Independent Evaluation Division
Office of Evaluation and Internal Oversight

Independent thematic evaluation

UNIDO Policy (2015) and Strategy (2016-2019) on Gender Equality and Empowerment of Women

UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

INDEPENDENT EVALUATION DIVISION
OFFICE OF EVALUATION AND INTERNAL OVERSIGHT

Independent thematic evaluation

UNIDO Policy (2015) and Strategy (2016-2019) on Gender Equality and Empowerment of Women

UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

Vienna, 2021

Distr. GENERAL | ODG/EIO/IED/20/R.13 | October 2021 | Original: English

Table of contents

Acknowledgements

The core Evaluation Team, composed by Ms. Mia Hyun, Evaluation Consultant & Gender Specialist, Ms. Adot Killmeyer-Oleche, UNIDO Senior Evaluation Officer, and Mr. Francesco Cuda, UNIDO Evaluation Analyst, would like to thank the UNIDO Gender Equality & Empowerment of Women Office and the Human Resources Management Office for their invaluable support throughout the conduct of this strategic independent evaluation.

We are also thankful to the Gender Focal Points across the globe for their willingness to provide a field-based perspective on gender mainstreaming at UNIDO. The work would not have been complete without the contribution of gender offices from selected UN Agencies, to whom we are grateful. In the same vein, we acknowledge with much appreciation, the contribution made by the representatives of member states who graciously provided their perspectives on UNIDO's gender policy and strategy.

Abbreviations and acronyms

BH	Bennett's Hierarchy
COVID-19	Corona Virus Disease 2019, designation by the World Health Organization (WHO) in 2019 for the disease caused by the novel coronavirus SARS-CoV-2
EIO	Office of Evaluation and Internal Oversight
ET	Evaluation Team
EQUIP	Enhancing the Quality of Industrial Policies
FAO	Food and Agriculture Organization
FO/FON	Field Office / Field Office Network
GEEW	Gender Equality and the Empowerment of Women
GEW	Gender Office
GFP	Gender Focal Point
GFPN	Gender Focal Point Network
GMSB	Gender Mainstreaming Steering Board
GPAP	Gender Parity Action Plan
GPS	Gender Policy and Strategy
IANWGE	Inter-Agency Network on Women and Gender Equality
ILO	International Labour Organization
M & E	Monitoring and Evaluation
MTR	Mid-Term Review
SDGs	Sustainable Development Goals
SME(s)	Small- and Medium-Sized Enterprise(s)
TE	Terminal Evaluation
ToC	Theory of Change
ToR	Terms of Reference
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UN-SWAP	United Nations system-wide Action Plan
UNV	United Nations Volunteers
UNW	UN Women
WFP	World Food Programme

Glossary of evaluation-related terms

Term	Definition
Baseline	The situation, prior to an intervention, against which progress can be assessed. Project context data collected at the intervention's outset
Coherence	The compatibility of the intervention with other interventions in a country, sector or institution.
Effect	Intended or unintended change directly or indirectly due to an intervention.
Effectiveness	The extent to which the development intervention's objectives were achieved or are expected to be achieved.
Efficiency	A measure of how economically a project's resources/inputs (i.e. funds, expertise, time) are converted into results.
Impact	Positive and negative, intended and non-intended, directly and indirectly, long term effects that represent fundamental durable change in the condition of institutions, people and their environment brought about by the project.
Indicator	Quantitative or qualitative factors that provide a means to measure the changes caused by an intervention.
Intermediate States	The transitional conditions between a project's outcomes and impacts which must be achieved in order to deliver the intended impacts.
Lessons learned	Generalizations based on evaluation experiences that abstract from the specific circumstances to broader situations.
LogFrame (logical framework approach)	Management tool drawing on results-based management principles used to facilitate the planning, implementation, and evaluation of an intervention. It involves identifying strategic elements (activities, outputs, outcomes, impacts) and their causal relationships, indicators, and assumptions that may affect project success or failure.
Outcome(s)	The likely or achieved short- to medium-term behavioral or systemic effects to which the project contributes, which help to achieve its impacts.
Output(s)	The products, capital goods, and services that an intervention must deliver to achieve its outcomes.
Relevance	The extent to which the intervention's objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.
Risks	Factors, normally outside the scope of an intervention, which may affect the achievement of an intervention's objectives.
Sustainability	The continuation of benefits from an intervention, after the development assistance has been completed.
Target groups	Specific entities for whose benefit an intervention is undertaken.

Executive summary

The purpose of the evaluation is to assess the implementation of the *2015 Gender Policy and 2016-2019 Gender Strategy (GPS*) and the resulting advancement of gender mainstreaming and gender equality and the empowerment of women (GEEW) in UNIDO. The findings of this evaluation are expected to inform UNIDO Management and stakeholders, with a particular focus on the gender architecture, and feed into the implementation of the current *2019 Gender Policy and 2020-2023 Gender Strategy.*

The evaluation followed the following steps: primary and secondary data collection and documents review, two online surveys of UNIDO staff and consultants and the gender focal point network (GFPN), an analysis of over 75 projects and programmes (design, monitoring, evaluations), interviews and focus group discussions with 108 key stakeholders (including UNIDO personnel at HQ and FO levels, Government representatives, beneficiaries, donors, and gender focal points from other UN agencies) a review of selected gender policy documents from sister UN agencies (including ILO, FAO, UNDP, UNV, UNOPS, WFP, IFAD, UNOV/UNODC, UNDP.)

KEY FINDINGS

Relevance: The GPS is relevant in that it is UNIDO's response to a UN system-wide approach, required to ensure that UN entities make their contribution to the achievement of SDG 5[1] of the Agenda 2030. UNIDO's commitment to gender equality is a clear demonstration of how this policy is relevant to its corporate strategy. Member States (both recipient governments and donors) reaffirmed the importance of GEEW to industrial development in general and UNIDO's technical cooperation and advocacy work. Donors emphasized the high quality of the GPS document and stressed the need for UNIDO to maintain and even step up efforts to promote GEEW across their programmes. The vast majority of surveyed personnel concur that GEEW is relevant to their Organizational Unit's work. More efforts need to go into ensuring that the responsibility for GEEW is mainstreamed across the agency, and that this is accompanied by robust vertical and horizontal accountability mechanisms.

Coherence: At the macro level, the GPS was consistent with the spirit of the Abu Dhabi Declaration, the Lima Declaration and UNIDO's ISID objectives and reflect an acceptable degree of coherence as all have been identified as contributing to the global SDGs. The GPS was also fully aligned with UNIDO's strategic planning documents, including the Integrated Results and Performance Framework, the Medium-Term Programme Framework 2016-2019 and Programme and Budgets 2016-2017."[2] UNIDO's gender architecture is quite comprehensive and was designed to cover all dimensions of UNIDO's work within the UN system at HQ, and in the Field. UNIDO elaborated a Gender Parity Action Plan 2018-2023 (GPAP) with the multiple aims of closing the staff gender gap, especially at the P4 and higher levels, and addressing flexible work arrangements, harassment, and bias.

In terms of external coherence, the agency is very active in interagency working groups and events around GEEW, and in the UNSWAP reporting and peer review process. Joint programming emerging from collaboration with other UN Agencies, particularly with UNW, benefited UNIDO by enhancing

[1] Sustainable Development Goal 5 - Achieve gender equality and empower all women and girls
[2] UNW, UN-SWAP 2.0 Framework and Technical Guidance (December 2019) https://www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/un-swap/un-swap-2-tn-en.pdf?la=en&vs=2841

gender integration in programming. Donors had strong positions on gender equality and women's empowerment issues and confirmed that the GPS documents were comprehensive and in line with how they felt UNIDO should be addressing gender. Government representatives interviewed recognized the work that UNIDO does on gender, but they were less familiar with UNIDO's GPS, suggesting there is a need to further disseminate information about the GPS to partners at the field level.

Efficiency: the institutional home for the GEW, as the hub for the gender architecture, has seen many iterations, from the DG's office, to HRM, to its current home in CMO reporting to the MD. The strategic importance of the GEW being positioned as a high level advisory function across the entire agency has been highlighted and modelled by some of the sister UN agencies. The current GEW is made up of one Gender Coordinator (P4)[3], one Rotational Gender Officer (RGO), Consultant (P3 ISA), Junior Consultant (P1 ISA),and an Assistant (G4 MST). The GEW relies on consultants for some excellent technical support and while this is a common practice in UNIDO, reliance on short-term consultants for such a core function as GEEW is risky due to turnover leading to weak institutional memory. While the RGO model seems to have been useful in the first years of operation, given the staffing constraints in UNIDO, it now seems to be exhausted and not further sustainable.

The Gender Focal Point Network (GFPN) includes 79 Gender Focal Points (GPFs) (NOs, P2 and above) and alternates and 24 Gender supporters, i.e. personnel on a consultancy contract. GFPs are in all UNIDO Divisions and in all UNIDO Field Offices, where the UNIDO Representative is also the GFP for the country. The GFPs are mandated to dedicate 20% of their working time to gender responsibilities, however, according to the GFP survey, 70% of the respondents spend 1-10% and 21% spend 11-20% of their time on gender. Only slightly over half of the GFP survey respondents confirmed that their Departmental Gender workplan was monitored regularly, and that implementation was successful, suggesting that there needs to be more ownership and responsibility of the implementation by all staff and oversight on the monitoring of the Departmental Gender Workplans by senior management.

While the aggregated human resources for GPS implementation are in general deemed insufficient in quantity, the evaluation findings overwhelmingly point to the high quality and calibre of the gender architecture, in terms of their commitment, effort and technical capacity. The field-based GFPs are not as involved in gender and programming as HQ-based GFPs, which represents significant untapped potential and opportunity to deepen engagement with counterparts on gender at the country level.

Effectiveness: The gender architecture and their accomplishments are considered one of the most effective outcomes of the GPS. All key stakeholders both internal and external agreed that the gender architecture (GEW and GFPN) were highly effective, despite working under resource constraints. The architecture enables and encourages gender analysis at programme and project formulation stage and provides a solid basis for a mindset change in UNIDO programme and project staff.

At the programme level, one of the most powerful factors behind increasing UNIDO's engagement with gender at the country level is joint programming within the context of the UNCT, especially with agencies with strong gender mandates such as UNW, UNDP, FAO, and ILO. The mandatory gender training courses have become institutionalized and uptake is high, this is complemented by the availability of excellent sector-focused training and learning materials, and a comprehensive gender marker system. An analysis of quality and entry and exit for selected projects found a converging trend

[3] In July 2021, a new Director for the GEW has been appointed.

toward more satisfactory ratings in the past four years, and that a significant share of projects analyzed contribute to some extent to progress toward GEEW.

Areas which require further attention include data collection and analysis systems for research, M&E, strategic planning, incentive systems to promote behavioral change, management action to adopt and enforce unit level gender action plans, and field-level GFP engagement. The least progress appears to be in relation to mainstreaming gender-related responsibilities and ensuring accountability across the organization, and gender disparity in all professional staff levels but particularly at senior levels.

Progress to impact: Gender awareness and understanding have increased considerably as a result of the GPS, due to training and campaign efforts and the high visibility of the GEW. The gender architecture is robust and firmly established, and develops, updates and rolls out gender mainstreaming procedures across the agency contributing to these results. As noted above, the gender marker system has brought increased focus on gender in project design and formulation but was not able to address the programmatic dimension of gender mainstreaming for results.

Gender parity is the issue of highest concern to many evaluation stakeholders, and significant efforts and political will need to be invested in realizing the goals of the GPAP. Other issues of concern include gender parity in panels ("panel parity") at conferences and events that UNIDO organizes or participates in; flexible work arrangements (outside the context of COVID); contractual arrangements for consultants, particularly women; and sexual harassment.[4]

Sustainability: The MTR and the UNSWAP 2.0 highlight the imperative to take a gender-transformative approach to GEEW. Less than a third of survey respondents felt that the GPS has contributed to gender responsive structural changes in Member States' policies, institutions, enterprises, and at the country level the emphasis was on the targeted as opposed to the mainstreaming and institutionalized approach to gender. Strategic entry points for a sustainable and transformative gender approach include: research, data collection, analysis, and strategic planning and programming through CPs/PCPs; capacity building for government and private sector counterparts for gender mainstreaming through training; and integrating a gender perspective in the normative framework through policy advice and formulation.

KEY RECOMMENDATIONS

Overall, there needs to be more focus and results orientation on actual gender mainstreaming within UNIDO (Organizational dimension) and for UNIDO activities and services for Member States (Programmatic dimension) since both are important to ensure a transformative gender approach. The four pillars of UNIDO's industrial development framework all need to be supported by rigorous gender analysis to provide appropriate and evidence-based guidance to the organization setup, and its programme development, implementation, and reporting.

- UNIDO should update, harmonize and adjust the scope of its gender policy framework and develop short- medium- and long-term objectives, SMART indicators, as well as its monitoring and reporting mechanisms. This would include a robust accountability mechanism for the GPS and the

[4] KII with staff, 2020.

GPAP, and corporate data collection tools for the organization for extracting gender results data from projects and programmes. In this way, enhance UNIDO reporting on GEEW.

- UNIDO should develop a Gender communication strategy, and design and conduct workshops for programme staff on gender-responsive project design with an emphasis on supporting gender equality and the empowerment of women for transformative institutional and policy change. Courses based on thematic and sectoral dimensions should be designed and conducted for GFPs and project managers. Capacity building for counterparts and partners is also necessary, and appropriate training programmes should be designed and implemented, possibly within the framework of ongoing projects and programmes.

I. Evaluation objectives, methodology and process

I.1 Introduction

The role of gender in development is becoming increasingly significant for achievement of the Sustainable Development Goals all 17 of which have an important gender dimension. For UNIDO, given its focus on inclusive and sustainable industrial development (ISID), this represents an opportunity to make a considerable contribution to gender equality and women's empowerment by transforming power relations and addressing gender norms/stereotypes to achieve meaningful change and ensuring that women's participation in manufacturing and industrial enterprise enhances and increases their collective productive capabilities. Given the close relationship between poverty reduction and women's economic empowerment, this suggests that the inclusiveness component of ISID is a good starting point.

The landmark publication "Inclusive and Sustainable Industrial Development: The Gender Dimension[5]" sets the foundation for a strongly gender responsive ISID by addressing three key areas:

- the gender equality-industrial development nexus, which explores why "gender matters" and the two-way relationship between gender relations and industrialization
- gender patterns in manufacturing employment
- gender equality and the new industrial revolution

…. There is a two-way interaction between industrial development and gender equality/inequality. This must be acknowledged to achieve long-term, sustainable growth, by implementing policies that address gender bias and promote broad social investment as well as women's specific access to skills, entrepreneurial capacity, infrastructure and innovation" (pp.10)

The analysis sheds light on the complex setting in which gender equality and women's empowerment takes place in the industrialization process. It makes the important point that "gender equality means equality in rights, responsibilities, and opportunities. It is about ensuring that the interests and needs of women and men are given equal weight in industrial policy design and implementation"[6]. Most importantly, this publication provides strong arguments for UNIDO to develop its unique approach to improve gender equality at a strategic level.

The study proposes a model of economic growth that is consistent with the ISID principle of leaving no one behind. A key finding of the study is that there are several intervention points for improving women's skills and access to services and that such improvements should not reinforce existing imbalances (e.g. by promoting low-skilled, low-paying manufacturing jobs) but rather support – in addition – women's participation in new, non-traditional sectors and roles (e.g. by challenging stereotypes and encouraging employers to break with traditional employment practices[7]). This is consistent with the theory of change developed for this evaluation which attempts to depict, in broad terms, the pathways towards an ISID that leads to improved gender equality. We focus, therefore, on a practical way based on UNIDO's existing processes, procedures, and ongoing reforms.

[5] UNIDO, "Inclusive and Sustainable Industrial Development: The Gender Dimension", 2019
[6] Idem pp. 4
[7] The study "finds that even in high-income industrialized countries, women continue to face bias in STEM fields, often due to low perception of their abilities, employer prejudice and limited access to professional networks. Ideally, action is needed at every stage from schools to higher education, entry into the labour market and labour market retention through measures offering women opportunities to upgrade existing skills or retrain on a regular basis" Idem pp. 50

It emerges that addressing gender issues requires a holistic approach that "keeps an eye on" several strands of social change dimensions. For example, UNIDO focuses on manufacturing and its role as a driver of economic growth. However, since women are disproportionately represented at the lower echelons of manufacturing production and outside established value chains, the overall approach needs to be enhanced with gender-awareness training for employers. In this way, attitudes to women's roles inside factories can be reoriented way from low-skilled, low-paid positions, thus shifting the balance. Also, the fact that women tend to run smaller enterprises than men and be characterized by generally less education (lower literacy), further constrained by limited economic opportunities outside subsistence agriculture, improving their access to knowledge, affordable finance, and general infrastructure (energy, technology, and utilities) is critical for generating observable changes in their economic behavior and status. Therefore, UNIDO interventions need to be "gender responsive" at all stages of programme and project development and implementation. The interventions themselves need to be anchored on a robust gender-responsive corporate strategy. This adds a new dimension to the complexity of UNIDO's interventions, and it will take some time to evolve into fully-fledged gender effective initiatives. The theory of change presented by this evaluation thus reflects a phased outlook which should be considered and, if adopted, implemented beginning with a focus on achieving medium-term outcomes that are aligned to the Medium-Term Programme Framework.

I.2 Overview

UNIDO's approach to gender has evolved, over the years, along the same lines as for the UN system. UNIDO's industrial development policies highlight the fact that achieving gender equality and promoting women's empowerment are key goals in the quest for inclusive and sustainable industrial development. Against the backdrop of the adoption of the global development agenda beyond 2015 (also referred to as the 2030 Agenda), UNIDO adopted two key documents to guide its approach to gender. The first was UNIDO/DGB/(M).110/Rev.1 entitled *"Policy on Gender Equality and the Empowerment of Women"* issued on 15 March 2015 and outlining the way UNIDO would address the provisions of the first United Nations System-wide Action Plan (SWAP) on Gender Equality and Empowerment of Women (GEEW)[8] published in October 2006. The UNIDO Gender Policy set out the framework on which the organization can:

- ensure that a gender perspective is reflected in programmes, policies and organizational practices
- advance the goal of gender equality and the empowerment of women, particularly the economic empowerment of women
- benefit from the diversity of experiences and expertise within the UN system
- accelerate UNIDO's efforts at achieving gender balance, particularly at decision-making levels.[9]

The building blocks of the 2015 Gender Policy were derived from the UN-SWAP 1.0 performance indicators which covered 6 broad areas: accountability, results-based management, oversight, human & financial resources, capacity, and coherence, knowledge & information management. Because UNIDO is invited to report annually on these dimensions, they provide a good basis for evaluating the organization's performance. The gender policy document also provided for the "gender mainstreaming

[8] https://www.unsceb.org/CEBPublicFiles/High-Level%20Committee%20on%20Programmes/Public%20Document/SWAP.pdf
[9] UNIDO/DGB/(M).110/Rev.1, page 1, para. 4

architecture", which specified the roles and responsibilities within UNIDO for the achievement of gender equality results.

In addition, the 16th General Conference of UNIDO (held on 30 November to 4 December 2015) adopted document GC 16/8 entitled *"Gender Equality and Empowerment of Women Strategy, 2016-2019"* dated 14 September 2015. This document also provided the rationale for UNIDO's gender strategy, specifying its goal as: "*…to promote gender equality and women's empowerment in all UNIDO programmes, policies and organizational practices based on the vision of "strong, inclusive, sustainable and resilient economic industrial growth and the effective integration of the economic, social and environmental dimensions of sustainable development"* (GC.15./Res.1)".

It further clarified that a twin-track approach would be adopted, that combines *"…two different strategies towards gender equality and empowerment of women and applies them for both programming and for building an enabling organizational environment:*

(a) Gender mainstreaming means making women's as well as men's concerns and experiences an integral dimension of the needs assessment, design, implementation, monitoring and evaluation of UNIDO programmes, policies and organizational practices
(b) Gender-specific interventions or targeted actions are temporary special measures responding to gaps or a clear need of a particular group, including among UNIDO's own staff, with the objective of enabling them to equally participate in and benefit from industrial development efforts, and ensuring equal access to and benefit from UNIDO's programmes, projects and organizational practices. Women's economic empowerment programmes fall under this category."[10]

I.3 Evaluation approach

This independent thematic evaluation was included in the evaluation work plan 2020-2021 of the Office of Evaluation and Internal Oversight (EIO). It will assess implementation and results of advancement of mainstreaming of gender and women's empowerment in UNIDO, within the strategies and activities implemented under framework of the "UNIDO policy on gender equality and the empowerment of women", which was initially issued in April 2009 and updated in March 2015. This evaluation will, therefore, assess how the gender policy and strategy have been implemented between 2015 and 2019.

The overall objective of this evaluation is to assess the relevance, coherence, efficiency, effectiveness and sustainability of UNIDO's *2015 Gender Policy and 2016-2019 Gender Strategy (GPS)*, appraising whether the documents' provisions are duly considered at all stages of UNIDO projects/programmes (i.e. resource allocation, context analysis, programme/project development, implementation, and monitoring and evaluation) to ensure equal distribution of programmatic benefits and avoid reproduction or deepening of existing inequalities, and thus, contributing to the inclusiveness dimension of ISID.

[10] GC.16.8, para. 14

The evaluation is aligned with the Charter of the Office of EIO, the UNIDO Evaluation Policy, the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation[11] and guided by the UNIDO Evaluation Manual.[12] In general, the evaluation looks at two broad questions:

1. Are we doing things right (i.e., is the policy and strategy implemented efficiently and effectively)?
2. Are we doing the right things (i.e., are policy and strategy relevant to target groups and stakeholders; are they consistent with other policies and strategies, are there any emerging issues that influence the context in which we operate that have a bearing on how we approach gender equality)?

More specifically, based on the OECD-DAC *"Better Criteria for Better Evaluation"*[13], the following criteria are applied:

1. Design Relevance: is the policy/strategy doing the right things?
2. Coherence: How well does the policy/strategy fit?
3. Efficiency: How well are resources being used to deliver results in an economic and timely way?
4. Effectiveness: Is the policy/strategy achieving its objectives?
5. Impact: What difference has the policy/strategy made?
6. Sustainability: Will the benefits last?

The evaluation used a participatory approach which enables the wide capture of the views and perspectives of all parties and thus supports ownership of evaluation recommendations. We also reconstructed a theory of change (ToC), conducted a SWOT analysis, and used mixed methods to collect data from a range of sources, including desk review, surveys and key informant interviews (KIIs). This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

The evaluation complements the Mid-Term Review (MTR) of the GPS that was conducted in 2018 by the Office for Gender Equality and Empowerment of Women of UNIDO as a self-evaluation of the institutional level activities, assessing issues of relevance and efficiency. While the MTR focused on the "supply side" (how is UNIDO setting the stage in order to deliver on gender outcomes?) this evaluation aims to also focus on the "demand side" (what are the expectations of UNIDO's key internal and external stakeholders and are these being met?) This evaluation provides an opportunity to take stock of the effects and impacts of the measures taken and whether the two documents were relevant for the successful implementation of UNIDO's mandate on inclusive and sustainable industrial development (ISID). The findings will be used to assess whether the new *Gender Policy (2019) and Gender Strategy (2020-2023)* (GPS20) adequately reflects the lessons from this evaluation and any other additional emerging issues.

I.4 Theory of change

The theory of change approach enabled the ET to assess the causal links between the strategy activities, outputs, and outcomes, to assess the extent to which the GPS contributed to conditions necessary for GEEW in the context of ISID.

[11] UNEG. (2016). Norms and Standards for Evaluation (June 2016)
[12] UNIDO. (2018). Evaluation Manual (ODG/EIO/IED/16/R.27, March 2018)
[13] OECD-DAC (2019), Better Criteria for Better Evaluation.

Theory of change is a common management tool expressing the basic rationale behind an intervention. It describes the results an intervention aims to achieve, the longer term impacts it aims to contribute to, how the intervention works towards those results, and the main risks and assumptions behind the intervention's approach. In turn, the ToC also supports the identification of key elements that should – in due course – be evaluated. As such, ToCs are frequently used as the starting point for developing evaluation approaches, and for identifying evaluation questions. We have also used it to guide the analysis and maintain a theory-based approach.

The GPS and the MTR did not establish a ToC, thus for the purposes of this evaluation, the evaluation team (ET) reconstructed a ToC to reflect the longer-term impact pathways and results that the GPS aimed to contribute to. In turn, this should help the evaluation to better identify potential next steps and recommendations for sustaining and upscaling any results delivered in the context of the 2020 Gender Strategy implementation.

The ET identified two distinct streams of results: the organizational stream which addresses UNIDO's internal gender equality objectives (See Fig. 1 below) and the programmatic stream which targets UNIDO's programmes and projects to generate gender impacts at global, regional, and national levels. This is consistent with the two-pronged approach of gender mainstreaming and gender-specific actions outlined in the strategy document. Both deserve further elaboration as they provide valuable insights into both the challenges and the solutions.

