020-2023), UNIDO is committed to integrating a gender perspective in all its policies, programmes, projects and organizational practices.

PROJECT CONTEXT

*Briefly provide the context of the project.

DUTIES

Within the duration of the assignment, the Gender Expert is expected to undertake a gender analysis in order to effectively mainstream gender issues into the design and formulation of the project. Specifically, and under the direct supervision and guidance of the project manager and in close collaboration with industry/sector experts, the Gender Expert will assume the tasks listed in the table below.

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[36] The UNIDO human resources and gender team, UN agencies or NGOs focused on women's issues, women's groups or associations in the region of intervention might have a pool of gender experts to which the vacancy announcement could be distributed.

DUTIES	CONCRETE/ MEASURABLE OUTPUTS	EXPECTED DURATION	LOCATION
• Conduct a detailed gender analysis as guided by "UNIDO Guide to Gender Analysis and Gender Mainstreaming the Project Cycle", particularly emphasizing gender issues in the area and region of intervention (e.g. gender division of labour, access to and control of resources and technologies, women's and men's needs and preferences, and opportunities for and constraints on women's participation).	• In-depth gender analysis is conducted	10+ days	Field-based
• Assess and identify potential gender-differentiated impacts of the project.	• Impacts and risk are identified		
• Collect sex-disaggregated baseline data that could be used to monitor potential gender impacts.	• Baseline is established		
• Identify relevant stakeholders such as government agencies, NGOs, community-based organizations, and women's associations or groups whose work focuses on gender and the specific area of intervention that can be utilized during project preparation and implementation. Assess their capacity.	• Relevant government agencies, NGOs, community-based organizations, and women's associations or groups in-country are identified and consulted		
• Based on the gender analysis, develop an action plan that identifies opportunities and entry points for mainstreaming gender into the project. The plan of action for gender mainstreaming should mirror the project's results framework and include the development of gender specific project components, gender responsive targets and indicators, timelines, assigned responsibilities, and implementation arrangements. • Provide cost estimates for the implementation of the action plan for gender mainstreaming.	• Plan of action for gender mainstreaming is developed and costs for implementation estimated	5 days	Home-based
• Integrate relevant gender components from the action plan for gender mainstreaming in the project document, including cost estimates for its implementation.	• Project document is gender mainstreamed		
• Prepare terms of reference for the gender specialist to implement the gender responsive components of the project.	• ToR gender specialist for project implementation is finalized		

REQUIRED COMPETENCIES

Core values:

1. Integrity
2. Professionalism
3. Respect for diversity

Core competencies:

1. Results orientation and accountability
2. Planning and organising
3. Team orientation

Managerial competencies (as applicable):

1. Strategy and direction
2. Judgement and decision-making

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

The Gender Expert should have a postgraduate university degree in Social or Natural Sciences or other relevant discipline, preferably with a specialization in gender and project cycle management.

Technical and Functional Experience:

The Gender Expert should have:

- A minimum of 5 years practical experience in the field of gender equality and gender mainstreaming;
- Formal training in gender analysis and gender planning and demonstrated expertise in mainstreaming gender   in projects and programmes, especially in the specific area of intervention;
- Thorough understanding of the gender context [in country], and experience working with government institutions and international or non-governmental organizations supporting gender and development work in the specific area of intervention;
- Familiarity with gender analysis tools and methodologies in the specific area of intervention;
- Strong communication skills, and the ability to liaise with various stakeholders, including government officials.

Languages:

Fluency in written and spoken English is required.

**UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION**

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	**Gender Expert for Project Implementation** [37]
Main Duty Station and Location:	
Mission/s to:	
Start of Contract (EOD):	
End of Contract (COB):	
Number of Working Days:	

ORGANIZATIONAL CONTEXT

UNIDO is a specialized agency of the United Nations that promotes industrial development for poverty reduction, inclusive globalization and environmental sustainability. The Organization pursues the programmatic goals of gender equality and the empowerment of women both collectively within the United Nations system and individually with its mandate to advance the well-being of women and men in all countries through inclusive and sustainable industrial development. Guided by the UNIDO Policy on Gender Equality and the Empowerment of Women (2019) and the UNIDO Strategy on Gender Equality and the Empowerment of Women (2020-2023), UNIDO is committed to integrating a gender perspective in all its policies, programmes, projects and organizational practices.

PROJECT CONTEXT

*Briefly provide the context of the project.

DUTIES

Within the duration of the assignment, the Gender Expert is expected to act as the main focal point for all gender-related activities of the project. Specifically, under the direct supervision and guidance of the project manager and in close collaboration with industry/sector experts, the Gender Expert will assume the tasks shown in the table below.

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[37] As a first step to identifying gender experts, contact: the UNIDO human resources and gender team; UN agencies or NGOs focused on women, women's groups or associations in the region of intervention.

DUTIES	CONCRETE/ MEASURABLE OUTPUTS
• If not already established, collect sex-disaggregated baseline data that will be used to monitor gender impacts.	• Baseline established
• Assess the gender "awareness" and "sensitivity'' of project beneficiaries and stakeholders.	• Assessment of gender awareness/ sensitivity of project stakeholders is undertaken
• Conduct gender sensitization training for project staff at all levels and maintain the desired level of gender awareness.	• Gender sensitization training is conducted
• Develop a Gender Action Plan for the project containing concrete activities leading to gender-related results.	• Gender Action Plan drafted
• Assist in the recruitment of project staff to ensure gender equality in recruitment and a gender focus in staff competencies to support implementation of gender activities.	• Site visits are conducted, and data is collected on a regular basis
• Conduct regular site visits to monitor implementation of gender activities, collect sex-disaggregate data on gender responsive targets and indicators, and prepare corresponding progress reports.	• Gender results are systematically monitored and regularly reported
• Identify any unanticipated risks and/or negative gender impacts. Adjust and/or develop project activities to mitigate these issues as needed.	• Unanticipated risks and/or negative gender impacts, if any, are identified and addressed
• Engage and provide necessary support to the relevant government agencies, NGOs, community-based organizations, and women's associations or groups whose work focuses on gender and the specific area of intervention to facilitate collaboration and enhance the gender results of project implementation.	• Relevant government agencies, NGOs, community-based organizations, and women's associations or groups(in country) are identified and regularly consulted throughout the project

REQUIRED COMPETENCIES

Core values:

1. Integrity

2. Professionalism

3. Respect for diversity

Core competencies:

1. Results orientation and accountability

2. Planning and organising

3. Team orientation

Managerial competencies (as applicable):

1. Strategy and direction

2. Judgement and decision-making

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

The Gender Expert should have a postgraduate university degree in Social or Natural Sciences or other relevant discipline, preferably with a specialization in gender and project cycle management.

Technical and Functional Experience:

The Gender Expert should have:

- A minimum of 5 years practical experience in the field of gender equality and gender mainstreaming;
- Formal training in gender analysis and gender planning and demonstrated expertise in mainstreaming gender in projects and programmes, especially in the specific area of intervention;
- Thorough understanding of the gender context [in country], and experience working with government institutions and international or non-governmental organizations supporting gender and development work in the specific area of intervention;
- Familiarity with gender analysis tools and methodologies in the specific area of intervention;
- Strong communication skills, and ability to liaise with various stakeholders, including government officials.

Languages:

Fluency in written and spoken English is required.

NOTES