ToC for Organizational GEEW Results

Figure 1 below is the adjusted ToC from an organizational point of view, derived from the stated objectives of the GPS and outlining emerging pathways to achieving UNIDO's stated gender-related impacts:

- Women and men equally lead, participate in and benefit from inclusive and sustainable industrial development; and
- Gender equality and women's economic empowerment is reflected in shared prosperity, economic competitiveness, and safeguarding the environment

The ET interprets these as long-term objectives (15 to 20-year timeframe). However, to achieve these impacts, there systemic prerequisites that should be in place to support the process, and without which, success in achieving these impacts would be compromised. The ET found 8 key prerequisites as follows:

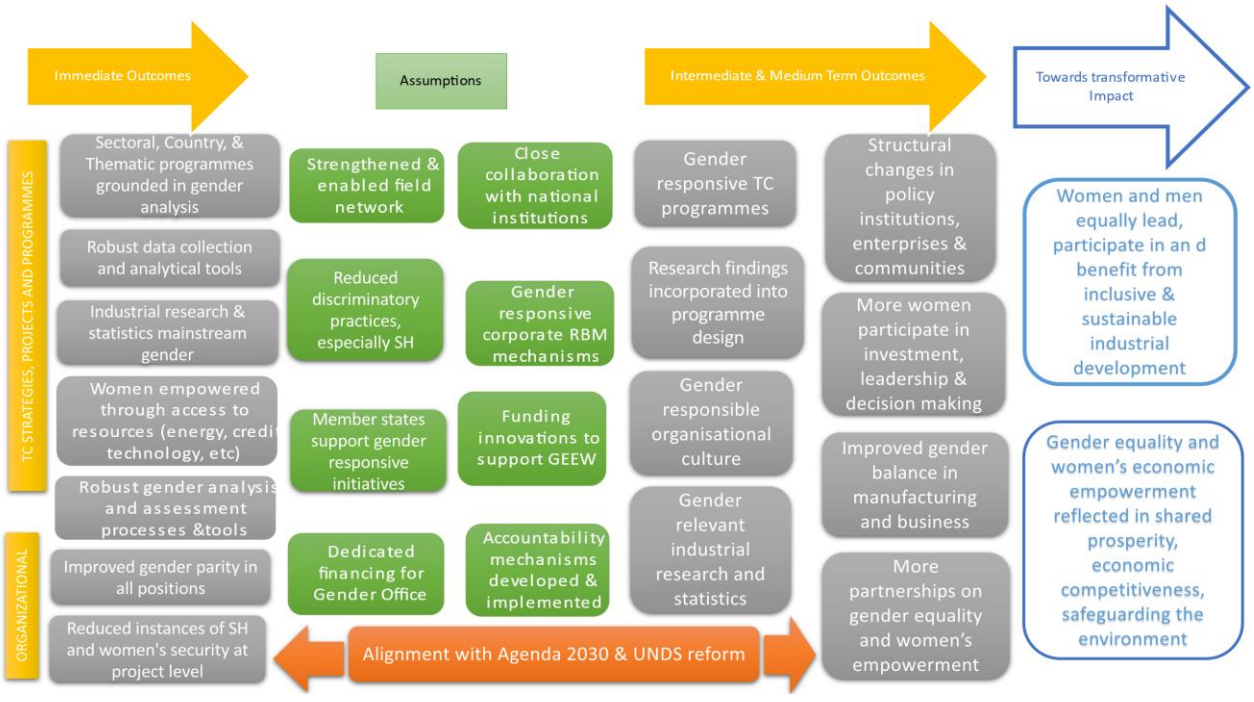
1. Strengthened and enabled field network
2. Reduced discriminatory practices, especially sexual harassment
3. Member states fund gender responsive initiatives
4. Dedicated financing for the Gender Office
5. Close collaboration with national institutions
6. Gender responsive RBM mechanisms
7. Funding programme innovations to support GEEW
8. Accountability mechanisms developed and implemented

These prerequisites require targeted and consistent management oversight. However, given that the GPS aimed to change organizational culture, the ET found some important areas that are not covered by the GPS. Thus, the ET included the following intermediate outcomes which could be achieved in the

medium-term if key organizational steps – accompanied by the afore-mentioned prerequisites – are taken to enhance managerial accountability, such as the following, which should be seen as an early checklist of requirements:

1. For gender parity:
    a. Established gender targets should be met (implement the Gender Parity Plan)
    b. Affirmative action measures should be implemented
    c. Data on UNIDO's gender balance should be collected, monitored, and analyzed.
2. For a gender-responsive culture:
    a. A continuous gender awareness campaign would be needed
    b. Comprehensive flex-work and family-friendly provisions would be necessary
    c. An anti-sexual harassment policy, gender training and thematic gender training would be required
    d. All of this should be led by senior managers
3. For accountability for GEEW:
    a. Gender-related responsibilities and targets should be included in all staff performance plans and appraisals, and merit awards considered for exemplary performance in gender equality and the empowerment of women (this is also important for a gender sensitive organizational culture)
    b. Effective financial resource tracking would be necessary, already partially in place with the gender marker
    c. The annual UN-SWAP implementation reports would find the above to be true.

Figure 1 – Theory of Change for the Organizational GEEW Results[14]



Source: Evaluation Team

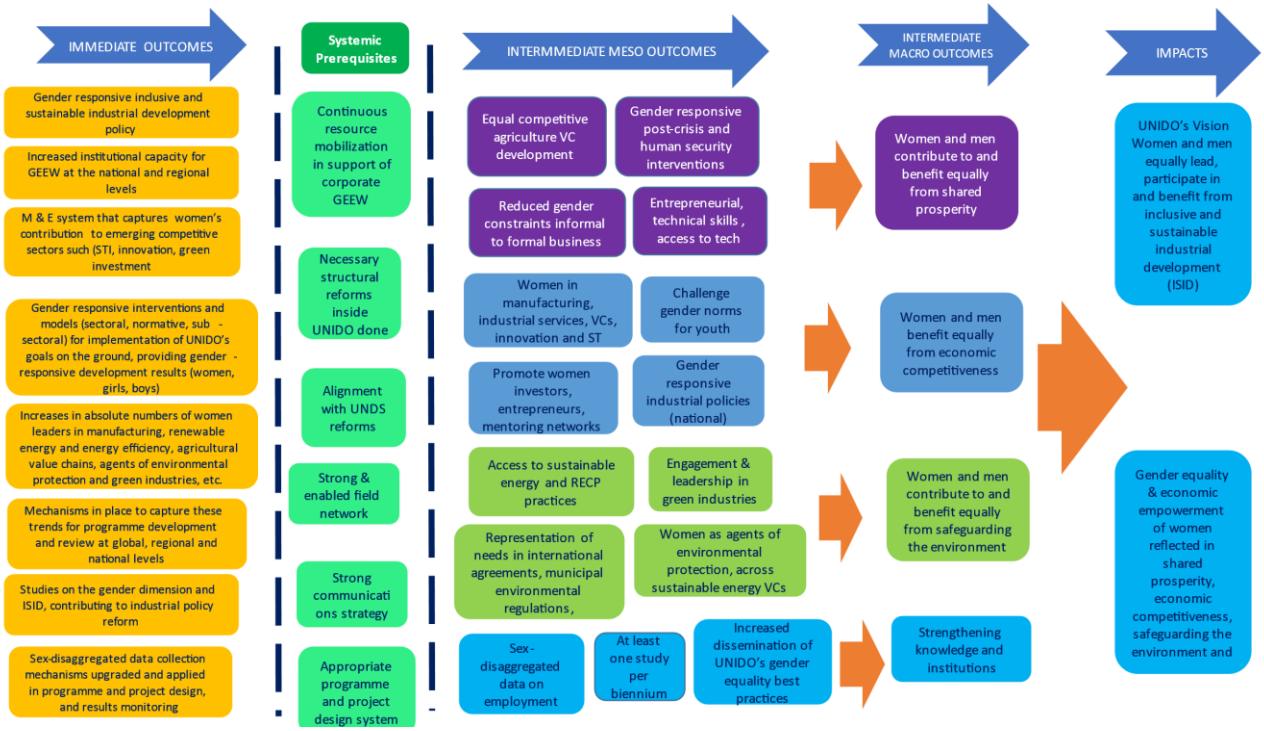
[14] These results chains are derived from the GPS, and show the causal pathway generated if all the planned management actions are implemented.

In ET's view, implementation of the immediate outcomes over the short to medium term, would likely result in true progress towards the expected impacts. It is important to ensure that the prerequisites accompany planned actions to achieve immediate outcomes, otherwise gender objectives are not likely to be achieved. The ET notes that some of the prerequisites (e.g. robust data collection) are in progress but the majority have not been established yet.

ToC on Programmatic Gender Dimensions

In order to facilitate the TOC analysis, the ET outlined a specific TOC for the programmatic side as shown in Figure 2 below, which was largely not covered in either the strategy or the policy in sufficient detail. It should be noted that the last 3 columns from the ToC for Organizational GEEW are the basis and relate to the first columns in the ToC for the Programmatic side. In other words, and effective GEEW organizational setup will also enable effective GEEW programmatic results and impact on the ground.

Figure 2 – Theory of Change for Programmatic GEEW Results



Source: Evaluation Team

The strategy document identified key intermediate outcomes aimed at addressing UNIDO's strategic priorities, namely: a) shared prosperity; b) economic competitiveness; c) safeguarding the environment, and d) strengthening knowledge and institutions. The intermediate outcomes are quite specific and remain relevant to UNIDO's current programmatic areas. They represent a good starting point in preparing the organization's strategic programming for gender responsiveness, as they were specified in relation to UNIDO's macro-level aspirations.

The ET found two levels of intermediate outcomes derived from the Gender Strategy – meso and macro – both are needed to contribute to the UNIDO long-term vision and ensure that women and men equally lead, participate in, and contribute to ISID, thorough the four established UNIDO strategic priorities. Below are the intermediate meso outcomes, indicated in the Gender Strategy for each strategic priority. They might require updating to reflect the current programme focus of TC operations.

1) Shared prosperity, whereby the expected result would be that women and men contribute to and benefit equally from **shared prosperity**:

   a) Equal competitive agricultural value chain development
   b) Gender responsive post-crisis and human security interventions
   c) Reduced gender constraints in (transitioning from) informal to formal business
   d) Entrepreneurial, technical skills and access to technology

2) Economic competitiveness, whereby the expected result would be that women and men contribute to and benefit equally from **economic competitiveness**

   a) (increase/change in) women in manufacturing, industrial services, value chains, innovation and science and technology
   b) Challenge gender norms by empowering youth with entrepreneurial attitudes, skills and knowledge
   c) Promote women investors, entrepreneurs, and mentoring networks
   d) Gender responsive industrial policies (national)

3) Safeguarding the environment, whereby the expected result is that women and men contribute to and benefit equally from **safeguarding the environment**

   a) increased access to sustainable energy and RECP practices
   b) Engagement and leadership in green industries
   c) Representation of needs in international agreements, municipal environmental regulations,
   d) Women as agents of environmental protection, across sustainable energy value chains

4) **Strengthening knowledge and institutions**[15], whereby women and men contribute to and benefit equally from strengthening knowledge and institutions, as a cross-cutting dimension that enables the other UNIDO strategic priorities and pillars

   a) Sex-disaggregated data on employment
   b) At least one study per biennium
   c) Increased dissemination of UNIDO's gender equality best practices

In our view, there are at least 6 systemic prerequisites that should be in place to support the transition towards these intermediate outcomes (at meso level, 5 to 10-year timeframe), namely:

1) Continuous resource mobilization in support of corporate GEEW
2) Necessary structural reforms inside UNIDO, including monitoring systems (sectoral, normative, sub-sectoral) for capturing, *inter alia*, women's contribution in emerging competitive sectors such as STI, innovation, green investment and consistent use of sex-disaggregated statistics in UNIDO reports and programmes
3) Alignment with United Nations Development System (UNDS) reforms to ensure that at the country level, gender sensitive interventions are consistent with the UNSDFs and (perhaps) benefit from joint programmes and projects
4) Strong and enabled field network
5) Strong communications strategy

[15] This dimension was introduced with the 2018-2021 MTPF

6) Gender-responsive programme and project design, monitoring and reporting system

Again, these prerequisites are drivers that support and catalyze the process towards UNIDO's gender objectives at national, regional, global and thematic levels, and should be addressed simultaneously to improve chances of success.

I.5 Evaluation questions

The evaluation purpose and objectives, ToC, UNIDO's evaluative requirements, the UNEG *Guidance on Evaluating Institutional Gender Mainstreaming* and the UN-SWAP common system wide performance indicators all provide the basis for the evaluation framework, which in turn underpins and guides the whole approach. The framework is structured against the standard OECD-DAC criteria agreed for the evaluation (relevance, coherence, efficiency, effectiveness, impact, sustainability). In line with UNIDO policy and acknowledging the early, foundational nature of the GPS's potential contributions to long-term impact, the OECD-DAC 'impact' criterion has been simplified to instead measure 'progress to impact'.

The overall guiding evaluation questions outlined in the ToR (see Annex 1) are:

- To what extent were the goals of UNIDO's Gender Policy and Strategy (GPS) met?
- Which are the results of the UNIDO's GPS so far?
- To what extent is the strategy relevant in terms of to the UNIDO mandate and coherence with other policies and strategies?
- Why have the GPS produced the observed results, especially with regards to delivering expected development results from UNIDO projects and programmes?
- To what extent is the UNIDO GPS fit for purpose?
- To what extent is the UNIDO GPS addressing Member States' and Donors' requirements in relation to gender issues?

These questions have been further revised and detailed in the Evaluation Framework below which identifies key evaluation questions, supported by guiding sub-questions. The framework was also informed by a set of indicative questions presented within the evaluation TOR: all those indicative questions have been incorporated accordingly.

Table 1: Evaluation Criteria and Key Evaluation Questions

Key evaluation questions	Guiding sub-questions
RELEVANCE	
Are we doing the right thing? To what extent is the UNIDO's 2015 Gender Policy and Strategy fit for purpose and relevant to UNIDO's mandate?	To what extent is the Policy/Strategy relevant to UNIDO's mandate (ISID)?
	To what extent is it addressing Member States', donors', and beneficiaries' requirements in relation to gender issues?
	Are there emerging issues which affect the context and landscape that have implications for strategic gender priorities? (e.g. COVID, Gender Based Violence/Sexual Exploitation, Abuse and Harassment, etc.)

Key evaluation questions	Guiding sub-questions
COHERENCE	
Are we doing the right thing? To what extent is UNIDO's Gender Policy and Strategy internally and externally coherent?	To what extent is the gender Policy/Strategy consistent with other UNIDO policies and strategies, how have the thematic priority areas as defined in the UNIDO medium-term programme framework (MTPF) 2016-2019 and updated MTPF 2018-2021 incorporated a gender-sensitive approach?
	To what extent is the gender Policy/Strategy consistent (complement, harmonize and add value, not overlap, or duplicate) with like-minded UN agencies' gender policies and strategies?
	To what extent is the gender Policy/Strategy coherent with those of partner institutions and governments?
EFFICIENCY	
Are we doing it right? How efficient was the Policy/Strategy delivery?	Have adequate resources have been provided?
	How efficient and effective were the Policy/Strategy's management arrangements? Were roles, responsibilities and accountabilities sufficiently clear?
	How effective were the Policy/Strategy's monitoring processes?
	How cost- and time-efficient was the Policy/Strategy?
EFFECTIVENESS	
Are we doing it right? What are the results of the UNIDO's Gender Policy and Strategy so far?	Why have the Policy/Strategy produced the observed results, especially about delivering expected development results from UNIDO projects and programmes?
	How effective is the gender marker tool as a means of ensuring the minimum requirements for mainstreaming gender issues into the UNIDO project portfolio?
	To what extent was capacity and awareness developed both within UNIDO, and across the broader external partners (government agencies, beneficiaries, etc.?)
	How effective was the implementation of the twin-track approach of gender mainstreaming and gender-specific interventions or targeted actions?
PROGRESS TO IMPACT	
Are we doing it right? To what extent were the goals of UNIDO's Gender Policy and Strategy met?	What is the status of implementation of the programme management actions (part IV D. of the Gender Strategy)?

Key evaluation questions	Guiding sub-questions
	How have organizational gender priority areas (part V D. of the Gender Strategy, namely gender parity, gender-responsive workplace culture and accountability) contributed to UNIDO's development goals (SDGs included)?
	How have UNIDO's monitoring, reporting and evaluation systems assessed performance against gender-related targets and goals?
	To what extent has UNIDO delivered on the gender related inputs to the integrated results and performance framework (IRPF) See Annex II of the Gender Strategy?
	Did the Policy/Strategy contribute to any additional unintended impacts, positive or negative?
SUSTAINABILITY	
Are we doing it right? To what extent are the Gender Policy and Strategy outputs and outcomes likely to be sustained in the long term?	What are the key factors that will affect (negatively or positively) the sustainability and uptake of the policy and strategy's results, both internally and externally?
	Are the internal and external impacts systemic and transformative?
	Does the new Gender Policy and Strategy adequately reflect the necessary approach to consolidate and deepen the gains in GEEW, and address emerging issues?

Source: Evaluation Team

I.6 Methodology and tools

A mixed methods approach was used to collect qualitative and quantitative information, based on diverse sources, as necessary: desk studies and literature review, online individual interviews, online focus group meetings, and surveys. The use of mixed methods allows the evaluation to triangulate information, to assess causality, and to assess diverse factors contributing to and affecting the achievement of results. The evaluation draws on a series of tools:

- **Interviews:** Stakeholder consultations with 71 key informants were conducted through structured and semi-structured interviews and 2 focus group discussions. Interview protocols and questions are included in Annex 3. Key informants included 30 UNIDO Personnel in HQ, 17 UNIDO FOs, 11 Government counterparts and beneficiaries, 14 Gender Specialists from other UN Agencies, 7 Donors and Member States.
- **Desk review:** A comprehensive desk/literature review was conducted to analyze all relevant documentation related to the process (See Annex 4 for the complete list of documents reviewed), including but not limited to:
    - The current and previous policies, guidelines, manuals, documents of the Policymaking Organs and Annual Reports that govern and provide operational information to the process.
    - Mid-term review of the UNIDO GPS that covered the key evaluation questions of relevance and efficiency.
    - Past evaluation and audit reports related to gender.

- A comparative review of a few selected gender policy of relevant sister agencies (e.g. UNDP, FAO, IFAD, ILO, UNODC/UNOV, UNV, UNOPS, and WFP).
- Selected UNIDO Gender related documents such as the Gender and ISID Report, the Bahrain and EQUIP Training Materials.
- UNIDO UNSWAP Assessments, the UNODC – UNIDO UNSWAP Peer Review.
- GEW Capacity Development Plan.

- **A review of data from over 75 projects** and programmes (designs, monitoring, evaluations) to assess the impact of Gender Policy and Strategy on TC programming and its alignment with gender priorities. A threefold approach was developed by the Evaluation Team to break down the projects portfolio through the analysis of i) Quality at Entry rating, ii) Bennett`s Hierarchy impact analysis and iii) Terminal Evaluation ratings on gender.
- **Two online surveys:** one for all UNIDO staff and consultants and another targeted survey for the GFPN. The survey instruments and details regarding the responses are found in Annex 5.
- **ToC assessment:** An assessment of the strength of the causal linkages between the elements of the TOC and progress towards the high-level outcomes and impact.
- **SWOT analysis**: A SWOT analysis based on the results of the TOC and Road Map assessments will be a key analytical tool to frame and scope the evaluation and its findings.

While this evaluation covers the impact of the GPS 2015/6-2019 it includes results from post 2019 as these can be considered as policy impacts post the policy coverage period. The efforts made to implement the policy over the period 2016-2019 have contributed to results that materialized after 2019.

I.7 Key stakeholders

The following groups of key evaluation stakeholders were consulted for this evaluation.

- **UNIDO:** Including 47 staff at all levels as well as selected Field Office staff (17) and Gender Focal Point (GFP) Network (17)
- **UN Agencies: 14** gender specialists from UNW, FAO, ILO, UNODC/UNOV, UNV, UNOPS, and WFP.
- **Member States: 4** Counterpart Ministries and government bodies from Vietnam, Pakistan, Philippines, Kyrgyzstan directly involved in implementation
- **Donors: 7** from EU, Finland, Sweden, Norway, Italy, Switzerland.
- **Beneficiaries/participants:** 6 from the 2017 and 2019 Bahrain training programmes.

I.8 Challenges and limitations

Due to COVID related travel restrictions, it was not possible to undertake field missions, nor could the international evaluation consultant conduct a mission to HQ. Thus all consultations undertaken by the team were held remotely via skype/zoom. While this method worked quite well for the most part, there were some connectivity issues which affected the quality and duration of consultations with stakeholders in Field Offices (FO) or Government agencies. Furthermore, in the Vienna office the lockdown measures and reduced access to the office and IT impacted on the timeliness of some internal communications, data collection and analysis.

As noted within the above TOC, and in particular the assumptions, the UNIDO Gender Policy and Strategy represents only one element of the ecosystem in which gender inequalities are maintained and addressed. However, changing deeply entrenched cultural and traditional norms which underpin gender roles and bias takes considerable time and effort, thus it is important to manage expectations in terms of substantive long-term higher-level outcomes and impact attributable to the UNIDO GPS. The UNIDO evaluation criterion of 'progress to impact' is helpful here, as it recognizes the long timescales to impact that are often inherent to UNIDO investments and commitments such as the GPS. In line with this approach – and instead of attempting to identify discrete impacts – the evaluation will assess the extent to which the GPS has laid the foundations for impact.

This evaluation took place 5 years after the start of the 2015 Gender Policy and 2016 Strategy, 2 years after the 2018 Mid Term Review (MTR) and less than a year after the launch of the 2019 Gender Policy and 2020 Gender Strategy. The current gender policy and strategy incorporated the recommendations from the MTR. This evaluation also took place 2 years after the elaboration of the 2018-2023 Gender Parity Action Plan was launched.

Thus, the timing is not ideal: "too early" to assess evidence of impact at the programme level (most projects designed under the 2016 Strategy will not have had time to be fully implemented and evaluated) and "too late" to inform the new Gender Policy and Strategy which has already been developed and launched. It was suggested that this evaluation place more emphasis on the programming side, but this was simply impossible. Furthermore, a UN-SWAP peer review with UNODC was finalized in January 2021 and covers UNIDO's progress on the UN-SWAP indicators in depth. The team has designed the evaluation framework around these conditions, to capture evidence of change that can be attributed to the 2016 Gender Strategy and avoid overlap and duplication with the initiatives mentioned above.

Overall, this evaluation has overcome these limitations and the evaluation team is convinced that its findings, conclusions, and recommendations are useful to enhance any established good practices, while addressing the gaps and areas for improvement identified in during the process.

II. Evaluation findings

This section provides an overall assessment of the Gender Strategy by evaluation criteria and key questions as outlined in Table 1 above.

II.1 Relevance

To quote the UN: "*Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world. There has been progress over the last decades: More girls are going to school, fewer girls are forced into early marriage, more women are serving in parliament and positions of leadership, and laws are being reformed to advance gender equality. Despite these gains, many challenges remain: discriminatory laws and social norms remain pervasive, women continue to be underrepresented at all levels of political leadership, and 1 in 5 women and girls between the ages of 15 and 49 report experiencing physical or sexual violence by an intimate partner within a 12-month period."*[16]

The GPS is relevant in that it is UNIDO's response to a UN system-wide approach, required to ensure that SDG 5[17] of the Agenda 2030. The links between gender inequality and economic growth have been empirically proven by the IMF in their recent cross-country study (using UNIDO statistics and a large sample of emerging-market and developing economies),[18]" which finds that gender equality contributes to real economic outcomes though the allocation of female labour to its more productive use. The study finds that higher gender equality enables firms to make better use of available labour resources, which boosts growth. This confirms that UNIDO's efforts to promote gender equality in the context of industrial development will directly contribute to economic growth, and subsequently poverty reduction by empowering women in industry. This provides a strong justification for UNIDO to make a pitch for additional and dedicated resources for GEEW-driven programming, furthering the inclusiveness dimension of ISID.

UNIDO's commitment to gender equality is a clear demonstration of how this policy is relevant to its corporate strategy. The most recent affirmation to the centrality of gender equality to UNIDO's portfolio came from the Abu Dhabi Declaration at the 18th session of UNIDO's General Conference in November 2019. Paragraph 19 states:

> *"We welcome that UNIDO supports the inclusion, participation, and contribution of all stakeholders in the economic development of Member States. We recognize the role of ISID in achieving gender equality and empowerment of women. We welcome UNIDO's role as a global platform for the promotion of women economic empowerment and leadership, and call for continued efforts, strengthening of international cooperation and partnerships with public, private sector and academia in this field. We stress the importance of continued gender mainstreaming in sustainable development policies and interventions, as well as targeted actions to promote gender equality and the empowerment of women and girls. We take note of the progress made so far by the*

[16] Sustainable Development Goals Website, Goal 5: Achieve Gender Equality and Empower all Women and Girls. https://www.un.org/sustainabledevelopment/gender-equality/

[17] Sustainable Development Goal 5 - Achieve gender equality and empower all women and girls

[18] Ata Can Bertay, Ljubica Dordevic, Can Sever, Gender Inequality and Economic Growth: Evidence from Industry-Level Data, IMF, July, 2020, https://www.imf.org/en/Publications/WP/Issues/2020/07/03/Ge Gender-Inequality-and-Economic-Growth-Evidence-from-Industry-Level-Data-49478

Organization in its programmatic work and in its efforts to apply these principles in its management practices and take note of the Strategy for Gender Equality and the Empowerment of Women, 2020–2023, and related resolutions of the General Conference of UNIDO."

This perspective has appeared several times at the highest levels of UNIDO's governance: in the 2013 Lima Declaration, in three resolutions on gender equality adopted in the 16th, 17th and 18th General Conferences, and at the launch of the new *Strategy for Gender Equality and the Empowerment of Women (2020 – 2023)* during the 18th General Conference. Furthermore, Member States (both recipient governments and donors) reaffirmed the importance of GEEW to industrial development in general and UNIDO's technical cooperation and advocacy work. Donors emphasized the high quality of the GPS document and stressed the need for UNIDO to maintain and even step-up efforts to promote GEEW across their programmes.[19]

The policy is also of relevance to developing countries, particularly LDCs, where GEEW often needs urgent attention due to resource constraints. In fragile states and conflict situations, women and girls are often the target of violence simply because they are often in vulnerable situations. These circumstances are a challenge for all development interventions. UNIDO's ISID approach ensures that "no one is left behind" and can make a useful contribution to finding sustainable solutions to GEEW in this context. The ET is unable to comment on the strategy's relevance to member states (except anecdotally) due to the limitations mentioned earlier. For UNIDO to demonstrate this, additional mechanisms, and data on the performance of programmes and projects are necessary to enhance the evidence-based dimension of UNIDO's GEEW policy and strategy and thus strengthen the policy's relevance to developing countries in real terms.

From the organizational side, the ET conducted a staff survey[20], which provides some pointers on the relevance of the GPS to UNIDO staff.

- **80% of the respondents agree or strongly agree** that GPS is relevant to their Organizational Unit's work. This is broadly consistent with MTR Survey which found that 13 out of the 14 responding units perceive the GPS to be relevant to their unit's work, and an improvement over the MTR finding that only 64% (9/14) of the units felt that most members of their unit feel that actions stated in the GPS are relevant to their work.[21] While these indicators are not strictly comparable, they do suggest an increasing awareness and appreciation of the importance of GEEW to UNIDO's work.

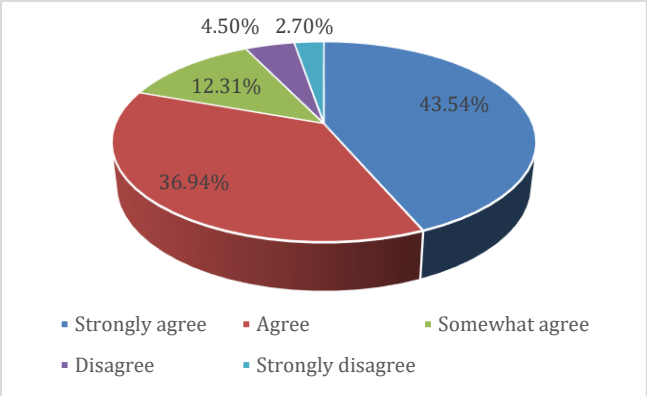


Figure 3: Relevance of the GPS to UNIDO
Source: Staff Perception Survey 2020

[19] KII with Government and Donors (9-11/20)
[20] The Staff Survey respondent profile: 336 respondents, 62% female, 34% P/D staff, 40% national and international consultants, 18% G staff, 60% HQ staff, 40% non-HQ
[21] UNIDO GPS MTR (2018)

- **54% of the respondents have read** and **30% have "partially read" the GPS**. The MTR found that 6 out of 14 responding units agreed that at least ¾ of the staff in their unit had read the GPS. Again, while not strictly comparable, this suggests an increase in the staff's familiarity with and interest in the GPS, which could be seen as a proxy for perceived relevance.

- **50% agree with the findings of the Gender and ISID report**[22], **33% were not aware of the document**, 26% were involved in some of the actions of the Gender and ISID report. This suggests that while half of the respondents are familiar and on board with the analytics underpinning the rationale behind Gender and ISID, there is still room for further socialization of and programming response to this important knowledge product, which might further enhance and internalize staff commitment to GEEW. It is also an opportunity to conduct a follow-up study.

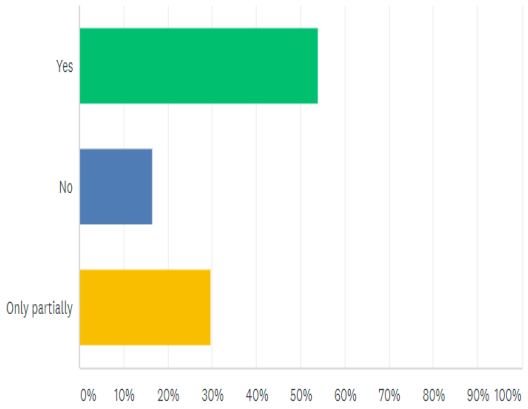


Figure 4: Awareness level of the GPS
Source: Staff Perception Survey 2020

- Likewise, **only 24% of the respondents were involved in the implementation of the recommendations of the MTR**, and **18% were not familiar with the MTR**. Given that the MTR recommendations are fairly broad and target the entire agency, this suggests a low sense of ownership and responsibility with respect to the implementation of the GPS across the agency.
  This was further emphasized by the Key Informant Interviews (KII), which indicated that **there is an overall sense that addressing gender is the responsibility of the Gender Architecture (GEW and GFPN)** and that individual staff for the most part did not see themselves personally responsible for ensuring that gender is addressed in their work.

  It is interesting to note that **43% of the respondents have at least one objective in their personal performance appraisal that relates to gender mainstreaming or gender targeted actions, even though this is requested by HRM.** This is an increase from the MTR finding that only 17% of respondents agreed that each staff member has at least one objective in their personal performance appraisal that relates to gender mainstreaming or gender targeted actions. However, to ensure full accountability for GEEW across the house this needs to increase significantly.

- **51% agree or strongly agree that their organizational unit's annual plan contributes to increasing GEEW**, 38% said their division/department/country office developed gender indicators and tracked outcomes, 33% did not know. While this is a promising start, clearly more work needs to be done in this area to ensure full ownership and responsibility of GPS implementation moving forward.

[22] The study is entitled "Inclusive and Sustainable Industrial Development: The Gender Dimension" and was published in 2019.

In terms of emerging issues, it is widely recognized that COVID has had and will continue to have significant gendered impacts on women's productive and care work, and that development agencies will need to adopt a gender responsive approach to their COVID response. UNIDO conducted country-level COVID surveys, which included some questions requesting sex disaggregated data (e.g. number of staff, ability to physically come to work, layoffs).[23] However, other questions in the survey could have included sex disaggregated data such as ownership of firm in question (m/f), as well as how layoffs are distributed with respect to their qualification (5.3), and how layoffs are distributed over the specific areas (5.4).

The GEW provided guidance and information collection tools to engender programmatic response to the COVID-19 pandemic and released in May 2020 an opinion piece on UNIDO's Industry Analytics Platform laying out recommendations for a gender-responsive industrial recovery post COVID-19. This article was re-published by different platforms, including the World Economic Forum, the Enhanced Integrated Framework, and the Green Industry Platform.

[23] UNIDO, COVID19, Impact on Manufacturing Firms Survey, Questionnaire Draft 03-04-2020 (2020)

II.2 Coherence

This evaluation criterion focuses on a) the internal consistency between the GPS and other UNIDO policies as well as b) the consistency between UNIDO's external policies, especially at country-level where implementation (of UNIDO's technical cooperation interventions) takes place as an integral component of the UN Sustainable Development Assistance Framework. The idea is to demonstrate the extent to which the GPS is becoming a mainstream consideration in the design and implementation of internal organizational policies (linked to the strategic dimension) and development interventions that generate gender-responsive outcomes.

INTERNAL COHERENCE

Assessing the coherence of the GPS within the organization's management processes and procedures provides insights into the results-based management practices of the organization concerning gender-responsiveness, which touches on everything that the organization does. The ET agrees with the MTR, which noted that, in 2017, the MPTF (2016-2019) and the Programme and Budgets (2016-2017) were both updated to reflect greater integration of gender and alignment with UN-SWAP requirements resulting in the MTPF (2018-2021) and the Programme and Budgets (2018-2019). Furthermore, these documents fed into the updated Integrated Results and Performance Framework (IRPF). This was also recognised by the UN-SWAP 2.0 Framework and Technical Guidance document which states: *"the gender strategy is fully aligned with the Organization's strategic planning documents, including the Integrated Results and Performance Framework, the Medium-Term Programme Framework 2016-2019 and Programme and Budgets 2016-2017."*[24] Therefore, at the macro level, the strategic documents are consistent with the spirit of the Abu Dhabi Declaration, the Lima Declaration and UNIDO's ISID objectives and reflect an acceptable degree of coherence as all have been identified as contributing to the global SDGPS.

Concerning corporate monitoring and reporting on gender, the ET notes that the IRPF Updated Indicators and Definitions,[25] include 4 references to gender:

- (KASA1) Gender is one of 16 knowledge areas for actors to gain knowledge about;
- (POR2) Gender is one of 9 criteria against which programmes/projects design quality will be assessed as satisfactory at entry;
- (POR5) Percentage of UNIDO programme/projects per gender marker category.
- Even though it is not spelled out, it is implicitly assumed that sex-disaggregated data will be included under HR.1: UNIDO Workforce: composition and diversity.

However, at the moment of this evaluation, the ET found that the IRPF has no sex disaggregated indicators in some key ISID impact categories[26]:

- ECO: Advancing economic competitiveness

[24] UNW, UN-SWAP 2.0 Framework and Technical Guidance (December 2019) https://www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/un-swap/un-swap-2-tn-en.pdf?la=en&vs=2841

[25] General Conference Eighteenth session Abu Dhabi, 3–7 November 2019 Item 12 of the provisional agenda, Midterm review of the medium-term programme framework, 2018–2021, Integrated results and performance framework: Updated indicators and definitions

[26] Work on these indicators is ongoing at the time of publication

- SOC: Creating shared prosperity
- BUS: Strengthening knowledge and institutions (especially industrial development research)
- INV: Investments
- GOV: Governance
- REA: Reach and Engagement

Furthermore, the IRPF does not include a sub-indicator with gender perspective in the following[27]:

- POL.1: Cumulative number of new or revised policies adopted by policymakers, e.g. % that are gender mainstreamed/targeted (using new gender marker for normative work.)
- PAO.1: Number of industrial strategies and industrial policy documents drafted/prepared, e.g. % that are gender mainstreamed/targeted (using new gender marker for normative work)
- PAO.2: Number of analytical and statistical publications produced, e.g. % that are gender mainstreamed/targeted (using new gender marker for analytical work)
- CPO.1: Number of global fora, workshops/EGM/side events organized, that are gender mainstreamed/targeted, e.g., % of panels that are female (monitoring Panel Parity Policy)
- CPO.2: Number of UN interagency mechanisms with UNIDO participation, e.g. % that are gender mainstreamed/targeted
- CPO.3: Number of international networks and platforms for which UNIDO is providing secretariat functions, e.g., % that are gender mainstreamed/targeted
- CPO.4: Number of interventions or Joint Programs with UN System entities, e.g. % that are gender mainstreamed/targeted (using Gender Marker)
- CPO.5: Number of interventions (projects/programmes) in partnership with non-UN institutions, e.g., % that are gender mainstreamed/targeted (using Gender Marker)
- POR.4: Percentage of programmes/projects whose gender quality was evaluated satisfactory at completion, e.g., % that are gender mainstreamed/targeted, gender rating at completion.

These additional indicators should be systematically monitored to provide a fuller dataset and improve the "measurability" of UNIDO's gender responsiveness. The suggested sub-indicators should be treated as suggestions, but it is imperative that such gender disaggregated indicators are introduced in the IRPF sooner rather than later to enhance UNIDO's overall gender responsiveness.

GENDER ARCHITECTURE

UNIDO's gender architecture is quite comprehensive, as can be seen from the diagram below, and it was designed to cover all dimensions of UNIDO's work within the UN system (CEB, etc.), at HQ, and in the Field. At the highest level of governance is the Gender Mainstreaming Steering Board (GMSB), whose role was to oversee and monitor the implementation of four-yearly GEEW strategies, convene every 6 months to approve gender mainstreaming plans and targets, review progress on results achieved and take remedial efforts to put the gender mainstreaming efforts back on track when needed.[28]

[27] Work on these indicators is ongoing at the time of publication
[28] UNIDO, DG Bulletin, Policy on Gender Equality and the Empowerment of Women. 2015.

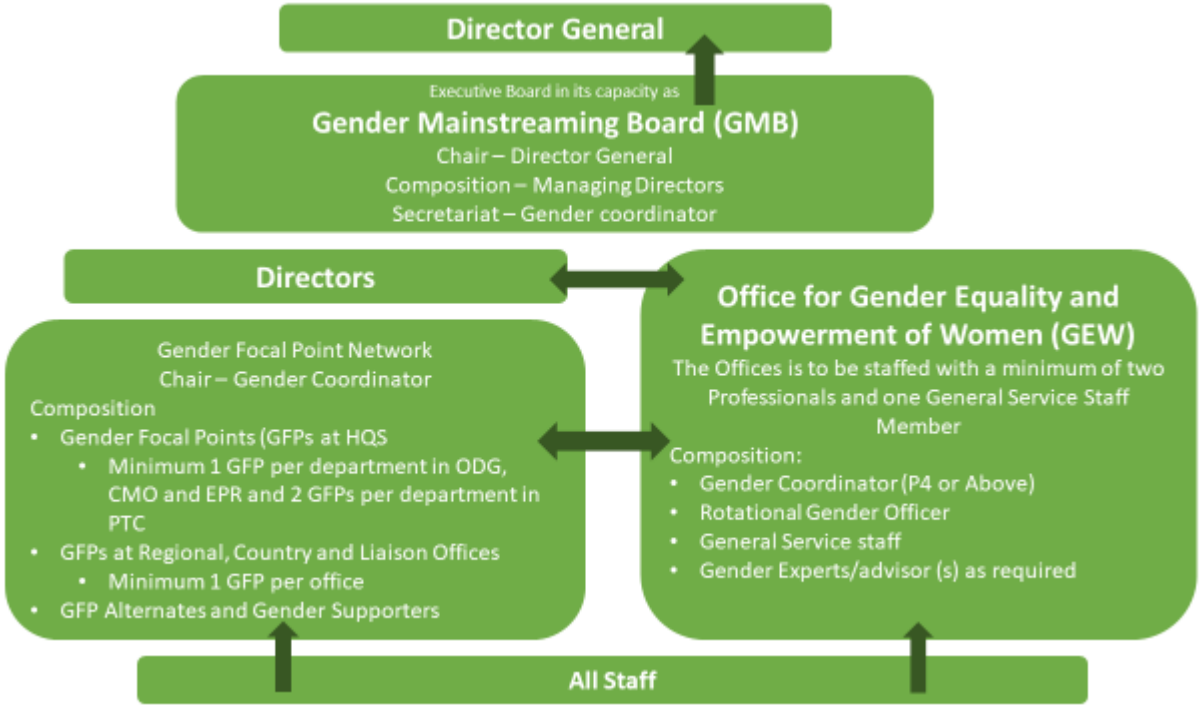


Figure 5: UNIDO Gender "Architecture" (source: Gender Policy, 2019)

The GMSB met at least once a year between 2016 and 2019, and in the interview discussions about the gender architecture, the ET notes that the GMSB was never mentioned, suggesting that it is not widely seen as an active ingredient of the gender architecture. More worryingly, this suggests a gap in systematic management and governance of the GPS. As mentioned above, in response to the Staff Survey question about the effectiveness of the Gender Architecture, the GMSB received the lowest level for "highly effective" (5%) and "effective" (25%) highest level of "not effective" (11%) and "I don't know" (39%), further reinforcing its low profile.

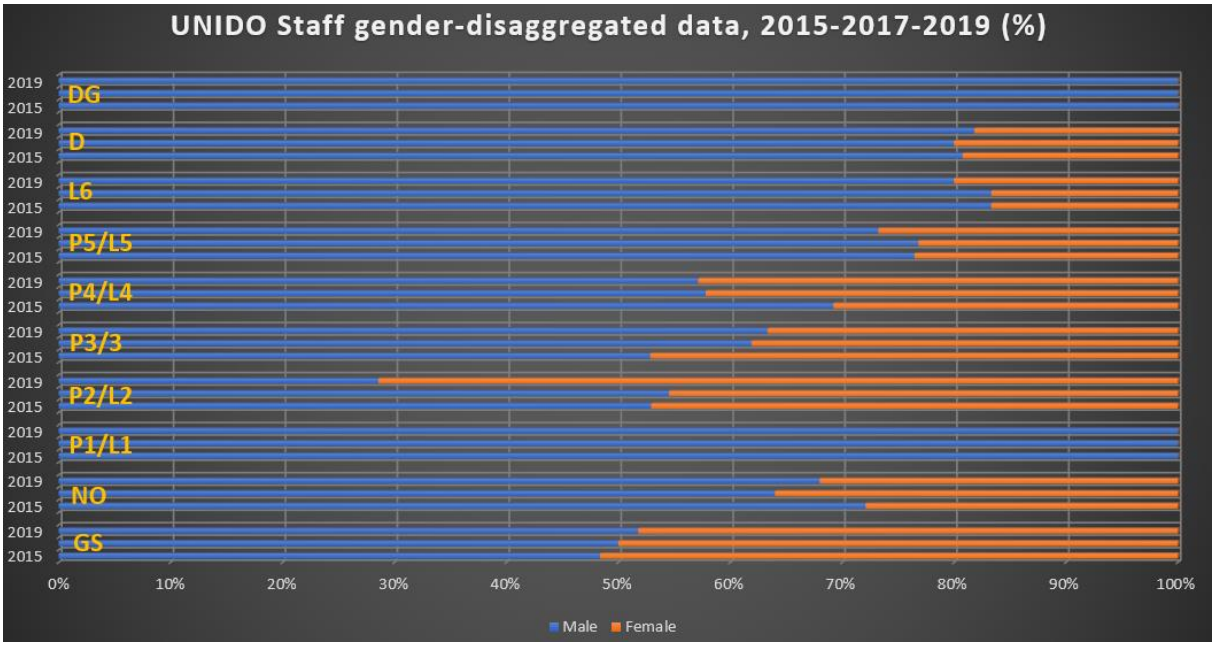
GENDER PARITY

UNIDO elaborated a Gender Parity Action Plan 2018-2023 (GPAP) with the multiple aims of closing the staff gender gap at the P5 and higher levels, addressing flexible work arrangements, harassment, and bias. The ET notes, however, that the responsibility for monitoring and tracking the GPAP is somewhat contested. The document itself specifically states that HRM will report to the DG every 6 months with gender parity data, and review progress and report to the EB annually. It also states that the GEW will "**support HRM in promoting an enabling environment.**"

Therefore, in our view, it is quite clear that HR is responsible for gender parity through recruitment and promotion actions. This would be consistent with the practice in several UN agencies. However, reporting on GPAP seems to have fallen between the cracks and no report was produced as of December 2020. As will be discussed in the section on "Progress to Impact", gender parity is **the** issue of highest concern to many evaluation stakeholders. Because UNIDO's highest decision-making body, the Executive Board (EB) is also chaired by the DG, it is likely that many gender-related decisions were taken through this channel, because the GEW made regular annual presentations to the EB[29].

[29] The EB and the GMSB are the same in terms of members; when the EB meets on gender issues with the Gender Coordinator present, it is meeting as GMSB.

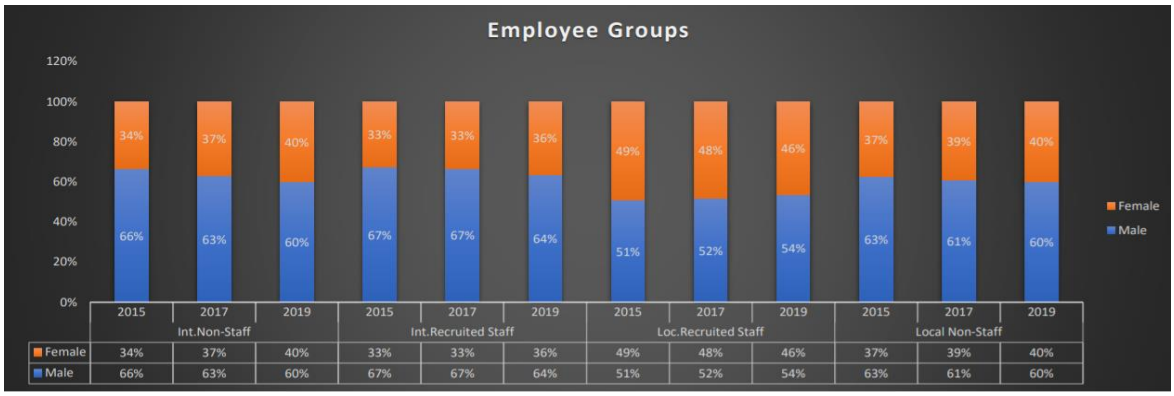
Figure 6 – Gender Parity Status at UNIDO, 2020 (regular staff)



Source: HRM (2020)

As is evident from Figure 6 above, there is a wide gender gap at senior levels above P5, although clearly progress has been made at the P4 level between 2015 and 2019. Figure 8 shows the gender parity situation when all personnel are included.

Figure 7 – Gender Parity Status at UNIDO, 2020 (all personnel)

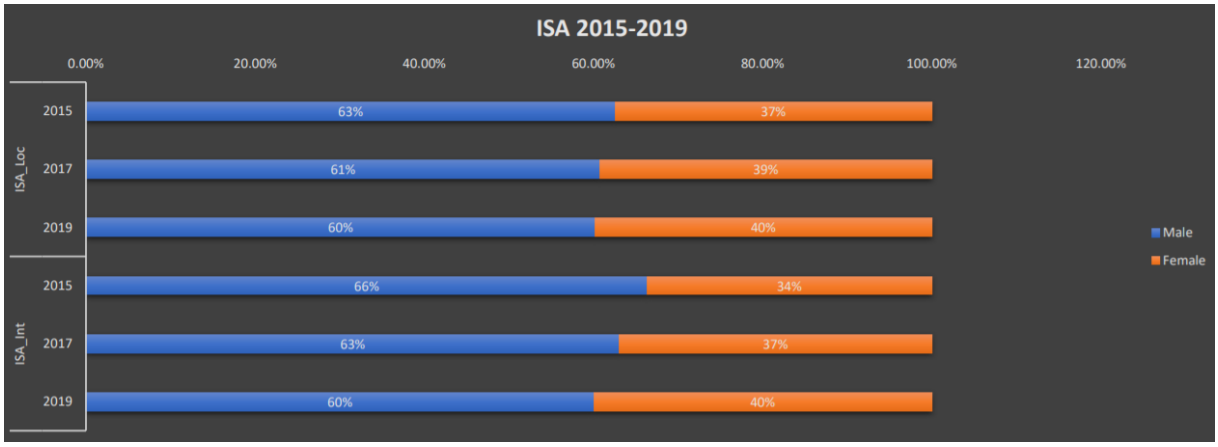


	Int.Non-Staff			Int.Recruited Staff			Loc.Recruited Staff			Local Non-Staff		
	2015	2017	2019	2015	2017	2019	2015	2017	2019	2015	2017	2019
Female	34%	37%	40%	33%	33%	36%	49%	48%	46%	37%	39%	40%
Male	66%	63%	60%	67%	67%	64%	51%	52%	54%	63%	61%	60%

Source: HRM (2020)

Interestingly, the gender imbalance persists in the different personnel categories. For internationally recruited consultants, however, the percentage of women increases from 34% in 2015 to 40% in 2019. There is far less movement for internationally recruited staff where the figure remains below 37% compared to 33% in 2015. Only among locally recruited staff are the figures close to parity, though with a declining trend for women where the percentage drops from 49% in 2015 to 46% in 2019. There is still an imbalance for locally recruited non-staff where the level of women recruited increases from 37% in 2015 to 40% in 2019. Further analysis would be needed to understand the dynamics of gender parity in UNIDO, an assignment that could not be undertaken by this evaluation. Figure 8 below breaks down gender parity in the non-staff category.

Figure 8 – UNIDO Non-Staff Gender Balance, 2020



Source: HRM (2020)

EXTERNAL COHERENCE

The Global Sustainable Development Report 2019: The Future is Now – Science for Achieving Sustainable Development[30] demonstrates that there are minimal trade-offs between SDG5 (gender equality) and SDG9 (Industry) and there are co-benefits to be harnessed. In contrast, there are higher levels of trade-offs between SDG9 and SDGPS 10 (inequality), 13 (climate action), and 15 (life on land) and less co-benefits (see page 6 of UN report). This suggests a high level of external coherence between UNIDO's ISID and gender agendas.

The Organization forms an active part of IANWGE as well as other interagency working groups on gender. UNIDO also acted as the Hub Coordinator for the International Gender Champions (IGC) network during 2019 and chairs the IGC Representation Impact group, led by UNIDO, Afghanistan and Finland**.** UNIDO also collaborated with other UN agencies on organizing gender related events such as the CSW, IWD and the annual Vienna Discussion Forum. In 2020, UNIDO and UNOV/UNODC initiated a peer review of their 2019 UN-SWAP reporting which was finalized in January 2021. The overall findings show that UNODC confirms that UNIDO self-ratings are accurate.[31]

In interviews with program managers and field offices, the ET found that the joint programming emerging from collaboration with other UN Agencies, particularly with UNW, benefited UNIDO by enhancing gender integration in programming.[32] In this way, each agency's role was enhanced to the benefit of a good development result. Based on the desk review of sister UN Agencies' Gender Policies and Strategies (see Annex 6), and interviews with their Gender Specialists, UNIDO's GPS provides a strong platform for deeper inter-agency collaboration and partnership on gender particularly at the UN country team (UNCT) level.

One interesting lesson from mapping of UN Agencies' approaches to gender was that some agencies such as FAO, WFP, ILO and UNOPS have two separate gender policy documents for programming and

[30] UN, 2019, Global Sustainable Development Report 2019: The Future is Now – Science for Achieving Sustainable Development
[31] UNODC Peer Review of UNIDO's UNSWAP 2019 Assessment, Jan 2021
[32] KII with FO and PM, 2020.

organization, based on the premise that the technical and management requirements are quite different and should not be combined or conflated. The GFP survey showed that while over half of the respondents were responsible for both programming and organizational gender issues, one quarter just focused on programming and 12% just focused on organization, and bizarrely, another 12% responded "NA". Meanwhile, 64% felt that these responsibilities should be separated, with HRM responsible for organization issues.[33] This type of perplexing results are likely caused by the lack of clarity about how gender mainstreaming should be implemented and who owns the guidelines for programming.

All donors interviewed had strong positions on gender equality and women's empowerment issues, and confirmed that the GPS documents were comprehensive and in line with how they felt UNIDO should be addressing gender. Government representatives interviewed recognized the work that UNIDO does on gender, but they were less familiar with UNIDO's GPS, suggesting there is a need for further disseminate information about the GPS to partners at the field level.

Overall, the ET finds that the GPS is relevant but needs to pay closer attention to implementing gender mainstreaming into programmes and projects.

The most robust evidence confirming the coherence of the GPS with other UN Agencies is the following testimony in the UN-SWAP 2.0 Framework and Technical Guidance section on "Performance Indicator 6: Policy: Example: Exceeding Requirements."[34]

> *"The United Nations Industrial Development Organization (UNIDO)'s Policy on Gender Equality and the Empowerment of Women includes performance requirements that align with the six pillars of the UN-SWAP (Accountability, Results-based Management, Oversight, Human and Financial Resources, Capacity Development, and Coherence and Knowledge, and Information Management) and respond to the respective performance indicators within each pillar. The gender policy highlights gender mainstreaming and the equal representation of women as key priorities for the Organization. In addition, the gender policy outlines the Organization's gender architecture, which introduced more senior accountability mechanisms to ensure the full and meaningful mainstreaming of gender at all levels and within all areas of work.*
>
> *In addition, UNIDO has a Gender Equality and Empowerment of Women Strategy 2016-2019 that provides a clear results-oriented framework and plan of action. The gender strategy is fully aligned with the Organization's strategic planning documents, including the Integrated Results and Performance Framework, the Medium-Term Programme Framework 2016-2019 and Programme and Budgets 2016- 2017. Similar to the updated gender policy, UNIDO's gender strategy aligns its focus areas with the six pillars of the UN-SWAP, including a road map to comply with UN-SWAP standards. The UNIDO Strategy for Gender Equality and the Empowerment of Women (2020–2023), which promotes UNIDO's vision that women and men equally lead, participate in, and benefit from inclusive and sustainable industrial development (ISID) was launched on 4 November 2019. UNIDO's Gender Mainstreaming Steering Board oversees the implementation of UNIDO's gender strategy. It is chaired by the Director General and*

[33] UNIDO GFP Survey, 2020, Q1, Q2, Q3, Q4, Q5
[34] UNW, UN-SWAP 2.0 Framework and Technical Guidance (December 2019) https://www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/un-swap/un-swap-2-tn-en.pdf?la=en&vs=2841

comprises the three Managing Directors (i.e. UNIDO's Executive Board). The authority and responsibility for achieving gender mainstreaming in UNIDO lies with the Director General."

II.3 Efficiency

The responsibility for overall coordinating and monitoring the implementation of the GPS falls on the UNIDO Gender Organizational Architecture which consists of the Gender Office (GEW) and the Gender Focal Point Network (GFPN). The resources provided for this are both staff and staff time (from the GFPN) and financial from voluntary contributions (especially for all GEW training, consultants, and research, as well as communications and monitoring). This section will assess the extent to which this architecture is adequately resourced to deliver on the aspirations of the GPS. It will also assess whether it is using the available resources efficiently.

The institutional home for the GEW, as the hub for the gender architecture, has seen many iterations. As outlined in the 2015 Gender Policy, at the start of the GPS, in 2016, the office for Gender Mainstreaming, Ethics and Accountability was positioned the DG's office, reporting to the DG.

In 2018 (DGB/2018/02 dated 31 January 2018), GEW continue to be under CMO/HRM, and reporting to the Director, Human Resources Management. This was questionable for several reasons: first, the mandate of the GEW to deliver on the policy and strategy entails both organizational and programmatic work. Located, as it was, in HR, did not facilitate its key monitoring and advocacy function and cross-cutting nature of work, namely, supporting, collecting and communicating aggregate results on gender equality within UNIDO's programmes and projects.

Also, common practice from within the UN-System suggests this location is not strategic. Its HR location gave the wrong and reductive impression of the GEW function to staff, UN partners and Member States and was regularly questioned by Member States and UN peers and UNIDO staff. No other gender equality office in the UN system is in HR, best practice suggests locating at the executive/strategic level. Lastly, locating GEW within HRM resulted in a loss of visibility, especially in terms of the GEW's non-HR functions. Staff viewed gender as part of HRM and did not share relevant draft programmatic documents/policies with GEW for review.[35]

In 2020 (DGB/2020/04 dated 26 May 2020), GEW was relocated to Office of the Managing Director (MD) in the Directorate of Corporate Management and Operations (CMO) reporting to the MD. This placement allows the GEW a direct line to the MD as well as the GMSB and the Executive Board. Additionally, as a cross-cutting directorate, CMO provides the office with increased visibility within the house (albeit in the administrative and financial functions) and in the organigram. Lastly, the Managing Director of CMO herself has continually been a vocal ambassador for GEEW.[36]

The current GEW is made up of one Gender Coordinator (P4), one Rotational Gender Officer (RGO), Consultant (P3 ISA), Junior Consultant (ISA), an Assistant (G4 MST). The RGO is any UNIDO staff member who expresses interest in being temporarily placed in the GEW - respective internal vacancy announcements have been issued for an assignment of six months to one year - and is released by

[35] GEW Briefing on GPS Work Programme to EB, 2019.
[36] GEW Briefing on GPS Work Programme to EB, 2019.

his/her Unit for this duration. This is good for exposure in that it brings skills from across the house to the GEW, and likewise disseminates technical gender capacity back to the Units the RGO come from.

The ET found that the GEW relies on consultants for some excellent technical support. While this is a common practice in UNIDO, it should be noted that the reliance on short-term consultants for such a core function as GEEW is risky. Like everywhere else in the organization, it is becoming increasingly difficult to keep valuable "long-term consultants" on board given their less favorable contractual conditions and despite their contributions to the Organization. Their incomparable rights and benefits as non-staff members, coupled with the minimal room for career advancement, has led many highly qualified GEW consultants to search for positions elsewhere. This is a loss not only for GEW in terms of human and financial resources, having invested in these colleagues, but also in terms of institutional memory, making it difficult to maintain a small office with any kind of consistent delivery of services.

> *"The Gender Office is doing an incredible job despite the fact that they are fighting against windmills." Survey respondent*

The Gender Focal Point Network (GFPN) includes 79 Gender Focal Points (GPFs) (NOs, P2 and above) and alternates and 24 Gender supporters, i.e. personnel on a consultancy contract. GFPs are in all UNIDO Departments and in all UNIDO Field Offices, where the UNIDO Representative is also the GFP for the country. In accordance with DGB/2019/16 of 18 September 2019, Policy on Gender Equality and Empowerment of Women, the Director of each Department may assign additional personnel, at any level and on any type of contract, as Gender Focal Point Alternates to provide support to GFPs in the completion of the tasks outlined in this Policy if not designated otherwise. This is an important and significant addition to the UNIDO Gender Architecture.

The GFPs are mandated to dedicate 20% of their working time on gender responsibilities. However according to the GFP survey, 70% of the respondents spend 1-10% and 21% spend 11-20% of their time on gender. Furthermore, there was a large discrepancy between the actual number of GFP alternates and the "ideal" number (based on the specific Department's needs). In one department it was reported there are 5 alternates but a need for eleven, in another there was one but a reported need for five, and in a third there were no alternates and a need for two.

Interviews with members of GFPN in the field indicated that the workload is unmanageable, and that more support was needed to do justice to addressing gender in programming. Only slightly over half of the GFP survey respondents confirmed that their Departmental Gender Workplan was monitored regularly, and that implementation was successful, suggesting there needs to be more ownership and responsibility of the implementation by all staff and oversight on the monitoring of the Departmental Gender Workplans by senior management. 95% and 88% of respondents were satisfied with the content and frequency of the GFPN meetings. Two-thirds feel that there should be two different policy instruments for programme and organization, and that the responsibility for overseeing the organizational aspect of the GPS should lie with HRM, which as noted above is a strategy undertaken by other sister UN agencies. This survey finding may have been influenced by the fact that there might have been some confusion among personnel, including among GFPs, on the division of responsibility for the GPS and the GPAP, particularly given that the accountability framework of the GPAP was drafted at a time when the GEW Office was part of HRM. It is noted that the GPS mentions the role of HRM with respect to the organizational side of the GPS.

Again, for an objective confirmation of the robustness of the Gender Architecture, we turn to the UN-SWAP 2.0 Framework and Technical Guidance section on "Gender Architecture, Example: Meeting Requirements"[37] which highlights the following:

> *"The United Nations Industrial Development Organization (UNIDO)'s gender policy has institutionalized and expanded the network of mid to senior level Gender Focal Points (P3 to Directors). According to the policy, Gender Focal Points (GFPs) are appointed in each Division of the organization and in field offices, are expected to devote 20 per cent of their time to GFP functions and serve for a period of 2 years. The GFPs are responsible to promote greater awareness of gender issues and gender mainstreaming in their respective organizational divisions or field offices. In addition, UNIDO has an Office for GEEW, which serves as the institutional coordination point for the implementation of UNIDO's Policy and Strategy for GEEW and is in the Office of the Managing Director in the Directorate of Corporate Management and Operations. The Office is to be staffed with a minimum of two Professional and one General Service staff member and supported by a Rotational Gender Officer. The Rotational Gender Officer is a Professional staff member working at Headquarters who is assigned on a temporary basis for a minimum period of six months."*

UNIDO was one of 8 UN Agencies reporting a strengthened gender architecture, including centrally located gender teams and organization-wide networks[38]. This suggests that UNIDO's modality for gender architecture (GEW plus GFPN) is in line with best practice across the UN System. It should also be noted that the same UN-SWAP results also reported that **insufficient human and financial resources were the main factor hindering progress**.[39]

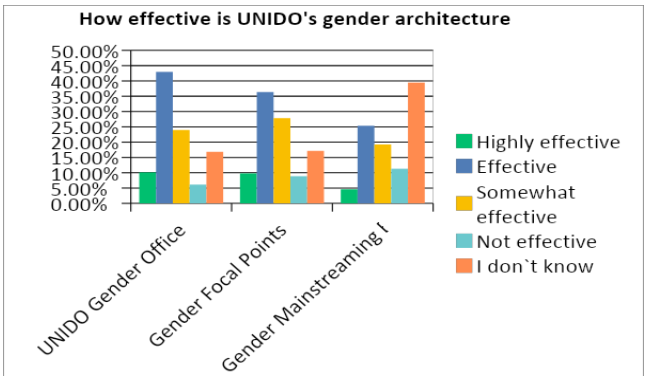


Figure 9: Effectiveness of UNIDO gender architecture
Source: Staff Perception Survey (2020)

While the human resources for GPS implementation are in general deemed insufficient in quantity, the evaluation findings overwhelmingly point to the high quality and calibre of the gender architecture, in terms of their commitment, effort and technical capacity. This was confirmed through interviews with

[37] UNW, UN-SWAP 2.0 Framework and Technical Guidance (December 2019) https://www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/un-swap/un-swap-2-tn-en.pdf?la=en&vs=2841
[38] According to the UN-SWAP Results 2020 Annual Conference
[39] UN-SWAP Results 2020 Annual Conference, PowerPoint Slides

UNIDO personnel and donors, many of whom highly praised the work of the GFPs and the GEW, noting that they were able to deliver consistently with little support and resources.

"Network is key. Most GFPs have given more than 20% … highly effective for a small Gender Office to have the change agents that the GFPs are."
Stakeholder quote

According to the Staff Survey, 53% of the respondents felt that the GEW was effective and highly effective, and 47% felt that the GFP were effective and highly effective. Interestingly, the Gender Mainstreaming Steering Board (GMSB), meant to be the highest level of governance for the GPS, received the lowest level for "highly effective" (5%) and "effective" (25%), the highest level of "not effective" (11%) and "I don't know" (39%), a point that we will come back to later in this section.[40]

The ET notes that the field based GFPs for the most part feel that they are not as involved in gender and programming as HQ based GFPs. In our view, field based GFPs represent significant untapped potential and opportunity to deepen engagement with counterparts on gender at the country level. We also noted cases of mismatch between the FO staffing and the extensive representational role UCRs. As UCRs, structural disconnect between HQ and FOs particularly when it comes to the programming cycle was frequently cited as a concern. According to the GFP survey, three quarters of the respondents felt that FO GFPs could be more involved in project cycle at the concept, design, monitoring and evaluation stages.[41]

"More interactions with Field Office and Gender Focal Points outside HQs should be carried out."
Survey respondent

The issues related to gender at the FO has also been eloquently captured in the recent Independent Thematic Evaluation of the Field Office Network (FON) 2019.[42] The FON evaluation found an adequate awareness of gender issues within the FON. In addition, because it had no programming outcome data, it was hard to judge the extent to which mainstreaming had taken place or was underway. It concluded that *"Overall, despite stated commitment for integrating and mainstreaming human rights and gender, the projects, and UNIDO's field network in general, remain largely human rights and gender blind in their design."*[43] Interviews with URCs for both the FON and this evaluation found that most of the emphasis was on targeting women in entrepreneurship, and ensuring a minimum quota of women in training programmes, as opposed to a more strategic gender mainstreaming approach across programmes, CPs, PCPs and policy advisory work. All FOs point to the importance of joint programming with other UNCT members particularly UNW in promoting gender. Some URCs stand out as being particularly active in gender advocacy with government counterparts, but this appears to be driven by personal commitment as opposed to part of a systematic institutionalized approach.

Overall, UNIDO's gender architecture is in its early stages, and the foundation has been set for a deeper and consistent focus on gender mainstreaming and the empowerment of women. We consider the GEW

[40] UNIDO, Staff Survey, 2020
[41] UNIDO GFP Survey 2020
[42] UNIDO, Independent Thematic Evaluation of the Field Office Network (2019)
[43] UNIDO, Independent Thematic Evaluation of the Field Office Network (2019)

They also need an official mandate, recognized by the Department. Since it's not a full time assignment, might affect is overall effectiveness.

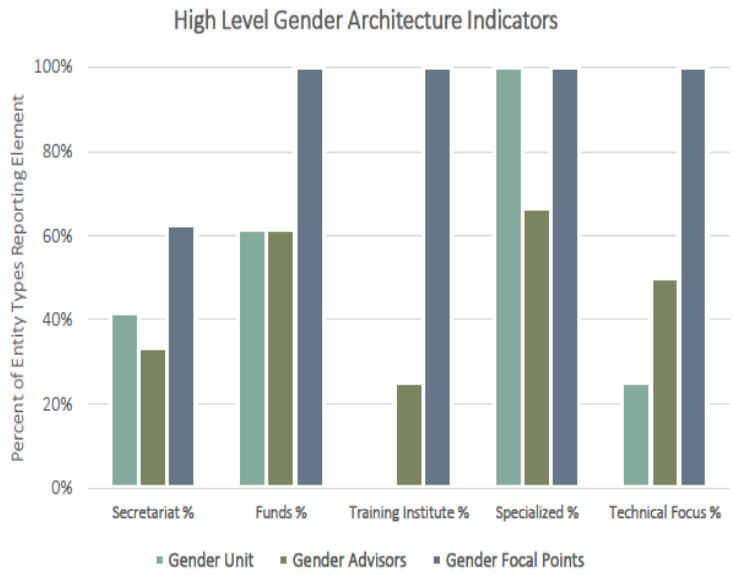
Stakeholder quote

and the GFPN to be providing a service quite efficiently (given the limited resources) for the HQ purposes, which represent one prong of the GPS.

We also note that the deficiencies in the size of the GEW are largely determined by a continuous and long budgetary challenge facing the Organization as a whole. This has led to a dependence on voluntary contributions to fund gender mainstreaming and the empowerment of women. This is also an opportunity for UNIDO to look at the regular budget and actively advocating with Member States to allocate sufficient funding and additional P post(s) to GEW through the PBC, and to approach donors for voluntary contributions to develop specific gender-responsive technical cooperation programmes which would simultaneously support the development of instruments and capacities while strengthening the architecture, especially at the country level. This would be an appropriate response to the MTR finding that the focus on technical cooperation was limited.

Human and Financial resources

In a recent study, UN Women (UNW) reviewed gender architectures in the UN system. The following is based on our comparison of the results of that study and the UNIDO situation.



Gender Unit Personnel: Personnel working in organizational units charged with coordinating work on GEWE and providing strategic support for development of policies, projects, capacity building and strategic initiatives, etc. - **Findings: 26 of the 48 reporting entities feature Gender Units**

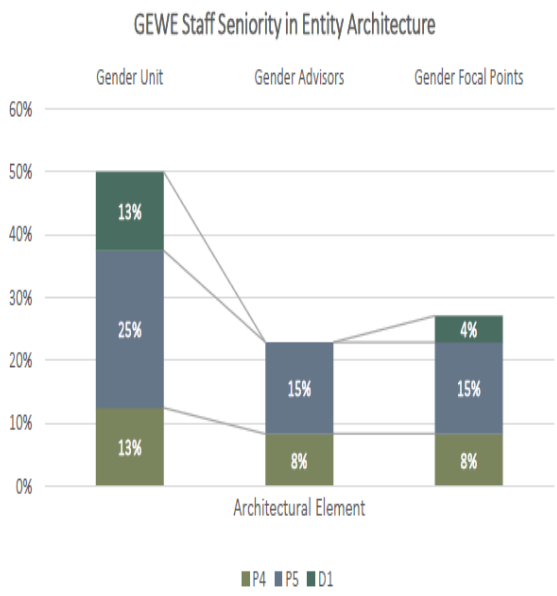
Gender Advisor Personnel: Individuals working fulltime outside of a Gender Unit (ex. Field-based Gender Advisers or individual gender advisers at HQ level in entities with no gender unit) to ensure gender perspectives are integrated across functional and substantive areas - **Findings: Reported with the least prevalence**

Gender Focal Point Personnel: Resource persons within Offices, Departments and Units tasked to raise awareness of gender-related issues and promote Gender Mainstreaming and Gender Parity policies and strategies. Typically less than 100% of their work is allocated to gender issues (in fact, most GFPPs report dedicating about 25% of their time on Gender work) – **Findings: Gender Focal Points were reported with the most frequency**

Figure 10: UN Gender Architecture indicators
Source: UN Women Study on the UN System's Gender Architecture (2020)

While a subjective assessment of the adequacy of resources in the context of overall resource limitations will inevitably result in "never enough", it is useful to compare UNIDO's resource allocation for gender with other UN Agencies to get a sense of where UNIDO sits on the spectrum of resource commitments.

Done in 2019/2020, the UNW study mapped the human and financial gender architecture in the UN System and the definition of optimal arrangements and benchmarks for the organizational and mandate diversity of the UN system. The data on human and financial resource allocation to gender will be included in UN-SWAP reporting moving forward. Below are some of the relevant findings and where UNIDO stands relative to the aggregate findings.



More than 30% of reporting entities cite **gender staff seniority and/or access to leadership** as central to Gender Unity authority and, presumably, impact.

A deeper dive into architecture indicates that some **50% of Gender Unit personnel are P4 and higher** and 40% are P5 and above.

One of the primary reasons that seniority plays such a crucial role relates to involvement in decision-making processes. Senior level staff are more likely to be included in critical organization-wide meetings and their opinions are more likely to be heard at those meetings.

Figure 11: Gender Offices seniority

Source: UN Women Study on the UN System's Gender Architecture (2020)

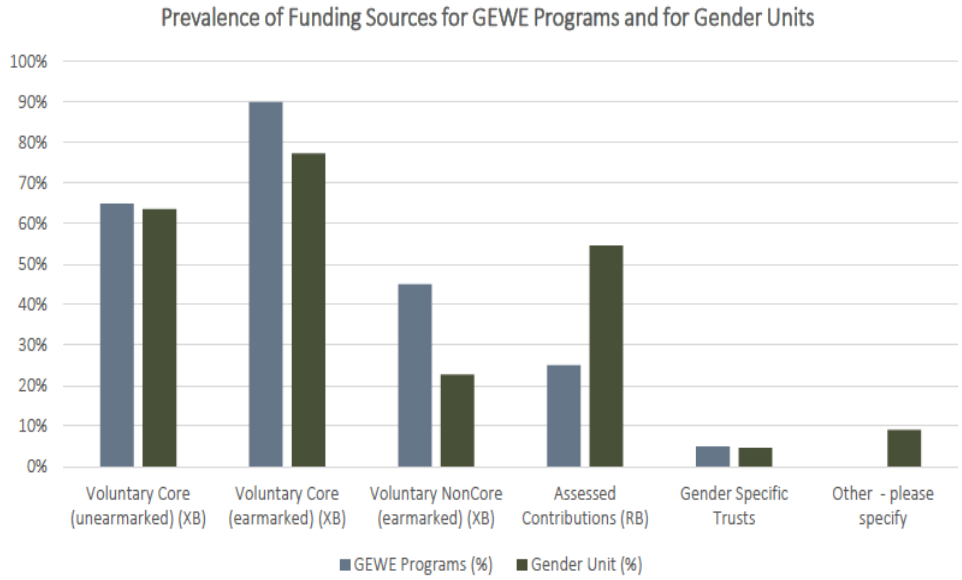
Also, UNIDO's Gender Coordinator is a P4, while overall across all UN agencies, 13% of Gender Unit heads are D1, and 25% are P5.[44] UNIDO's GFP are a wide mix from P2 to P5 and some short-term consultants, while overall across all UN agencies, 4% GFP staff are D1 and 15% are P5. The bulk of financing for GEWE programmes and Gender Units comes from voluntary core funds, un-earmarked and earmarked.

UNIDO is funding TC programmes through a range of voluntary contributions that are linked to projects. The Gender Office is funded through a combination of the voluntary contributions of mainly one member state and the regular budget

- UNIDO's gender architecture represents 4% of all staff, compared to 4% mean (in terms of salary)
- UNIDO's GEW staff are 0.01% of total staff compared to 1 % mean
- UNIDO's GEW staff costs are 0% of staff costs compared to 0% mean,
- UNIDO's GFPN staff are 9.7% of staff, compared to 4% mean (actual staff numbers), who allocate 20% of staff time to GEEW work.

[44] In July 2021, a new Director for the GEW has been appointed at D-1 level.

Funding Sources



	Min	Max	Mean
GEWE Program Expenditures as % Total Budget	0%	40%	11%
GEWE Staff as % of Total Staff	0%	23%	4%
	Min	**Max**	**Mean**
Gender Unit Staff as % Total Staff	0%	5%	1%
Gender Unit Staff Cost as % Total Staff Cost	0%	1%	0%
	Min	**Max**	**Mean**
Gender Advisors Staff as % of Total Staff	0%	0%	0%
Gender Advisors Staff Cost as % of Total Staff Cost	0%	2%	0%
	Min	**Max**	**Mean**
Gender Focal Points Staff as % Total Staff	0%	19%	4%
Gender Focal Points Staff as % Total Staff Cost	0%	4%	1%

Figures 12-13: UN Gender Architecture resources

Source: UN Women study on the UN System's gender architecture, 2020

II.4 Effectiveness

The ET noted some significant and commendable results on the organizational prong of the GPS, many of which were already recognized in the MTR and remain in place at the time of this evaluation. We cite the following:

- There is a well-established architecture that enables and encourages gender analysis at programme and project formulation stage and provides a solid basis for a mindset change in UNIDO programme and project staff.
- There is an institutionalized process for planning for gender at the divisional level, albeit in its early days. This has largely been driven by the UN-SWAP process for which UNIDO reports annually and thus maintains a record on gender progress.
- The training courses have become institutionalized, though dedicated funding is needed to empower the Field Network in supporting project and programme formulation and monitoring for increased gender responsiveness. In addition to the excellent sector-focused training and learning materials, similar resources would help mainstream gender responsiveness into country programming and thematic programming to develop an SDG-driven approach and enhance sustainability.
- The introduction and implementation of the gender marker is largely due to the promulgation of the GPS. The collaboration between the quality assurance system and the GEW further encourages maintenance of an objective and consistent design process.
- The Gender Office is developing good working relationships with different UNIDO functions, and since its early days produced sector-based gender analysis guidelines. These should possibly be revisited and updated.
- More efforts are needed on research and at the strategic level.

Using the TOC on the GEEW results-chain as a guide, the ET finds that the achieved results so far remain at the output level and several critical intermediate outcomes are either at their early stages or are yet to be initiated. These include:

- Robust data collection & analysis systems – in progress – the IRPF is currently establishing project results data collection systems, but has no data yet
- Incentive systems to promote behavioral change
- Adequate financial & human resources: more is needed, especially for programming to support gender analysis in all projects and programmes and for a stronger GEW
- Managers adopt and enforce action plans – there is no mechanism to monitor and therefore, reorient managers' performance on GEEW, even though the GPS clearly states that divisional targets should be set to ensure that higher level positions "are filled by qualified female candidates to make significant progress towards closing the gender gap by 2019"[45] or …"integrate GEEW in the compact and competencies for all employees, and assess achievements though staff appraisal".
- Effective field GFP networks

The above are also prerequisites for achieving the implicit (unstated) changes organizational culture goals of the GPS, such as:

- Achieving gender targets

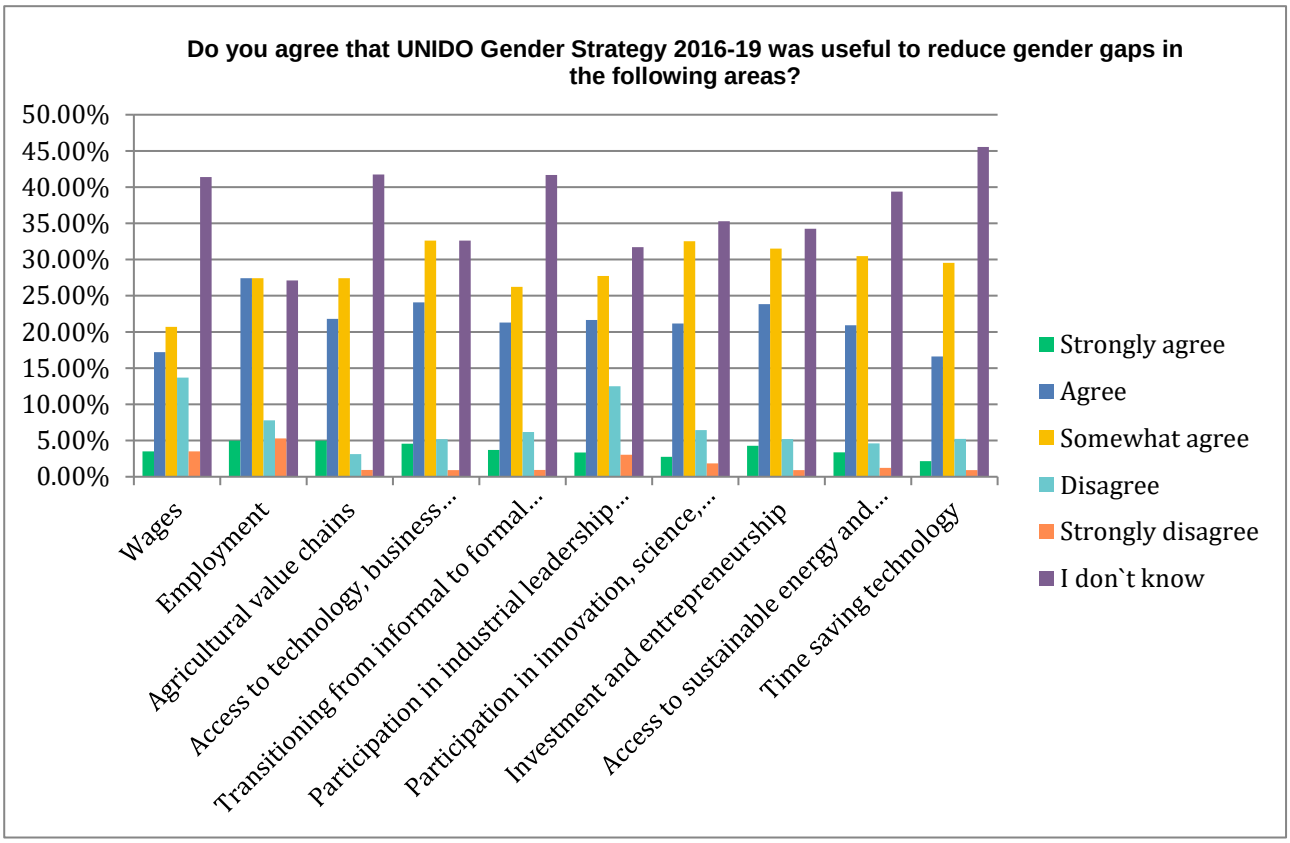
[45] See pp 11 of the Gender Strategy, 2016-2019

- Setting affirmative action procedures
- Implementing policies on sexual harassment and gender-based violence, the latter to protect staff in the field.

On the programming side of the GPS, the ET found it difficult to ascertain any clear development results that are directly attributable to the GPS. The main reason for this is limited project performance data and a corporate monitoring and reporting system that is under development. The IRPF has been in operation for about 3 years and there is an ongoing discussion on its targets and indicators, resulting in limited reliable data on the gender responsiveness of UNIDO's projects and programmes. This is also hardly surprising considering that the average UNIDO project takes 5-6 years to complete.

Staff perceptions

The staff survey conducted by the ET gave mixed results. According to the staff survey, 64% of the respondents felt there was increase in the share of the programmes in their area of responsibility contributing to gender equality since 2016. That said, for the most part staff are not aware of the impact UNIDO has on the gender gaps outlined in the GPS, see figure 14 below. Across all the indicators, the highest response to the question "Do you agree that UNIDO Gender Strategy 2016-19 was useful to reduce gender gaps in the following areas?" was "I don't know" (average 37%), followed by "somewhat agree" (29%) and "agree" (22%). The lowest was "strongly disagree" (2%) followed by "strongly agree" (4%). This suggests that there is a lack of adequate monitoring and impact measurement mechanisms to capture gender outcomes, as well as a vague sense amongst less than a third of the staff that some



impact is being made.

Figure 14 (Source: Staff Perception Survey-2020)

This is broadly consistent with a follow-up question on data, where 51% of the respondents said they collect or use sex-disaggregated data on any of the above areas. 68% of the GFPN survey respondents felt that there should be a target for "Satisfactory Gender Rating" at each Division for end of project evaluations to further incentivize implementation of gender related project activities.

Interviews with FOs and PMs confirmed that one of the most powerful factors behind increasing UNIDO's engagement with gender at the country level is joint programming within the context of the UNCT, especially with agencies with strong gender mandates such as UNW, UNDP, FAO, and ILO. The staff survey found that 32% of the respondents' division/department developed strategic partnerships with other agencies, institutions, private sector to leverage support and joint programming for GEEW. While this is a good start, there is room for improvement here, even across divisions that are not related to programming, because inter-agency collaboration can and should happen across all aspects of the organization's activities, not only programming. It should be noted that recent activities were being conducted as part of the group of Gender Focal Points of the VBOs.

Monitoring and Reporting

Section IV of the Gender strategy outlines some planned monitoring and reporting mechanisms. The ET assessed each role below:

Staff Performance Appraisal

According to the GPS, *"...divisions, branches and FO prepare annual plans to implement the GPS, to be cascaded to the staff performance management system. The results of the implementation of the annual plans will be monitored by the GMSB"*. The ET found that specific gender equality elements are also now included in staff appraisal documents. Our staff survey found, however, that **only 43% of respondents have at least an objective in their personal performance appraisal that relates to gender mainstreaming or gender-targeted actions**. Furthermore, interviews with staff revealed a low level of confidence in the rigour of the performance management system (PMS) as a whole, let alone as an accountability mechanism to ensure individual staff responsibility for gender.

Department-level gender workplans in the GPS were intended to ensure department level accountability and responsibility for planning, implementing, and monitoring gender actions. According to the staff survey, only 38% of the respondents confirmed that their division/department/country office developed gender indicators and tracked outcomes, and 21% responded that they did not do so and 33% responded that they did not know. This suggests a low level of uptake and knowledge of the need for planning and measuring progress towards gender outcomes at the sub-organizational level, implying that additional rigour is needed to enhance the RBM infrastructure and accountability mechanisms.

Workplans are prepared at Department level in compliance with data collection processes for reporting to the UNSWAP, but it is unclear how complete the available data is at the present time. It appears that some Divisions or Departments insist on a gender target/activity/objective in staff appraisal, but others do not. The responsibility for this has also "fallen through the cracks".

The GPS also indicated that *"the Staff Council will monitor the implementation of the organizational actions related to gender parity, gender sensitive corporate culture and accountability" ...* and that the GEW will review and report on *"progress in implementing the Gender Policy and Strategy"* to the GMSB every 6 months*."* The ET reviewed 4 annual reports (prepared by the GEW) to the EB, which reported mainly on activities, MTR results, and UN-SWAP exercises, but not on the level of gender integration in

programming (gender marker tool) or the representation of women at various levels of the organization.

"As part of the MTR in 2017 a participatory audit will be conducted by the GEW.[46]" The GEW conducted and produced a participatory MTR in 2018 focusing on relevance and effectiveness, which found that:

a) The areas of most improvement were the institutional arrangements for GEEW, resource tracking of projects through the gender marker system, and design quality of gender-responsive projects over the previous year, due to ongoing efforts to increase awareness of linkages between gender and industrialization, and knowledge on integrating gender considerations in project development and implementation.
b) The least progress appears to be in relation to
    - Mainstreaming gender-related responsibilities and ensuring accountability across the organization: the burden of expectation for achieving commitments on GEEW throughout the organization appears to remain primarily on the resource-constrained Gender Office;
    - UNIDO has reached equal representation of women in General Service staff and shown a slow but consistent trend towards gender parity at the P4 and P5 levels. However, gender disparity continues in all professional staff levels and this disparity is more pronounced at senior levels. The MTR recommended the development of the GPAP.
    - Use of organizational units' annual gender plans as tools for facilitating implementation of commitments and identifying responsibilities and needs: Staff indicated that engaging the GFP in the annual planning cycle and incorporating a gender perspective in respective annual plans was an extremely useful mechanism but was not capitalized on for increasing commitment to and awareness of GEEW within the Unit.
    - *"Progress will be reported to Member States through UNIDO's Annual Report and the IRPF."* All Annual reports from 2016-2019 reported on UNIDO's high profile activities and events related to gender, as well as specific changes in gender parity, and levels of gender inclusion in project design (gender marker).
    - *"Programme and Budget 2018-2019 and the mid-term review of the MTPF 2016-2019 will reflect lessons from the MTR."* This was confirmed, as mentioned above.

Based on the recommendations from the MTR, and the UN-SWAP results, the GEW revised the GPS in 2019, and produced the 2019 Gender Policy and the Strategy for GEEW (2020-2023). The revised strategy aligns its priority action areas and strategic objectives with SDG level results and UNIDO's accountability vis à vis UN SWAP 2.0 indicators. In line with this programmatic focus, this strategy sets forth two objectives:

- strengthen UNIDO's strategic planning and programmatic activities to improve delivery of global results on GEEW;
- strengthen UNIDO's institutional capacity and effectiveness to enhance the delivery of results on gender equality and the empowerment of women.

The areas where UNIDO has the most room for progress is based on the 2018 UN SWAP 2.0 Results: prioritize attention to areas where UNIDO is approaching (programmatic gender related SDG results, evaluation, equal representation of women, gender architecture) or meeting (coherence, strategic

[46] UNIDO Gender Policy and Strategy (GPS)

planning gender related SDG results, audit, leadership, financial resource allocation and tracking), the indicators and to maintain strong performance where we are already exceeding (knowledge and communication, capacity development, capacity assessment, organizational culture, gender responsive performance management, policy, reporting on gender related SDG results).

A good basis is now in place, but there remains a lot to be done to institutionalize the vision of the reporting mechanisms envisaged by the GPS, especially in terms of:

- robust sex-disaggregated divisional data
- integrating GEEW in the compact and competencies of all employees
- strengthening the integration GEEW as a criterion for merit awards
- develop, implement, and track flexible work arrangements and family-friendly provisions for the equal advancement of women and men
- consistent GEEW reporting in the Annual Report, which focuses on UNIDO-relevant (as opposed to generic) gender results

UN-SWAP reporting

UNIDO has been reporting on the UN-SWAP 1.0 from 2012 to 2017 onwards. UNIDO's performance in the original SWAP framework was exceptional. UNIDO was awarded two acknowledgements from UN Women, namely most progress in the reporting period and best amongst technical entities in 2017. [47]

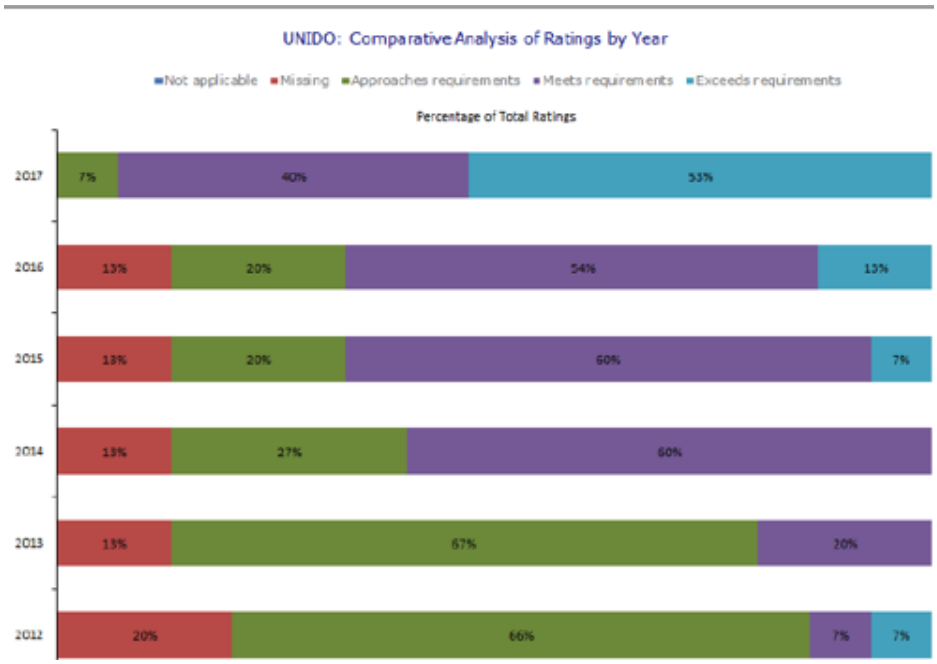


Figure 15: UNIDO UN SWAP Report (2018)

In 2018, the transition from SWAP 1.0 to SWAP 2.0 included the following updates:

- Three new indicators on gender-related SDG results were added: these include indicators on strategic planning for gender-related SDG results, reporting on gender-related results, and programmatic results on GEEW.

[47] UNIDO Annual Report 2018

- Indicators on Evaluation, audit and coherence were strengthened;
- An indicator on Leadership was added (which encourages senior managers to internally and publicly champion GEEW and to proactively promote improvements in UN SWAP performance indicators where requirements are not met/exceeded);
- The indicator on equal representation of women was separated and now constitutes a standalone indicator.

As can be seen from these updates, the move from SWAP 1.0 to SWAP 2.0 not only pushes organizations further in terms of delivery on GEEW indicators, but it also strengthens the focus on programmatic results. In 2018 UNIDO was selected as one of a handful of UN agencies to pilot to UN-SWAP 2.0. UNIDO continued to demonstrate above-average performance during the 2018 and 2019 UN-SWAP 2.0 reporting cycles, when UNIDO met or exceeded 13 out of 17 performance indicators. According to UN Women's communication of UN-SWAP results, in 2019 UNIDO continued to out-perform not only other technical UN organizations, but also the entire UN System UNSWAP. The 2020-2023 Gender Strategy has been highly praised by UN Women for being ambitious in terms of UN-SWAP performance.

In 2019 UNIDO and UNOV/UNODC initiated a peer review of their 2019 UN-SWAP reporting which was finalized in January 2021 where the UNODC confirms that UNIDO self-ratings are accurate.[48]

Capacity Development of UNIDO Staff

Mandatory Gender Training: In 2017, to help build staff's capacity for advancing gender equality in their programmatic and project work and to provide a training resource on the gender-ISID nexus to the public at large, UNIDO collaborated with UN Women to launch an online training module on "Gender, Inclusive and Sustainable Industrial Development," as part of the I Know Gender e-learning course. In 2020 this was updated and made available to the public in French and Spanish, in collaboration with the UN Women Online Training Centre. These courses are mandatory for all UNIDO personnel, but also enjoy a wide audience in the UN system and the public through UN Women's I-Know-Gender portal.

Aimed at creating a gender-sensitive culture and increase awareness of implicitly held gender biases, the "Unconscious bias workshop" and a training on "Outsmarting our brains for inclusion" were conducted March 2017. To prepare the Gender Capacity Development Plan 2021-2023 the GEW Office conducted a Gender Equality Capacity Development Survey in November 2020, using an online survey administered to all staff, the findings are summarized here.[49]

- Overall UNIDO personnel considers GEEW as truly relevant
- 73% of respondents completed the UN Women introductory course *"I Know Gender 1-2-3"*
- 56% completed the *"I Know Gender" (*Module 15) on Gender and ISID
- 39% completed the Women's Economic Empowerment (Module 4) on Gender and ISID
- 90% acquired some form of gender-related knowledge outside of trainings, with reading and self-study (74%) as well as practical learning and interaction with others (70%) being common forms of knowledge acquisition
- In terms of sources of information and advice, 51% consult UNIDO gender publications, followed by publications of other UN entities and consulting the intranet. 29% consult the GEW Office and

48 UNODC Peer Review of UNIDO's UNSWAP 2019 Assessment, Jan 2021
49 UNIDO GO Gender Equality Capacity Development Survey (November 2020)

Gender Focal Points (GFPs)/GFP Alternates (GFPAs) and 23% consult Gender Supporters. This is significantly lower in FO where GFPs/GFPAs/GPSs were more often consulted than the GEW Office.

- 33% indicated not to know who their Department gender focal points are, this increases to 53% in FO.
- 46% have received support in their work either from the GEW Office or the GFPs/GFPAs/GPSs, and 16% (9% of HQ/ITPO/liaison office respondents and 27% of field-based respondents) indicated that they did not receive any support although assistance would have been helpful.

Respondents suggested the following areas for capacity building:

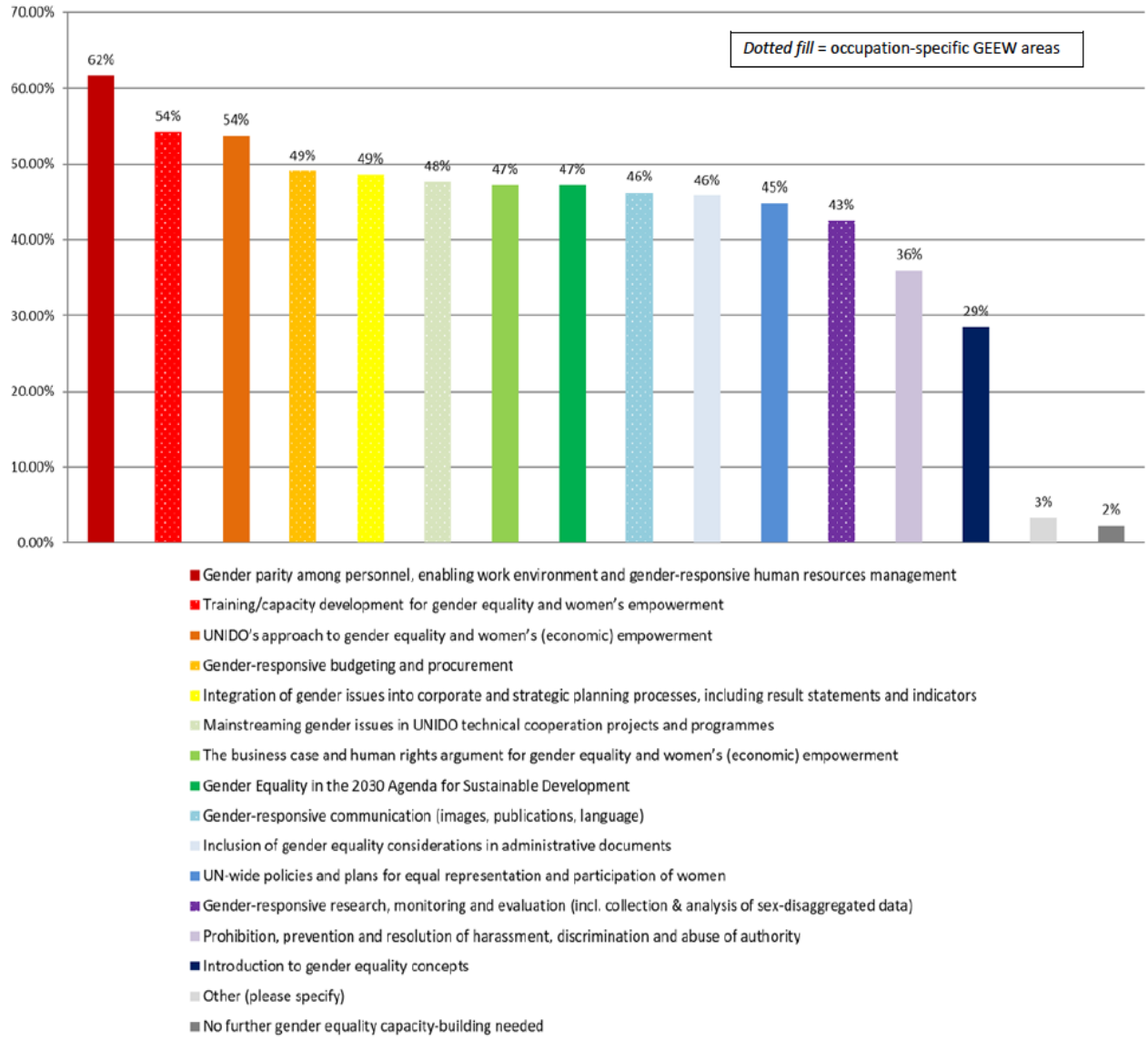


Figure 16: Gender Capacity Building Areas
Source: GEW Capacity Development Plan 2021-2023

The GEW developed the Gender Capacity Development Plan 2021-2023 which prioritises the following areas

- Strengthen support to field-based personnel
- Ongoing GEW Office capacity development initiatives are in line with indicated priorities, including
  - Enhancing the understanding of UNIDO's approach to GEEW
  - Improving the process of assigning a Gender Marker to projects/ programmes
  - Enhancing gender mainstreaming in project/programme cycles
  - Advancing GEEW in substantial areas of technical cooperation
  - Enhancing the integration of gender issues into corporate and strategic planning processes
  - capacity-building activities on the implementation of the UNIDO Gender Parity Action Plan 2018-2023 (GPAP)
- Remind personnel to complete the UN Women "I Know Gender" courses and monitor compliance
- Research and knowledge generation on GEEW and ISID

Clearly, additional funding will be required to implement these activities, because they are the types of standard training that are institutionalized in other UN agencies, as a matter of good practice in promoting GEEW.

Awareness Raising and Advocacy

UNIDO and specifically the GEW has been active in raising awareness about gender in ISID externally, and this has been highly appreciated by donors. In 2016, in cooperation with ITPO Bahrain, GEW organized an event during the UNIDO fiftieth anniversary celebrations on scaling up women's economic empowerment through innovative approaches. It attracted high-level participants such as the Crown Prince of Bahrain and leaders of women's organizations in different parts of the world. A session on GEEW held during UNIDO's third Donor Meeting concluded with recommendations from the panelists on the need to measure the effective impact of projects on women and the societies in which they live.[50]

In 2017, UNIDO contributed to the launch of the Vienna-based network of International Gender Champions (IGC), for which the Director General was designated as a Gender Champion with a pledge to support the IGC Parity Pledge, to track use of the gender marker and to increase parity in ISID-related events and panels. UNIDO also hosted a meeting for members of the Vienna-based network, providing a forum to highlight respective efforts to advance GEEW[51]. UNIDO acted as Hub Coordinator for the Vienna Chapter of IGC from May 2019 to July 2020.

In 2018, UNIDO showcased its work to support women's economic empowerment at a side event during the 62nd session of the Commission on the Status of Women (CSW), co-organized with UN-Women and FAO; at another side event organized by CTCN and Women and Gender during COP 24; at the twenty-second St. Petersburg International Economic Forum, in cooperation with the civil society organization OPORA; and at the Eurasian Women's Forum.[52]

In 2019, UNIDO contributed to the 63rd CSW through 2 events: *"How can digital technology support gender equality in the MENA region?" and "Infrastructure that works for women: Gender dimensions of energy and industry."* UNIDO also organized an Expert Group Meeting: "*Tackling global challenges to*

50 UNIDO Annual Report 2016
51 UNIDO Annual Report 2017
52 UNIDO Annual Report 2018

equality and inclusion through the gender-responsive implementation of the 2030 Agenda for Sustainable Development "in collaboration with UN Women, UNODC and the UNFCCC Secretariat. Recommendations from this two-day meeting contributed to the High-Level Political Forum in 2019

The inaugural annual Vienna Discussion Forum was organized in 2019 jointly with the Permanent Missions of Finland, Norway, Sweden in Vienna and UNODC. The Forum addressed ending violence against women and featured a keynote opening speech by Finnish Minister for Nordic Cooperation and Equality, Thomas Blomqvist. The 2020 Vienna Discussion Forum concentrated on gender responsive crisis management. In March 2020, together with UN entities and Permanent Missions in Vienna, H.E. Ambassador Pirkko Hämäläinen, the Afghan Permanent Representative to the UN in Vienna, H.E. Khojesta Fana Ebrahimkhel and UNIDO DG LI Yong created an Impact Group as part of the International Gender Champions initiative to promote gender-responsive assemblies using artificial intelligence and promotion of the UN Code of Conduct to Prevent Harassment, including Sexual Harassment, at UN System Events.

TC Project Portfolio Analysis

An important part of the Evaluation Team's work involves assessing the characteristics of UNIDO projects. The Evaluation Team conducted a thorough analysis of the performance of UNIDO projects in terms of design and implementation of GEEW-related indicators and activities. To assess the nature of gender issues at the project level, two analyses were conducted:

1. The Bennett Hierarchy was used to understand the spread of UNIDO impact by stakeholder impact
2. A comparison of trends throughout the evaluation period (2015-2019) between quality-at-entry (formulation) and quality-at-exit (evaluation)

2016 is considered here as the benchmark year and the sample of data available provides a picture of the role that the two policy documents played in enhancing GEEW in UNIDO.

A list of limitations needs to be highlighted at this stage, such as: a) incompleteness of data, therefore the team had to retrospectively rate projects both at entry and at completion stage to guarantee harmonization among data; b) different criteria also had to be harmonized to compare results ; c) time discrepancy between project approval, implementation and rating at completion.

Quality at Entry (QaE)

In 2016 the GEW introduced the Gender Marker system, as a financial tracking mechanism to quantify disbursement of project and grant funds that promote GEEW. A financial benchmark in terms of the percentage of projects with gender informed design, based on the 2015 baseline as reported in the UNIDO Annual Report, was set for the gender marker.

In 2019, the Gender Marker system was improved and 138 UNIDO technical cooperation projects were reviewed and cleared from the gender perspective, 17.5% 2a, and 1.5% 2b. In 2020, by November 18th, the UNIDO Gender Office cleared 93 projects, 27% of which are expected to significantly contribute to gender equality and the empowerment of women or are gender-targeted projects. This is an improvement in comparison to 2019, and showcases that the work of GEW and extensive UNIDO Gender Focal Point Network is effectively contributing to reaching the goal of 45% of projects qualified as such by the end of 2023, as established in the current Gender Strategy 2020-2023. As of January 2021, the

GEW has developed and promulgated a gender marker rating methodology for CPs, PCPs and normative work. This is further supported by our analysis of the quality at entry trends since 2015 (see below)

According to the staff survey, 75% of the respondents systematically include gender analysis to address the different needs and priorities of women and men in all new programmes and projects, and 73% systematically assigned a gender marker to their projects. This shows a high level of compliance with the requirements for improving quality at entry.

In addition, another 11% and 13% feel that gender mainstreaming is highly effective in addressing GEEW in programming and tin heir organizational unit's work respectively, 40% and 33% felt it was effective, 36% and 33% felt it was somewhat effective. Interviews with staff and government counterparts revealed that there is a strong association of GEEW with targeting and less of an understanding and appreciation of mainstreaming. Targeted initiatives tend to focus on women in SMEs or as entrepreneurs, which is but one aspect of ISID. Meanwhile gender mainstreaming would help ensure that mainstream industrial development processes (where the bulk of employment is) were gender responsive and could, thus, have potentially high and more sustainable impact in the long term.

Using a checklist provided by the UNIDO Quality Monitoring Division (ODG/SPQ/QUA) and building up on the data made available by QUA Division, the evaluation team was able to better analyze the performance of the UNIDO projects portfolio in terms of adherence to specific GEEW targets. At the design stage, projects are assessed based on the following specific criteria:

- Relevance: *Has the gender relevance assessment been conducted? Is the project gender relevant or not?*
- Analysis: *Does gender analysis identify different needs of women and men and indicate how the project can address them?*
- Operational measures: *Does the project describe operational measures to ensure gender-equitable participation in and benefit from the project activities, including sufficient allocation of financial resources?*
- Sex-disaggregated indicators: *Does the logframe and M&E framework include gender-disaggregated performance indicators and targets?*

These are then rated according to a six-point scale, from 1(Highly Unsatisfactory) to 6 (Highly Satisfactory). As the quality assurance team did not have collect this kind of data prior to 2016, the evaluation team retroactively rated projects approved in 2014-2015 applying the QUA checklist to the project documents. A total of 143 projects were rated for the 5-year period span using this method and the results are summarized in the tables below (see Annex 6 for further details).

Table 3 - Gender ratings at entry 2014-2018

	6	5	4	3	2	1
2018	12.50%	66.67%	16.67%	0.00%	4.17%	0.00%
2017	16.25%	38.75%	30.00%	10.00%	5.00%	0.00%
2016	8.03%	44.53%	20.44%	16.79%	9.49%	0.73%
2015	12.79%	36.05%	27.91%	10.47%	10.47%	2.33%
2014	8.75%	18.75%	28.75%	21.25%	17.50%	5.00%

Source: the Evaluation Team

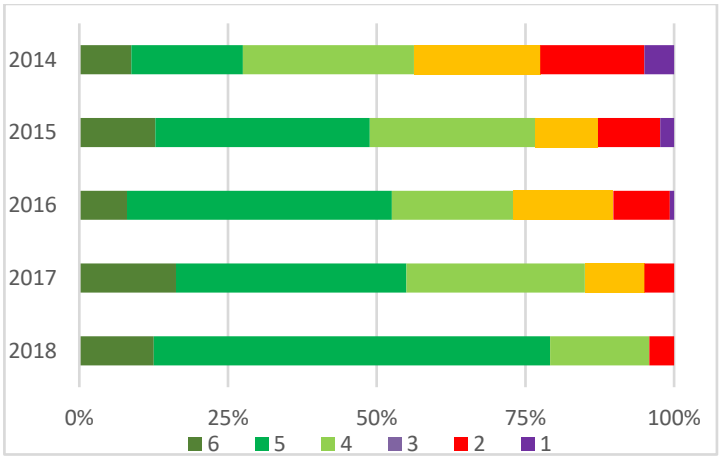


Figure 17: Gender ratings at entry 2014-2018

Source: the Evaluation Team

The data show a clear path toward more satisfactory ratings, with lower ratings shrinking and higher ones increasing their share year after year. The trend is even more striking when aggregating ratings in pair; for example, the total percentage of projects rated Satisfactory (5) or Highly Satisfactory (6) amounts to almost 80% in 2020, up from 27.5% in 2014. Unsatisfactory (2) and Highly Unsatisfactory (1) projects, instead, drop from 22.5% to 4% in the same period. See figure below.

	5+6	3+4	1+2
2018	79.17%	16.67%	4.17%
2017	55.00%	40.00%	5.00%
2016	52.55%	37.23%	10.22%
2015	48.84%	38.37%	12.79%
2014	27.50%	50.00%	22.50%

Figure 18: Gender Quality at Entry Trends

Source: the Evaluation Team

Bennett Hierarchy

The evaluation team applied the Bennett's Hierarchy (BH) to find evidence of progress to impact regarding specific gender-related indicators. The Hierarchy describes a list of "staircase levels" of evidence of program impacts, beginning at the bottom step with inputs and scaling up to the long-term impact. The team used the Bennett Hierarchy to analyze projects' results in relation to specific domains and the extent to which results have led to change and impact regarding GEEW. The results domains were generated based on the 2015-2018 Synthesis of UNIDO Independent evaluations synthesis and refined with specific SDG indicators.

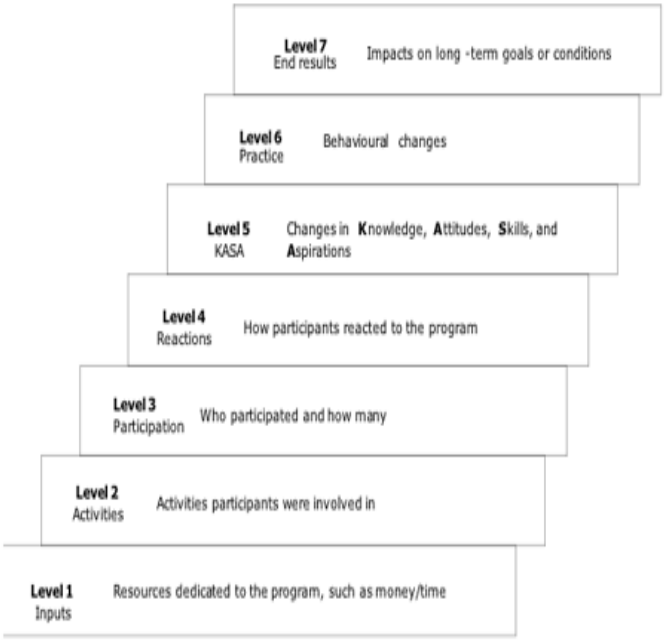


Figure 19 - Bennett Hierarchy, source Bennett 1976

Seventy-five Terminal Evaluation reports from the period 2017-2020 were assessed against nine domains in three different thematic areas listed below, and the progress to impact was rated according to the 7-point scale of the Hierarchy (Figure above).

Policy area

1. Drafting of new/revised Gender-related laws, regulations, administrative procedures
2. Whole or part of new/revised Gender-related laws, regulations, administrative procedures approved/adopted by the Government.
3. Changes in new/revised Gender-related laws, regulations, administrative procedures.
4. Changes resulting from the policy/legal changes (incentives, compliance, enforcement)

Activity area

5. Equal rights to economic resources and equal access to ownership over land and other forms of property and financial services.
6. Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.
7. Normative support to achieve revised legislation for the promotion of gender equality.

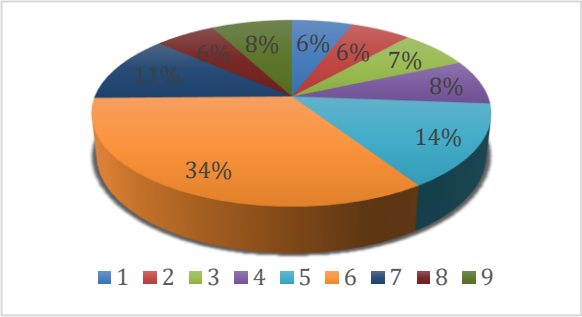
Institutional area

8. Mainstream Gender in Government institutions.
9. Improve trade/industry/MSME service/support institutions.

The aggregated results are presented in the table below, which shows the number of entries in each domain and step of the BH.

Domains	BH steps 1	2	3	4	5	6	7	
1	0	0	1	3	1	1	0	6
2	0	1	1	2	0	2	0	6
3	0	1	3	1	1	1	0	7
4	0	0	3	1	2	1	1	8
5	0	2	2	3	4	4	0	15
6	0	4	9	8	4	7	3	35
7	0	0	1	4	3	2	2	12
8	0	0	3	2	1	0	0	6
9	0	0	1	1	1	4	1	8
	0	8	24	25	17	22	7	TOT

Table 4 - BH matrix on portfolio 2017-2020, source UNIDO portfolio - Evaluation Team



The highest level of results was achieved in domains 6 (enhance the use of enabling technology and communication) and 7 (normative support) while the lowest in domain 8 (Mainstream Gender in Government institutions). Technologic and communication domain also achieves high results in terms of steps 5 and 6 of the BH, not reaching though the highest impact.

Figure 20 - % Entries per Domain, Source: Evaluation Team

Concerning the number of entries per level of the Hierarchy, instead, the analysis shows that 24% of cases level 4 (reactions) and in 21% level 6 (KASA). Level 3 of participation was also achieved in roughly 1 out 4 cases.

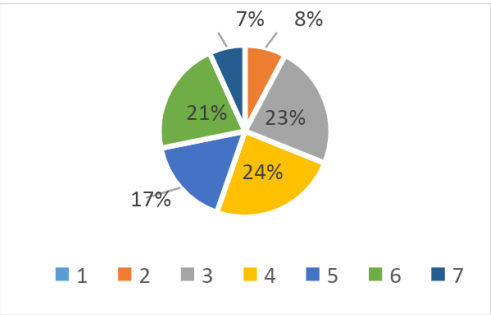


Figure 21- Distribution by BH level (%)
Source: Evaluation Team

Quality at Completion

The team also assessed the gender ratings in Independent Terminal Evaluations (TEs) carried out in 2017-2020. Since 2017, all TEs include a mandatory rating on gender mainstreaming as of 2017. Therefore, the evaluation team reconstructed the missing ratings for the year 2017 using the evaluation reports provided by the Independent Evaluation Division (ODG/EIO/IED). 12 reports were rated from 2017 by the team, for a total of 75 TEs considered for the 4-year period. Results are shown in figure XXX below.

A positive trend is immediately noticeable, with the percentage of Satisfactory (5) and Highly Satisfactory (6) ratings increasing steadily throughout the past 4 years from 20% to above 60%[53]. Unsatisfactory (5) and Highly Unsatisfactory (6) projects, on the other hand, drop from 26% to 14% in the same period.

The total percentage of projects contributing to some progress towards gender equality and benefits in women's health, capacity and empowerment is above 70% in 2020, up from 40% just four years ago.

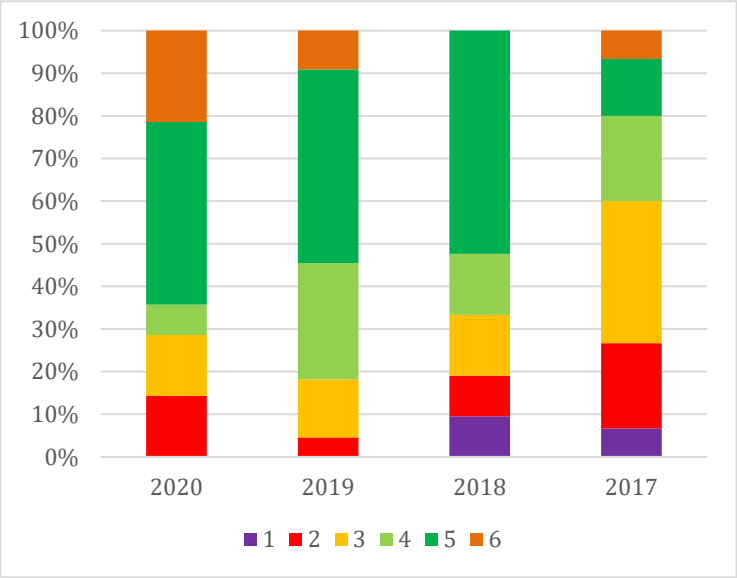


Figure 22 – Gender Quality at Completion
Source: Evaluation Team

From the project portfolio analysis, it can be summarized:

- The analyses' results show a converging trend toward more satisfactory ratings in the past four years.
- Ratings on quality at entry and completion both benefitted from the issuance of the two policy documents on gender in 2015.
- The whole RBM cycle of the Organization positively reflects the inputs stemming from the two policy documents.
- A significant share of projects analysed contribute to some extent to some progress toward GEEW.

53 It should be noted, however, that many of the projects being evaluated during this period were designed at least 4 years before the policy was in place.

II.5 Progress to Impact

Gender Parity: the facts

Although UNIDO has more women than men who are General Service staff, and despite some progress over the years, there remains a lack of parity among professional staff at HQ, as displayed by this graph. In addition to overall parity being non-existent, you can see that parity gets worse as position level increases.

Number and Percentage of Women in UNIDO Staff[35]

Rank	2015	2016	2017	2018	2019	2020
D	5	4	4	5	4	4
P	65	62	62	64	68	67
L	13	12	16	22	24	27
NO	12	12	18	18	16	17
G	189	176	180	170	176	174
	2015	2016	2017	2018	2019	2020
Total Women	284	266	280	279	286	289
Total Staff:	663	634	654	666	673	681
% Women:	42.84%	41.96%	42.81%	41.89%	42.50%	42.44%

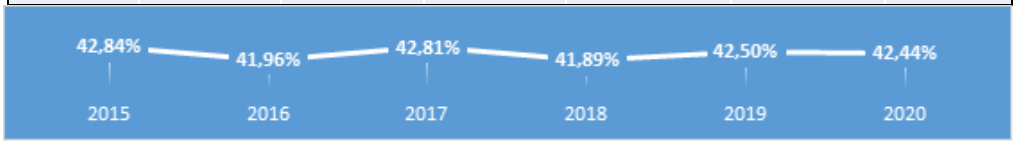


Table 5 -source: HRM 2020

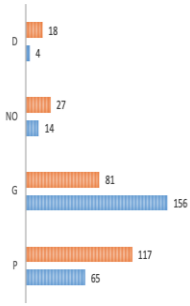
Like staff positions, gender disparity among consultants increases as the level increases with no women at the highest level and more women than men at the lowest. As explained below, the Gender Parity Action Plan mostly focuses on improving gender parity in P, L and NO staff positions, however gender parity among international consultants on higher-level ISA contracts is clearly an area where attention is also needed. As these individuals play an important part in UNIDO operations and are often in the pipeline for staff positions down the road, having parity among consultants would likely improve parity overall.

Gender Parity Action Plan

The UNIDO Gender Parity Action Plan (GPAP) was developed in 2018 in response to the MTR findings and recommendations which noted the persistent gender gaps in staffing particularly at the more senior levels, and the JIU's review of management and administration in UNIDO (IDB.45/14/Add.1) recommended the development of a GPAP. The GPAP is also in line with the GPS, which affirms UNIDO's commitment to gender parity and highlights it as one of three organizational priorities.

Furthermore, gender parity has been repeatedly called for by Member States, at the General Conference. The DG, as an international gender champion and chair of the GMSB pledged to adopt a gender parity action plan by 2018.

	Female	Male	Total	% of Women
D	4	18	22	18.18%
P	65	117	182	35.71%
NO	14	27	41	34.15%
GS	156	81	237	65.92%
Total:	239	243	482	48.54%



Although the UN System-Wide Strategy on gender parity commits Organizations in the UN System to achieving parity by 2026, entities such as UNIDO, facing a steeper slope of change, the end goal is set at 2028.
As shown by this table, with a yearly 2% or 3% increase in women staff, organization-wide parity is possible for UNIDO by 2028.

Percentage increase in parity per year (where incremental increases are possible)															
Number of staff as of 31 December 2017						Annual Targets: % Women staff as at 31 December									
Level	Women	Men	Total Staff	% Women	Gap to Parity	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
						2%*	2%*	2%*	2%*	3%	3%	3%	3%	3%	3%	3%
DG	0	1	1	0%												
D-2	1	2	3	33%												
D-1	3	14	17	18%	32%	20%	22%	24%	26%	29%	32%	35%	38%	41%	44%	47%
L-6	1	5	6	17%	33%	19%	21%	23%	25%	28%	31%	34%	37%	40%	43%	46%
P-5/L-5	16	53	69	23%	27%	25%	27%	29%	31%	34%	37%	40%	43%	46%	49%	52%
P-4/L-4	27	37	64	42%	8%	44%	46%	48%	50%							
P-3/L-3	24	39	63	38%	12%	40%	42%	44%	46%	49%	52%					
P-2/L-2	10	12	22	45%	5%	47%	49%	51%								
P-1/L-1	0	1	1	0%												
NO	18	32	50	36%	14%	38%	40%	42%	44%	47%	50%					

Figures 23-24 - source: HRM 2020

Having launched the GPAP in 2018, in early 2020, UNIDO underwent a reform process in early 2020 resulting in the creation of two new MD positions, thus increasing the number of D2s from three to six. (. In this process women's representation at the D2-level decreased from 33.3% to 16.7%. HRM reports *"in terms of our Gender Parity Action Plan for 2018-2023, we are below our targets for 2020 practically for all levels, except P2/L2 where we are still well above the target (68%). However, comparing to the situation at the end of 2019, in 2020 we were able to improve the gender balance for a number of levels, including D-1, P4/L4, P3/L3, P1/L1 and NO, while we had a slight drop at D2 ad P/L5 levels."*[54]

This disconnect between policy, messaging and action was raised in many of the interviews with HQ staff and donors. All donors interviewed emphasized their concern regarding gender parity and the process and outcome of the recent reform, noting a lack of transparency and consistency with the GPAP, and the GPS.

Evidence from the survey shows that 30% felt that the implementation of the UNIDO`s Gender Parity Action Plan was on track, 48% said they didn't know, however comments from the staff survey which capture the frustration with the gender parity issue.

- *"(Gender) remains on paper without proper implementation. My working experience with UNIDO shows that male colleagues are less responsible and committed. Female colleagues are more*

[54] UNIDO, HRM PowerPoint slides, 2020

proactive. More females should be in governing and managerial positions since the quality of UNIDO projects run by them is better."

- *"Especially as a UN specialized organization, UNIDO should be at the forefront, but I personally see us 20 years behind innovative private businesses and advanced Governments."*
- *"Gender imbalance in management positions is embarrassing for the organization. Facts in promotion / assignments contradicts the messaging from top management on GEWE."*
- *"To make a credible gender mainstreaming impact, organization has to walk the talk and stay in tune with sister agencies, including through its senior appointments."*

HRM have recently developed a new HR Strategy 2020-2022, which aims to improve gender balance in UNIDO Appointment and Promotion Board through designation of alternate members. It also plans to improve the existing recruitment guidelines for regular staff and for ISA by strengthening gender balance in interview panels, gender balance of the long lists and short lists of applicants. The HR Strategy also includes a section on improving geographical diversity, which (it was noted) might further complicate and slow down the achievement of gender parity.[55]

Organizational Culture

In addition to gender parity, other issues of concern related to organizational culture raised in the interviews and survey include gender parity in panels ("panel parity") at conferences and events that UNIDO organizes or participates in; flexible work arrangements (outside the context of COVID); contractual arrangements for consultants, particularly women; and sexual harassment.[56] The 2019 Annual Report notes a number of achievements in terms of organizational culture. The 2019 Enabling Environment Guidelines for the United Nations System featured UNIDO measures as best practices, such as extending parental leave to local consultants, conducting harassment awareness workshops for all employees, and the Gender Equality Mobilization Award. UNIDO was also the coordinator of the Vienna Hub of the International Gender Champions initiative in 2019, bringing together heads of entities committed to ensuring panel parity and promoting gender equality.[57]

According to the staff survey, the majority of respondents agree or somewhat agree that UNIDO's organizational culture was improved through the measures outlined in the GPS. The measures that were the most valued are mandatory gender training for all staff (55% agreed or strongly agreed) and Gender awareness campaign: newsletter, lecture series, discussions (51% agreed or strongly agreed). The measure which was considered to have contributed the least was developing comprehensive flexible work arrangements (34% disagreed or strongly disagreed followed by strong messaging from senior management (23% disagreed or strongly disagreed), and freedom from discrimination and harassment (20% disagreed or strongly disagreed). While currently there is an Administrative Instruction on Flexible Working Hours UNIDO/AI/2011/0 that introduces the notion of Flexible Working Hours and FLEX Leave, the AI does not mention telework.

The survey also revealed that 81% and 84% of the staff agree that sexual harassment and work-life balance and flexible work-time management have implications on how UNIDO should address gender moving forward.

---

55 KII with HRM, 2020
56 KII with staff, 2020
57 UNIDO Annual Report 2019

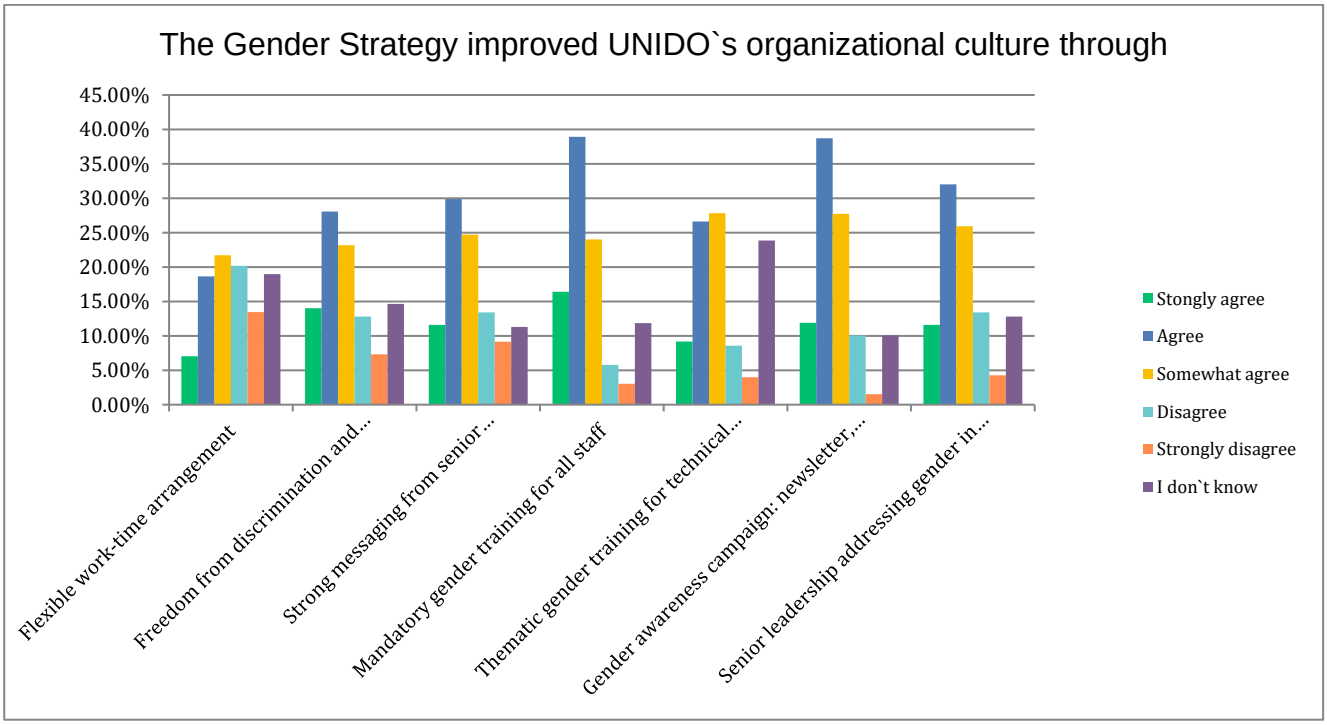


Figure 25: Gender Organizational Culture improvements

Source: Staff Perception Survey (2020)

These findings are supported by the interviews with staff, who on the one hand all agreed that the level of awareness and understanding had dramatically increased as a result of the GPS, likely due to training and campaign efforts. Likewise there was a general sense that UNIDO was slow to take up flexible work arrangements, and was currently only doing so in response to COVID, rather than an appreciation for the need to balance work and family responsibilities in general. Furthermore, while it was acknowledged that senior management was articulating messaging about gender, there was generally a sense from both staff and donors that these were hollow words that were not mirrored by concrete actions taken to address gender inequality, and there was a call for "less talk, more action." This was particularly the case for gender parity and sexual harassment, both of which were highlighted as outstanding issues that needed urgent attention as they were reflecting negatively on the integrity of UNIDO's commitment to GEEW.

> *"Currently, there is a lot of "being perceived" to be doing something rather than really striving to change things. There is no real engagement the top management in the issue." Stakeholder comment*

The staff survey asked for recommendations and based on a thematic analysis of the responses, the issue with the most comments were gender parity (27%), followed by increasing emphasis on gender in programmes (13%), "less talk more action" from senior management (11%), flexible work arrangements (9%), fair employment conditions for women consultant (5%), sexual harassment (4%), engagement of FOs (4%), training (3%), and monitoring (1.4%).

Panel Parity: In response to concerns that UNIDO was organizing and participating in events and panels that were male dominated, UNIDO's policy on panel parity AI/2020/03 on equal representation of women was issued in May 2020, and provides guidance on panel parity at events convened by or under

the auspices of UNIDO.[58] The AI states that monitoring of compliance should be carried out by the Advocacy and Media Relations division (AMR) and Gender Office, with bi-annual reports, however to date there are no actual baseline, data collection, accountability and monitoring mechanisms in place. The AMR has stated that it is difficult to ensure compliance with the policy and have resolved not to publish any visuals or photos of all male events/panels. An argument used by panel organizers to justify non-compliance is "we don't know any qualified women speakers on this issue". AMR and GEW are compiling a database of approximately 350 female experts covering the areas that UNIDO is involved in and has publicized this when the AI was issued.[59] The issue of panel parity was raised numerous times by both staff and donors during the interviews, as it is a highly visible public manifestation of gender inequality which does not reflect positively on UNIDO's commitment to GEEW.

Sexual Harassment: In 2018, UNIDO organized a series of awareness workshops on harassment, including sexual harassment, the abuse of power, and discrimination. The workshops were attended by over 600 staff, consultants and interns, raising awareness among UNIDO employees on how to react when one becomes aware of such behaviour and on how to enable a supportive harassment free environment.[60] According to HRM, prior to these workshops, there were no reports of sexual harassment, however in the following years there were some reports. Data for 2019 was reported in a joint information circular in April 2020 including all forms of harassment[61] [62]. Meanwhile, the DG's 2019 statement confirming his commitment to zero tolerance towards harassment and no reported cases of sexual exploitation and abuse has been duly signed and circulated to SG and UNIDO Member States.

(UNIDO needs to) "Create on a system in which workplace sexual harassment is being punished properly (not just admonition without consequences). This gives the harassers a feeling of impunity and the victims doubts about even reporting the issue as it is commonly known that 'it will not bring anything' and/or can even have negative effects on the victim's job stability."

In interviews, several staff expressed considerable frustration about unresolved high-profile sexual harassment incident/s involving senior manager/s, who not only were not disciplined but even promoted, alluding to a culture of impunity. It was noted that young female consultants were particularly vulnerable due to the power imbalance based on their precarious employment conditions contingent on maintaining positive working relationships with supervisors. This quote from the staff survey illustrates these sentiments

The lack of disciplinary action in response to harassment, the recent reforms which set back gender balance in senior management, are widely noted and sends a message to staff about the actual commitment at the highest level to "walk the talk." *"To make a credible gender mainstreaming impact, organization has to walk the talk and stay in tune with sister agencies, including through its senior appointments."*[63]

58 UNIDO HRM Powerpoint Slides: Zero Tolerance Gender and Geography, October 2020.
[59] KII with ACU, 2020
[60] UNIDO Annual Report 2018
[61]https://intranet.unido.org/intranet/images/0/0e/IC_2020_12_UNIDO%E2%80%99s_response_to_wrongdoings_in_2019.pdf
[62] HRM issued IC/2020/12 with information on UNIDO response to wrongdoings in 2019: issued on 27 April 2020; Joint IC, which includes a summary of actions taken in respect of established wrongdoing (9 cases) and a detailed breakdown of the cases handled by three UNIDO offices, namely: EAO, EIO and HRM in 2019; All types of wrongdoing, including harassment and sexual harassment (10 cases or 21% out of 47 cases). Source: UNIDO HRM Powerpoint Slides: Zero Tolerance Gender and Geography, October 2020.
[63] UNIDO Staff Survey 2020

Flexible work arrangements: HQ staff, particularly women, would like to see more flexible work arrangements, noting that despite previous requests this issue is only now being considered, largely triggered by the COVID related restrictions. There are best practices on this topic by other UN agencies, such as the UNICEF, ILO and UN Women document: *Family Friendly Policies and other Good Workplace Practices in the Context of COVID19. The Director General has made one of his IGC commitments for 2021 the promulgation of a flexible work arrangements policy for UNIDO personnel.*[64]

Female consultants' maternity leave is another issue that came up in the survey, *"What is the point of all this when UNIDO does not allow regular ISA holders in HQ to take maternity leave?? The Convention on the Elimination of All Forms of Discrimination against Women introduces "maternity leave with pay or with comparable social benefits without loss of former employment, seniority or social allowances". The Maternity Protection Convention C183 adopted in 2000 by International Labour Organization requires 14 weeks of maternity leave as minimum condition. Why is it that UNIDO simply cannot comply with this for all of its personnel? Until the organization addresses this very basic issue, it has no moral ground to talk about gender issues at any level."*[65]

II.6 Sustainability

The MTR recommended that this evaluation explore the extent to which UNIDO has taken on a gender transformative, sensitive, targeted or neutral approach and whether this is adequate in light of its mandate. UN-SWAP 2.0 is also pushing for gender transformative results.[66] Thus this evaluation explored the transformational impact of UNIDO's programmatic work through the survey and interviews. According to the staff survey, 29% of the respondents strongly agree or agree that Gender Strategy has contributed to gender responsive structural changes in Member States' policies, institutions, enterprises, 30% somewhat agree, 28% did not know. The responses to this question in the interviews were even less promising. A few UCRs who were quite pro-active suggested that they were engaged in gender advocacy but for the most part their focus was on a targeted approach.

Various entry points for a sustainable and transformative gender approach include: research, data collection, analysis, and strategic planning and programming through CPs/PCPs; capacity building for government and private sector counterparts for gender mainstreaming through training; integrating a gender perspective in the normative framework through policy advice and formulation. These entry points are crucial for sustainability as they contribute to gender transformative institutional change.

Research and Statistics

UNIDO strengthened its focus on research and statistics activities through publications such as *Inclusive and Sustainable Industrial Development: The Gender Dimension*; *Gender and Standards*; and *Gender Equality in the Sustainable Energy Transition*.[67]
The *Gender and ISID Report* which was produced by the GEW with the support of Finnish funding, provides a comprehensive analysis of gender issues across all aspects of ISID. As mentioned above, the staff survey found that 50% of the respondents agree with the Gender and ISID report, 33% were not aware of the document, 46% were not involved in some of the actions of the Gender and ISID study.

[64] https://genderchampions.com/champions/li-yong
[65] UNIDO Staff Survey 2020
[66] UNIDO, MTR, 2018
[67] UNIDO 2019 Annual Report

Given that this report contributes to the empirical and theoretical underpinning of the entire rationale for the GPS, it would be desirable for technical and managerial level staff, and in particular in FOs, to be familiar with the key findings of this report, and be able to clearly articulate these arguments in dialogue with other stakeholders, in particular donors, government and private sector counterparts and UNCT colleagues. Key messages from this report include:

- *A factor undermining women's participation on equal terms as men in industrial sectors (e.g. equal opportunities for promotion to high-tech jobs) may not be women's lack of training prior to joining the labour market, but rather employers' reluctance to offer them training once they are hired. This suggests that greater policy effort is needed towards not only making technical fields of education more welcoming for women but also encouraging employers to hire more women and offer them on-the-job training equivalent to what men receive.*
- *Efforts should be directed not only towards strengthening the potential and competitiveness of economic sectors where women already work in significant numbers, but also towards enabling them to participate in new sectors and roles.*
- *Gender-focused sectoral value chain studies would generate the sex-disaggregated statistics needed to determine where women and men are located, paid and unpaid contributions, and the main bottlenecks and power imbalances they face. The inclusion of women in new sectors previously precluded to them will in turn allow new emerging sectors to thrive by making full use of richer and more diverse skill sets.*

The statistics unit noted that there was no collection of sex-disaggregated data for industrial statistics, including in the context of SDG reporting, and that this was a gap that needed to be filled. They are currently working with other UN partners to develop the necessary gender indicators and collecting sex disaggregated employment data. They also noted that there is an opportunity for UNIDO to help countries collect and analyze gender statistics. The Gender Compliance and Marker Form makes specific reference to the need for sex-disaggregated data collection, so at the project-level there is some work done on this.

CP/PCP

Country Programming would be a strategic entry point to ensure a more sustainable and systematic approach to integrating GEEW into programmes, and this would logically start with including gender in the Country and Industry Profile. The *Draft Diagnostics Manual for Country and Industry Profile Analysis by UNIDO Field Offices*[68] does not include much gender and could easily address this as follows:

- Topic 3: Poverty and inclusiveness: could include data on female headed households
- Topic 4: Skills and Education: could include sex disaggregated data
- Topic 8: Inclusiveness within manufacturing: this section does include by gender
- Topic 10: Technological capabilities and innovation: could include share of women employed in tech intensive industries
- Topic 11: Diversification and specialization: could include share of women employed in each sub-sector.

[68] UNIDO, 2020, Draft Manual for a country and industry profile analysis by UNIDO Field Offices

According to the UNIDO Annual Report 2017, Gender considerations are integrated into all country programmes and PCPs to ensure that women actively contribute to and benefit from ISID.[69] The staff survey revealed that only 60% agreed that their CP systematically included gender perspectives since 2016.

A good example of a transformative gender initiative is the Programme for Country Partnerships (PCP) for Peru, which aims to enhance economic empowerment of women in green industry through policy analysis, and the appointment of focal points in the three ministries (Ministry of Production, Ministry of Environment & Ministry of Women).

Partnership

Developing robust and substantive partnerships with other development partners, and in particular at the UNCT level in the context of UN reform, is another strategy to ensure more sustainable outcomes. According to the staff survey, 32% of the respondents said their division/department developed strategic partnerships with other agencies, institutions, private sector to leverage support and joint programming for GEEW, 39% said they didn't know, 76% said they participated in inter-agency gender initiatives, 58% engaged in joint programming on gender.[70] Interviews with URCs and PMs confirmed that partnering with UNCT colleagues, and especially UNW at the country level greatly increased the level and quality of gender mainstreaming in joint programmes and initiative, At the global level UNIDO is engaged in a high profile partnership with UNW: the *Global Programme for the Economic Empowerment of Women in Green Industry*, which was launched to advise policymakers and practitioners on how to establish and implement policy frameworks that integrate gender and green industrial policies.[71] One donor strongly emphasized the caliber of the ITC's work on gender and trade, and suggested that UNIDO explore partnership opportunities with them.

Capacity Building

Throughout 2019, personnel in Headquarters and the field were trained on how to assign the gender marker and carry out analyses, including using the gender tool of EquIP. Building capacity of government and private sector counterparts in gender in ISID programming and policy formulation is another strategy to ensure sustainable outcomes over time, for gender mainstreaming at the institutional, policy and programme levels. According to the staff survey, 42% of respondents conducted capacity building programmes for counterparts and stakeholders on gender mainstreaming in programme/project context, 49% did not.[72] The interviews with HQ staff, UCRs, and government counterparts suggested a lower rate of capacity building and training for gender mainstreaming was taking place in the field.[73] UNIDO has developed a number of training modalities, some of which are dedicated to gender and ISID and others which have included gender as a component.

The Enhancing the Quality of Industrial Policies (EQUIP) tool aims to build capacity for government counterparts to develop evidence based industrial policies, and thus provides a very strategic entry point for transformative potential. EQUIP includes a stand-alone gender module, as one of 10 thematic

[69] UNIDO 2017 Annual Report
[70] UNIDO Staff survey 2020
[71] UNIDO 2019 Annual Report
[72] UNIDO Staff survey 2020
[73] Interviews with UCRs, PMs, and government

tools in the EQUIP toolbox. While this is a step in the right direction, gender is not integrated into the other tools or modules.[74] As they are standalone there is not imperative for all participants to undertake this module, thus it would be more effective to also integrate gender into the rest of the modules as well to ensure that all participants gain an understanding of GEEW in ISID policy formulation.
Gender sensitive statistics training was organized by UNIDO in collaboration with UN Women, and ECA, with funding from Finland for 10 East African Countries, regional training in Addis Ababa, Ethiopia, 2018. Topics covered included: identifying gender gaps in statistics, integrating gender issue into industrial statistics, mainstreaming a gender perspective in statistics and its implication at the organizational level, methodologies for calculating gender gaps in wage and employment. This is an excellent initiative and should be combined with the Bahrain training and rolled out globally, through an online platform to allow for maximum participation.

The "Industry for Empowerment – Building Capacities for Gender Equality in Manufacturing" training programme was conducted in Bahrain in 2017 and included 28 participants from 24 Sub-Saharan countries. The aim was to build the capacity of government officials and policymakers for formulating gender-responsive industrial development policies. [75] Following the success of 2017 training for stakeholders from Sub-Saharan Africa, in 2019 a five-day training was carried out with ITPO Bahrain on the links between gender inequalities and industrial development for government officials as well as associations and regional organizations from the MENA Region. The course attracted over 935 applicants, out of which 28 were selected to attend in person, representing 15 countries. Based on a recent evaluation by the GEW, over 70% of the respondents have been able to apply the knowledge, tools and skills (KTS) provided during the training directly to their work, and over 85 % were able to disseminate the KTS to colleagues and partners, and 100% felt that the KTS had an impact on their work and practice.[76] Arrangements are being made to deliver the course for the East Asia and Pacific Region during the second quarter of 2021, using synchronous online training methodology. [77] [78]

The new Gender Strategy should include measures to follow up on the above training by offering to provide support to the participants at country level, through the FO/UCRs, to implement the statistical and policy formulation skills learned in the training. This technical support should be written into those countries CP/PCPs and provided as part of UNIDO's package of support.

Integrating gender in energy policies:

The ECOWAS Center for Renewable Energy and Energy Efficiency (ECREEE) and the ECOWAS Department of Social Affairs and Gender formulated the "Policy for Gender Mainstreaming in Energy Access" with commitments to concrete actions that eliminate every form of inequality in energy production and consumption in the ECOWAS region. This initiative aims to upscale the gender mainstreaming policies across Global Network of Sustainable Energy Centers (GN-SEC).

As mentioned under *Partnerships*, UNIDO in collaboration with UNW has initiated a key gender intervention at macro policy level: *Economic empowerment of women in green industry*, targeting four countries. The purpose is to advise policy makers and practitioners on the establishment and implementation of a policy framework to integrate gender and green industrial policies. Countries will

[74] http://www.equip-project.org/toolbox/
[75] UNIDO 2018 Annual Report
[76] UNIDO GEW Gender and Industrial Development Training 2019
[77] UNIDO 2017 Annual Report
[78] UNIDO 2019 Annual Report

be enabled to formulate new, or reformulate existing, gender-responsive green industrial policies and adopt them, and individual and institutional capacities for policy formulation and implementation are strengthened at national and global level.

III. Conclusions

Overall, some progress has been made in implementing UNIDO's gender policy and strategy, primarily in the gender architecture and at the organizational level. The ET finds that the gender architecture functions relatively well and is based on best practice as recommended by UN Women. Several actions planned under the Strategy document are either ongoing or have just been initiated (see Annex xx), reflecting the not-so-fast pace of organizational change. On the programming side, a lot remains to be done, but the foundation – which is the gender architecture – has been set. Similarly, organizational culture remains slow to adjust, especially in terms of gender and panel parity, as well as sexual harassment and gender-based violence (at project level). The ET elected to use some of the key evaluation criteria to organize both conclusions and recommendations.

Implementing the GPS entails attention to a wide range of issues, conditions, and organizational change considerations, resulting in a rather long list of conclusions and recommendations. It is important to break down the different gender dimensions to ensure clarity about the way forward.

Progress to Impact

The strategy set a lofty goal for the organization, one that is consistent with the spirit of achieving ISID in that it envisages a transformative change in the way men and women participate in development, particularly focused on GEEW in shared prosperity, economic competitiveness and safeguarding the environment. This long-term goal requires several fundamental structural changes, not only inside UNIDO but also in key development partners at policy, institutional, community and enterprise levels. The ET suggests the following areas of focus to ensure the achievement of GEEW outcomes:

- Promoting women's participation in investment leadership and decision-making (the domain of UNIDO's ITPO network) by encouraging women's appointment to investment promotion agencies and other such (national) institutions involved in export and import markets and global value chains.
- Improved gender balance in manufacturing and business – using studies conducted by and collected through UNIDO's research and statistics units – to design GEEW programmes in targeted manufacturing sector.
- Increasing the number and range of partnerships on GEEW, to engage with civil society and the private sector in developing GEEW-driven programmes, especially in emerging innovations such as those promoted by GMIS.

On the organizational side, the ET concludes that the organizational dimension should be led by HRM. Both the current and the 2015 UNIDO Gender Policy stipulate the responsibilities of the GEW Office, notably:

- to act as overall coordination body for corporate gender mainstreaming activities;
- to provide monitoring, support and awareness raising functions with regard to gender equality and the empowerment of women (GEEW), and,
- to serve as UNIDO focal point for gender equality and women's empowerment in the UN system.

These provisions are not explicit enough on how gender mainstreaming activities would be implemented in an organizationally coherent manner, e.g. by using a results based approach to define GEEW goals at Divisional, Departmental and Directorate levels. Instead, the responsibility for implementing gender mainstreaming activities into UNIDO projects and programmes, lies with UNIDO

Departments and Offices according to their portfolio (perhaps to the best of their abilities). In this regard, respective Directors assume overall responsibility, Gender Focal Points provide specific technical and coordination support within Departments/Units, and the GEW Office provides overall guidance and support. It is unclear whether and how these activities are monitored to assess their cumulative effects on GEEW and provide a corporate picture of UNIDO's gender impacts on ISID.

It follows that stronger emphasis on mainstreaming the responsibility for GPS implementation across the agency is required.

The Gender Office has strong working relationships with different UNIDO functions, and since its early days produced sector-based gender analysis guidelines. The introduction, implementation and recent improvement of the gender marker is largely due to the promulgation of the GPS. There is good collaboration between the project/programme quality assurance system and the Gender office.

Programme and project design benefitted from the GPS. Based on the sample of projects reviewed for this evaluation, the percentage of projects' gender ratings at entry rated unsatisfactory and highly unsatisfactory declined significantly from 43.75% in 2014 to 4.17% in 2018. In addition, the percentage of projects rated satisfactory and highly satisfactory increased even more dramatically from 27.5% in 2014 to 79.17% in 2018. This clearly demonstrates that gender quality has improved at the design stage, which as demonstrated by the synthesis evaluation is crucial for successful gender impact during implementation.

The internal challenges with harmonizing indicators and achieving systematic monitoring of GEEW results are currently being addressed by the GEW and SPQ who are working on enhancing the gender-responsiveness of the IRPF.

UCRs also play the additional role of UNIDO GFPs at country level and are an integral part of the gender architecture. They are an underutilized resource, particularly for accessing country level gender data, needs and priorities, as well as raising awareness of the GPS and principles, and building capacity for gender and ISID. UCRs felt marginalized from HQ processes in general, and this is equally true for gender.
The recent FO Network evaluation provides recommendations on how to address this at a general level. In addition, the ET finds that efforts should be made to engage FOs more closely in the programming process where they can add value and local content on gender dynamics at country level.

One of the most powerful factors behind increasing UNIDO's engagement with gender at the country level is joint programming within the context of the UNCT, and with agencies with strong gender mandates such as UNW, UNDP, FAO and ILO. Joint programming (collaboration with other UN Agencies) could be beneficial UNIDO in terms of enhancing the gender integration in programming, as was the case in a collaboration with UNW in Ecuador. Interviews with UCRs and PMs confirmed that partnering with UNCT colleagues, and especially UNW at the country level, greatly increased the level and quality of gender mainstreaming in joint programmes and initiatives. At the global level UNIDO is engaged in a high-profile partnership with UNW: the *Global Programme for the Economic Empowerment of Women in Green Industry*, which was launched to advise policymakers and practitioners on how to establish and implement policy frameworks that integrate gender and green industrial policies.

Efficiency

Here the focus is on how UNIDO is using its resources to implement the GPS: whether things are getting done right.

While the gender architecture is highly appreciated for commitment and technical expertise, less than a third of staff survey respondents consult the GEW and GFPN for advice, many do not know who their GFP is. Furthermore, while Gender Mainstreaming Steering Board is meant to be providing senior management leadership on the GPS at the highest level, it is not perceived as particularly active or relevant to the GPS implementation.

The ET concludes that the capacity and effectiveness of the Gender Coordinators is recognised and highly appreciated by all stakeholders interviewed. GEW reports to the Managing Director, of the Directorate of Corporate Management and Operations, an improvement from its earlier location in HRM. It forms part of programme and project approval process and is routinely consulted on strategic issues. The GEW has four main areas of focus: gender mainstreaming for programmatic work, knowledge generation and advocacy, promoting an enabling organizational environment and inter-agency collaboration and partnerships: an extremely heavy workload for the small team currently comprising the GEW. There are three key factors negatively affecting the efficiency of the policy and strategy:

a) The GEW struggles with both financial and human resources. Currently, only the Gender Coordinator position is a fixed-term staff position on the team, leaving it reliant on external funds and consultants for tasks that should form part of the core functioning of the Organization. The human and financial situation also means that there is high turn-over on the team, thus weakening institutional memory.

b) The GEW relies extensively on external consultants. It is becoming increasingly difficult to keep valuable "long-term consultants" and many highly qualified GEW consultants to search for positions elsewhere. This is a loss not only for GEW in terms of human and financial resources, having invested in these colleagues, but also in terms of institutional memory.

c) There appears to be no way of monitoring of how managers are supporting the implementation of the UNIDO Gender Policy and Strategy and there are notable difficulties in developing a coordinated approach to ensure that managers are implementing the panel and gender parity.

The position of the Rotational Gender Officer (RGO) is an innovation that is also a double-edged sword. The RGO is any UNIDO staff member who volunteers to be placed in the GEW for six months and is released by his/her Unit for this duration. This has built-in advantages and disadvantages. On the one hand, it is good for exposure in that it brings skills from across the house to the GEW, and likewise disseminates technical gender capacity back to the Units the RGO come from. The experience in the GEW is recognized by the RGOs as a valuable skill, adding value to their teams. On the other hand, some managers have expressed frustration at not being able to substitute the absent staff member for those 6 months to 1 year rotation period, and for the short notice often provided for secondment resulting in inability to plan for temporary lower levels of capacity. The shortness of the assignment makes it interesting for staff-members, but it also results in discontinuity at the GEW. This discontinuity also negatively affects the efficiency with which the GPS has been implemented. At this point, it is uncertain if the model of a RGO is sustainable.

The head of the UNIDO GEW is a staff member at P4 level[79], while overall across all UN agencies 13% Gender Unit Heads are D1 and 25% are P5. UNIDO's GFPs are a wide mix from P3 to D1 and some short-term consultants, while overall across all UN agencies 4% GFP staff are D1 and 15% are P5[80]. It should be noted, however, that these figures should be considered in light of the specific agency's context (size, internal structure, etc.).

Gender Focal Point Network

UNIDO has – as per established practice – set up a Gender Focal Point (GFP) network throughout HQ and the field on the P3 level and above. Any staff member (level P3 and above) can become a GFP, and any personnel (including consultant and interns) can become a Gender Supporter. GFPs and Gender Supporters are provided with training when necessary, for example when there are changes to the application of the gender marker or the new strategy. Briefing sessions are provided to newly appointed GFPs. The GFP network meets regularly to share information and best practices. In addition, there are tools and other resources on gender mainstreaming available to GFPs to support them in their tasks. GFPs are actively involved in UN-SWAP implementation which is a key factor for success.

The majority of GFPs do not spend the targeted 20% of their time on GEEW and there is a large discrepancy between the actual number of GFP alternates and the "ideal" number (based on the specific Department's needs). This suggests a capacity gap which has a negative impact on the coverage of the gender architecture.

Field based GFPs represent significant untapped potential and opportunity to deepen engagement with counterparts on gender at the country level. They should participate more actively in project identification, concept, design, monitoring and evaluation stages. That said, GFPN in the field indicated that the workload is unmanageable, and that additional resources is needed to do justice to addressing gender in programming.

Effectiveness

Here the focus is on how well UNIDO is achieving the goals of the gender strategy and policy.

The ET notes that a long-term focus and commitment to gender issues is also reflected by senior managers who internally and publicly champion GEEW. UNIDO staff, generally, show strong support for the implementation of the GPS. There is strong articulation of commitment to GEEW throughout the Organization, starting from the very top with the DG making gender issues a long-term priority which is incorporated in his compact and then trickles down to management and staff. The consistent prioritization from the current DG of gender issues has meant that UNIDO has been remarkably successful in advancing global commitments and has become a forerunner in the UN system on these issues.

Gender Parity

Based on the GPAP, HRM has implemented special measures to achieve better gender balance among candidates. For instance, there is rule that if a vacancy results in less than 30% applications from

[79] In July 2021, after the finalization of this evaluation, a Director (D1) was appointed as head of the Gender Office.
[80] Recent UNW study on the UN system's gender architecture, forthcoming.

women, HR has the authority to re-advertise and to carry out additional outreach measures to encourage more female candidates.

But the lack of progress on Gender Parity reflects negatively on UNIDO's commitment to GEEW and parity both internally and externally. This needs to be openly acknowledged and urgently addressed by senior management to avoid further loss of credibility. Since most public events are male dominated, a Panel Parity policy was promulgated in 2020, but no data collection and monitoring system has been established. It is, therefore, not possible to empirically track progress in this regard. UNIDO's effectiveness in implementing the GPS is negatively impacted by this mismatch between policy and action.

In terms of equal representation of women, compared to 2018, UNIDO has seen a modest increase at the P3, P4, D1 and L6 level. Overall, gender parity worsens as position level increases, at the D level only 18% are women. With a yearly 2% or 3% increase in women staff, organization-wide parity is possible for UNIDO by 2028, however UNIDO is already off track by a significant amount. There is a disconnect between policy, messaging and action with respect to gender parity, this is an area of frustration and concern among staff and donors.

Given the discrepancies between the aims of the GPAP and recent senior management promotion decisions, it is unclear how the GPAP will be monitored and who will be accountable for lack of progress. Of the priorities for action recommended by the staff survey responses, gender parity was mentioned the most – by almost one third of all respondents.

Gender Training for Staff

UNIDO has been quite effective in providing a solid training programme for all staff. There are two mandatory gender courses which must be completed within 2 months of recruitment. The mandatory courses are the UN Women Online Training Course "I Know Gender – 1, 2, 3" and the online module on "*I Know Gender* – Gender, Inclusive and Sustainable Industrial Development" (Module 15) which is tailor made to the UNIDO mandate. HRM is regularly checking compliance, however not all staff have completed the mandatory online gender training. While two thirds have completed the UNW "I know Gender 1-2-3 Course", just half have completed the *"I Know Gender" (*Module 15) on Gender and ISID. Just under 40% have completed the Women's Economic Empowerment (Module 4) that was mandatory before the development of Module 15. These numbers suggest that additional incentives are needed to improve staff participation in these mandatory courses.

Many audits undertaken include a gender component and these reports often point to a need of more capacity building requirements on gender mainstreaming, especially for staff in the field offices. 42% of survey respondents conducted capacity building programmes for counterparts and stakeholders on gender mainstreaming in programme/project context.

UNIDO has organized several gender training events including a gender module in EQUIP, gender sensitive statistics and the gender equality in manufacturing training. All were highly rated by participants.

Staff Survey Results (2020)

The staff survey results revealed the following priorities moving forward:

- *Gender parity (27%)*
- *Gender in programming (13%)*
- *"More action less talk" from senior management on gender (11%)*
- *Flexible work arrangements (9%)*
- *Contractual arrangements for female consultants (maternity leave) (5%)*
- *Sexual harassment (4%)*
- *Increased involvement of field offices (4%)*
- *More training on gender (3%)*
- *Increased monitoring of the GPS (1.4%)*

Organizational Culture

While most agree that the organizational culture was improved through the measures outlined in the GPS, remaining concerns include gender parity in staff and panels, flexible work arrangements, female consultant contract terms (such as maternity leave), and sexual harassment. There is a lack of confidence among the staff on senior management's genuine commitment for change, and a sense that optics (at public events) are prioritized over substance (action). Ironically, the areas that are the most publicly visible (gender parity, panel parity) are some of the weakest, and the areas with the most progress (quality of projects, gender marker) are less visible and highlighted.

Several steps have been undertaken to strengthen overall organizational culture, including online training on the Code of Conduct, enhanced policies and enforcement against abuse and sexual harassment, as well as workshops on the prevention of harassment, including sexual harassment. This is coupled with monitoring mechanisms such as exit interviews and regular surveys on organizational culture. During 2020 a joint working group was established to draft an enhanced policy on flexible work arrangements to allow greater flexibility.

Programming

UNIDO has specific programmes and results on gender and the long-term goal is to have gender consistently reflected across all UNIDO mandate areas. UNIDO has mandatory sex disaggregation for data, where applicable, throughout the programme cycle, which is being expanded in the context of the new results framework. UNIDO results-based management corporate approach includes gender mainstreaming, with objectives and indicators on GEEW across multiple levels.

Given that the IRPF is at its nascent stages, it difficult to ascertain any clear development results that are directly attributable to the GPS. The main reason for this is the limited data and a corporate monitoring and reporting system that is under development, combined with the timing of this evaluation (which is too early to detect changes on the ground.) That said the analysis carried out by the ET on project impacts suggest improvements in quality at entry and exit.

Sustainability

Data and Research

The Gender Compliance and Marker Form makes specific reference to the need for sex-disaggregated data collection. Half of the survey respondents said they collect or use sex-disaggregated data on gender for their projects, yet most did not know whether the GPS had any impact on the gender gaps that it set

out to address. This suggests a need for more thorough data collection and analysis throughout the project cycle.
The gender data collection and research agenda is still nascent. The stakeholders at the UNIDO statistics unit noted that there was no collection of sex-disaggregated data for industrial statistics, including in the context of SDG reporting, and that this was a gap that needed to be filled. The Unit is currently working with other UN partners to develop the necessary gender indicators and collecting sex-disaggregated employment data. They also noted that there is an opportunity for UNIDO to help countries collect and analyze gender statistics.

The singular gender research piece (the Gender and ISID report) was managed by the GEW, rather than the research unit, suggesting a lack of ownership in a broader sense, and a third of survey respondents were not aware of the document.

Coherence

As noted at the beginning of this report, the 2015 GPS was considered coherent both internally and externally. Even more relevant, the new Gender Policy and Strategy for 2020-2023, which was based on the GPS MTR, is aligned with the six pillars of the UN-SWAP, and was developed with extensive involvement of both senior management and staff, thus ensuring institutional buy-in for its implementation. The organization has included high-level results on GEEW throughout its strategic frameworks, MPTF 2018-2021 underscores the centrality of GEEW. This will contribute to meeting SDG targets, in particular the SDG 5 targets.

UNIDO's gender architecture is in line with best practice across the UN System. The GPAP is aligned with the best practices and lessons learnt drawn from the UN system-wide Gender Parity Strategy and refers to the Enabling Environment Guidelines developed by UN Women.

Gender Parity

The GPAP is modelled after the SG's gender parity plan and has a dual approach of an enabling environment and recruitment. The GPAP provides annual targets and indicates a pathway to equal representation of women by 2028. Measures include ensuring that shortlists of candidates contain at least 30% of the underrepresented sex, as well as gender sensitive job profiles and vacancy announcements and targeted outreach to the underrepresented sex. As with the UN system as a whole, UNIDO is restricted on improving its gender parity through external recruitment due to the financial constraints.

RBM

UN-SWAP

With UNIDO scoring either meeting or exceeding requirements in 76 per cent of the indicators in 2019, the Organization is well advanced in UN-SWAP implementation compared to the rest of the UN System. Much of the success of UN-SWAP implementation is due to senior management consistent and long-term prioritization of gender issues as well as having a dedicated team to monitor and guide its implementation.., i.e. the Gender Office Director General and Directors through the new GPS agreed to promote improvements in UNIDO's UN-SWAP performance by committing to exceeding the requirements of 15 out of the 17 indicators by 2023. This should have positive knock-on effects on the implementation of the new GPS which is closely aligned to the UN-SWAP.

SWOT summary

On the basis of the findings from this evaluation, the ET has synthetized them from a SWOT (Strengths, Weaknesses, Opportunities and Threats) perspective in relation to GEEW, as presented in the table below.

Strengths	Weaknesses
1. Strategic coherence between GPS, MPTF, Programme and Budgets, IRPF, UN-SWAP, ISID objectives, and SDGPS. 2. Demonstrated commitment to GEEW through policies, strategies, senior management public statements and staff perceptions of relevance. 3. GPS is an exemplar on exceeding requirements for UN-SWAP, and UNIDO's performance in the original SWAP framework was exceptional, in 2019 UNIDO continued to out-perform not only other technical UN organizations, but also the UN System as a whole in UN-SWAP 4. Gender architecture design is comprehensive and in line with best practice across the UN System 5. GEW and GFPN is internally and externally recognized as highly capable and effective (despite limited resources) 6. GEW currently situated under CMO, with increased visibility and under MD committed and vocal on gender 7. GFPs are in all UNIDO Divisions and in all UNIDO Field Offices 8. Gender Marker system improved and increased rate of gender responsive projects, the quality at entry gender ratings for projects increased significantly between 2014 and 2018. The quality at exit ratings have increased between 2017 and 2020. 9. Programming impact is strong in the areas of enabling technology and communication, access to resources and services, and normative support. 10. Sexual harassment is being addressed with training and high level management commitment to zero tolerance. 11. Gender training materials including EQUIP, gender and ISID, gender and statistics.	1. Senior management is not "walking the talk". 2. GEW and gender network are over-stretched and under-resourced for its ambitious goals. 3. The institutional home of the GEW has changed several times in past 5 years, at one point in HRM which affected its visibility and effectiveness 4. RGOs model is exhausted and may not be further sustainable 5. Limited awareness across the agency of the GPS, MTR, gender knowledge products. 6. Low level of ownership and sense of responsibility of most staff (outside the gender network) for gender 7. Low and uneven level of systemic organizational approach to gender in unit level planning and monitoring 8. Perception that sexual harassment incidents are not being systematically addressed 9. Lack of support for flexible work arrangements 10. GEW carries the bulk of responsibility for the Gender Parity Action Plan, however this should be under HRM 11. FO are under-utilized resource: limited FO involvement in gender in project and policy dialogue work 12. Government counterparts not familiar with GPS or what UNIDO can offer on gender 13. it difficult to ascertain any clear development results that are directly attributable to the GPS, due to limited data and a corporate monitoring and reporting system that are recently launched. 14. Projects are weak in mainstreaming gender in government and industry support institutions and on policy. 15. Overall, there is less a focus on a transformative gender approach and more focus on the "low hanging fruit" of targeted projects, particularly relating to women entrepreneurs.

Opportunities	Threats
1. Donors and member states support UNIDO's gender policy, and donors have strong positions on gender, suggesting an opportunity for voluntary contributions for strong gender-responsive programming. 2. UNIDO seen externally as active in taking a lead role in inter-agency gender events activities 3. UNIDO's mandate in industrial development and economic growth is an excellent opportunity for leadership in empirical studies demonstrating how gender equality impacts can be achieved through ISID. 4. GMSB has the authority to take exercise leadership on the implementation of the GPS, especially to enhance accountability. 5. FOs are well-placed to increase engagement with counterparts in government and industry on gender policy dialogue, promote systemic change. 6. A new HR Strategy 2020-2022, which aims to improve gender balance in recruitment and promotion. 7. UN Reform provides platform for deeper collaboration at UNCT level to implement joint programmes 8. Joint programming with other UN Agencies, UNW, will benefit UNIDO in terms of enhancing the gender integration in programming 9. GEW has good working relationships with different UNIDO functions, and since its early days produced sector-based gender analysis guidelines. 10. GEW has improved the gender marker system which includes a gender marker rating methodology for CPs, PCPs and normative work. 11. Measures to improve the organizational side include policies on gender parity and panel parity, sexual harassment training 12. Support to countries in the collection of gender statistics and developing gender responsive CP/PCP and knowledge products, in collaboration with other UN agencies	1. UNIDO's credibility as a UN agency committed to gender is at risk due to highly visible and noted gender parity issue 2. UNIDO faces a very steep slope for reaching UN-SWAP gender parity targets. 3. GMSB has a low visibility and not seen as effective in driving the gender agenda 4. Gender in project formulation is donor driven rather than client or needs driven 5. COVID-related lockdowns further derail progress made in terms of women's employment 6. High turnover in the gender architecture (both GEW and GFP) means loss of institutional memory and potential to take capacity to higher level and works against continuity 7. Reliance on short-term consultants for core function as GEEW is risky, and is plagued by high turnover due to contractual limitations 8. Majority of GFPs do not spend the targeted 20% of their time on GEEW 9. Dependence on voluntary contributions to fund the GEW. 10. Organisational culture concerns include gender parity in staff and panels, flexible work arrangements, consultant contract terms, sexual harassment. 11. The lack of disciplinary action in response to harassment, and the recent reforms which set back gender balance in senior management, are widely noted 12. There is a lack of confidence among the staff on senior management's genuine commitment for change, and a sense that optics are prioritised over substance.

IV. Lessons learned, recommendations and Management Action Plans (MAPs)

IV.1 Lessons learned

A lesson from mapping of UN Agencies' approaches to gender was that some agencies such as FAO, WFP, ILO and UNOPS have two separate gender policy documents for programming and organization, based on the premise that the technical and management requirements are quite different and should not be combined or conflated. There are also best practices by other UN agencies, such as UNICEF, ILO and UN Women on flexible work arrangements (e.g., *Family Friendly Policies and other Good Workplace Practices in the Context of COVID19)* which present opportunities for inter-agency collaboration.

The practice in the UN-System locates the GEW at the executive/strategic level.
UNIDO's Gender Coordinator is at P4 level, while overall across all UN agencies 13% Gender Units heads are D1 and 25% are P5. UNIDO's GFP are a wide mix from P2 to P5 and some short-term consultants, while overall across all UN agencies 4% GFP staff are D1 and 15% are P5. Lessons from other UN agencies strongly endorse higher level positions for Gender Office staff to ensure credibility and authority.

The Synthesis of UNIDO Independent Evaluation 2015-2018, section on Cross-Cutting issues provides some useful lessons on how well gender was addressed in projects that underwent independent evaluations between 2015 and 2018.[81] The Synthesis Evaluation report can provide a proxy for a baseline for assessing gender in programming for the GPS as the overall timeline for the interventions included was approximately 2010-2017. It provides useful lessons about the importance of ensuring detailed gender mainstreaming inputs in project design. The key findings on gender are:

- *Cross-cutting issues such as gender were not systematically mainstreamed into projects, however UNIDO programmes and projects were leading to positive results in cross-cutting issues such as gender, despite insufficient attention in project design.*
- *Focus on cross-cutting issues in terms of gender mainstreaming, partnership building and policy work, particularly during project design and implementation appears to generate better results. Notably the highest achievement in contribution to social impact is in gender equality while the lowest is in employment.*
- *Projects where gender issues were addressed during the design phase, women's empowerment is recognized as a normative right and as an important economic and development strategy, and these projects resulted in women's empowerment as an intrinsic outcome in the description of results. Key areas of success were training, capacity development and awareness raising. However, contribution to health and wellbeing improvements for female participants was also of note. A key lesson from the evaluations was that addressing gender issues requires significant and targeted effort to be successful.*
- *Projects supporting women and young people are achieving good results but tend to be isolated initiatives with low sustainability because they are not mainstreamed into ongoing processes.*

[81] UNIDO, Synthesis of UNIDO Independent Evaluation 2015-2018. (2019)

- *Overall, 57% (30) of the evaluation reports addressed gender. These reports demonstrated significant, targeted, and well-resourced efforts, yet only 29% (14) of sample projects reported making some progress towards gender equality and benefits in women's health, capacity and empowerment.*
- *Several projects made specific reference to their contribution to the improvement of the wellbeing of women's households and have empowered female participants to take up different livelihood activities that have the potential to increase their income.*
- *Gender mainstreaming efforts are often directed towards training, capacity development and awareness raising activities. In the majority of projects in which gender mainstreaming was specifically addressed, an effort was made to attract female participants to the training courses. Given the traditionally male-dominated areas of, for example, Technical and Vocational Education and Training (TVET) and in particular in the heavy equipment sectors, as well as the socio-cultural context of a number of the countries, some of the results of female inclusion are impressive. In some of the projects, however, the inclusion of females in training, awareness-raising activities and capacity development activities seem to be focused not as much on inclusion and mainstreaming, but merely part of ticking the gender inclusion box.*

Good Practice: FAO has developed a set of minimum standards for gender mainstreaming and targeting at strategy level and for programmes and projects.

Minimum standards for gender mainstreaming:
- data, gender analysis capacity
- resource allocation
- country gender assessment in country programming
- capacity development for professional staff and managers
- track contributions to gender outcomes in the Performance Evaluation and Management System

Minimum Standards for Women-Specific Targeted Interventions:
- 30 percent of FAO's operational work and budget at the country and regional levels is allocated to women-specific targeted interventions

Source: FAO Gender Policy

- *A common theme from the evaluated projects in which gender mainstreaming was not addressed relates to the fact that the project design did not address gender issues; or that no gender indicators were included in the log frame and that annual reporting did not systematically address gender or gender mainstreaming. In some of the projects, general gender considerations were considered at project design phase, however gender concerns were not at the forefront at design or during implementation.*
- *Gender mainstreaming requires dedicated effort and resources. Gender mainstreaming is facilitated in projects where budgets are specifically made available, training is conducted and gender-specific tasks are adequately assigned to knowledgeable staff. Progress tends to be prevented in some projects due to the absence of a specific budget, or because increasing female participation requires significant effort and time, and the project has not allowed for this at design stage.*
- *Gender mainstreaming actions accelerate and widen results. Women have been shown to be powerful drivers of development and economic growth in projects evaluated. There is an increasing recognition of the role that women entrepreneurs can play as engines for inclusive and sustainable industrial growth. Gender-related aspects of industrial development, which are a high priority for UNIDO, are however not consistently integrated into project design or implementation.*[82]

[82] UNIDO, Synthesis of UNIDO Independent Evaluation 2015-2018. (2019)

IV.2 Recommendations and Management Action Plans (MAPs)

1. Focus on Results and Impact: Enhance policy framework and its governance

Overall, there needs to be more focus on actual gender mainstreaming within UNIDO (Organizational dimension) and for UNIDO activities and services to Member States (Programmatic dimension), since both are important to ensure a transformative gender approach. The four pillars of UNIDO's industrial development framework all need to be supported by rigorous gender analysis to provide appropriate and evidence-based guidance to the organization setup, and its programme development, implementation, and reporting.

It is worth reiterating the key takeaways from the Theory of Change (Fig. 2), namely, the identified constraints, assumptions, and/or "systemic pre-requisites" in the ToC analysis, which are key to enable moving forward the implementation of the GPS; namely:

a) Continuous resource mobilization in support of corporate GEEW in TC
b) Necessary structural reforms inside UNIDO, including monitoring systems for internal policies (GPS, GPAP, Panel Parity); programmes (quality at entry, and exit, IRPF) and credible staff performance systems.
c) Alignment with United Nations Development System (UNDS) reforms to ensure that at the country level, gender sensitive interventions are consistent with the UNSDFs and benefit from joint programmes and projects
d) Strong and enabled field network fully engaged in programme oversight and development (including identification)
e) Strong communications strategy
f) Appropriate programme and project design, monitoring and reporting system
g) Robust and transparent accountability mechanisms starting at the highest level of management

The Gender Mainstreaming Steering Board (GMSB) should fully assume its responsibilities strengthen its oversight and decision-making on the implementation of the GPS, ensuring regular monitoring of organizational performance on important issues such as gender and panel parity; programming prerogatives emerging from technical cooperation to engender UNIDO's approaches to implementing ISID, addressing sexual harassment and gender-based violence, as well as engendering industrial statistics and research. The GMSB was intended to provide oversight to policy and strategy implementation and this need remains valid going forward. The ownership of the GMSB should be strengthened as foreseen in the Gender Strategy 2015: senior management should participate in a gender-responsive leadership programme, and they should be held accountable for meeting the targets set out in the suite of gender policies (GPS, GPAP, Panel Parity).

Gender should be seen as the responsibility of all staff, and not just the gender architecture (GEW and GFPN) as is currently the case. The architecture should play a technical supporting role and monitor to keep the GPS on track but should not be tasked with doing "all the heavy lifting". Including specific gender actions and outcomes in all staff performance appraisals will help in this regard.

The RGOs and the GFPs need the time and effort they spend on their official mandate to be recognized by their managers. More planning needs to go into ensuring that they have the time necessary to carry out their gender related responsibilities and that their regular work programmes are sufficiently covered. More GFPs and supporting/alternates should be appointed to support gender mainstreaming at the regional level, thus increasing effectiveness. A dedicated full time shared (across UN agencies) gender specialist could be appointed in each regional hub or country team to support GEEW in country level operations. Furthermore, the RGO model seems to be exhausted at this point, and no longer sustainable.

Recommendation 1

UNIDO should review its **Gender Policy Framework and its gender architecture**, to update, harmonize and adjust its scope and further define in detail the relevant mid- and long-term objectives, its indicators, as well as its monitoring and reporting mechanisms. This would clarify how gender results are ensured in the programmatic dimension.
The review of the UNIDO Gender Policy Framework should consider addressing the following:

- Further clarify the organizational (gender parity, organization culture and working arrangements) and programmatic GEEW dimensions
- Spell out the accountability and responsibility provisions of the UNIDO departments, cascading to Divisions and Field Offices.
- Review the Rotational Gender Officer (RGO) model, and explore alternatives for a more sustainable approach to GEW capacity.
- Defining SMART gender-related objectives and targets.

Ideally, progress on this recommendation should be assessed in the Mid-term review of the current gender policy and strategy.

Management Action Plans (MAPs) for recommendation 1:

MAPs for recommendation 1	Responsibility	Timeline
MAP-1: Accelerate the implementation of the Gender Parity Action Plan 2018-2023, and further clarify its accountability provisions. The GPAP accountability framework was drafted at a time when the GEW Office was still part of HRM, which might have created confusion on the main responsibility for GPAP implementation. This responsibility should indeed remain with HRM, with the GEW Office providing technical support as it is the case also with other UNIDO areas, be it technical cooperation, partnership, strategic planning or else. ➔ **GEW Office to support HRM for the preparation of an "acceleration" plan for the GPAP, and to be submitted for approval by the GMSB/EB.**	GEW Office, in consultation with HRM	1st Quarter 2022
MAP-2: Enhancing the frequency of meetings of the Gender Mainstreaming Steering Board (GMSB) to every six months as stipulated in the UNIDO Gender Policies 2015 and 2019 to • strengthen decision-making on the implementation of the GPS; • ensure regular monitoring of organizational performance on important issues such as gender and panel parity; • review the RGO model; • provide guidance to ensure gender mainstreaming in technical cooperation; • address (sexual) harassment and gender-based violence; as well as • engender industrial statistics and research. ➔ **An annual GMSB work plan with prioritized topics to be adopted in the next GMSB meeting..**	GEW Office (in its function as the secretariat of the GMSB)	1st Quarter 2022

2. Focus on Results and Impact: Enhance us of Data, information, statistics

Gender specific data collection is key to gender responsive programming and monitoring. UNIDO should work with other UN partners (UNW, UNDP, ILO, FAO, WB, IFC, etc.) at the global level to develop the necessary gender indicators and train field staff in collecting sex-disaggregated employment data, covering both the formal and informal sectors. This should be done in partnership with government and industry counterparts to strengthen local capacity for collecting, analyzing and using gender statistics, and to develop gender-responsive CPs/PCPs.

Collection of sex disaggregated data for industrial statistics. UNIDO maintains a variety of databases comprising statistics of overall industrial growth, detailed data on business structure and statistics on major indicators of industrial performance by country in the historical time series. Moreover, UNIDO has responsibility to report on a number of indicators on SDG 9, including manufacturing employment as percentage of total employment (9.2.2), percentage share of small-scale industries in total industry value added (9.3.1) and percentage of small-scale industries with a loan or line of credit (9.3.2). Sex-disaggregated data should be collected for these indicators and, countries should be supported in collecting and analyzing gender statistics.

Robust monitoring, reporting and data collection systems on UNIDO project and programme beneficiaries and interventions. In particular, it would be advisable to set up a comprehensive and reliable database and collection system in the framework of the IRPF that reflects a) sex-disaggregated data both at the individual and firm level (women-owned/-led enterprises) and b) the possibility to identify activities as gender-responsive, and that is supported by respective tools, guidance and training.

UNIDO should also collaborate with other UN agencies and donors to develop gender knowledge products, particularly around emerging areas such as digitalization, the circular economy, the medium- and long-term impacts of COVID, and policy impact.

Areal-time monitoring mechanism which tracks breakdown of men and women on all panels that UNIDO organizes and participates in. This should be reported internally and externally on an annual basis and monitored by the GMSB. Also, it is suggested to continue to broaden the network of female experts on various UNIDO themes, using platforms such as LinkedIn, social media, etc. to reach out to experts that can be invited to make panels more gender-equal. Finally, incentive systems to promote behavioral change should be identified and implemented.

Recommendation 2

UNIDO should establish a corporate-level gender data collection system and tools for the organization and for its projects and programmes to enhance the results and evidence-based decision making on GEEW. More work also needs to be done in linking the broader 'leave no one behind' approach to GEEW and the theory of change articulated in the MPTF and the IRPF.

Activities include:

- Ensuring gender data is systematically and routinely collected;
- Enhancing gender-related reporting;
- Monitoring and assessing progress and results, at organizational and programmatic levels;
- Ensuring sex-disaggregated data to be collected for SDG 9 indicators for which UNIDO is responsible to report on.
- Ensuring specific funding is allocated for gender-related data collection, monitoring and reporting

Management Action Plans (MAPs) for recommendation 2:

MAPs for recommendation 2	Responsibility	Timeline
MAP-3: As part of the on-going review of the monitoring and reporting policy framework, specific provisions for gender-related data collection and reporting will be included. The role of Field Offices shall be specified. In addition, it is recommended to: - Strengthen mechanisms for systematic collection of and reporting on gender-related data, and ensure to this end that IRPF indicators are gender-disaggregated. - Strengthen the accountability for and implementation of monitoring gender-related results of UNIDO programmes and projects. - Ensure that gender considerations are mainstreamed in the results and risk framework and its focal point network. ➔ **GEW Office to prepare and issue guidance and tools to facilitate and ensure that gender-related provisions are mainstreamed in the UNIDO monitoring and reporting policy framework and its implementation, including as regards gender data collection on IRPF indicators (sex-disaggregation for individuals and firms as well as indicating gender-responsive products)**	GEW Office in collaboration with SPQ and the Statistics Division	2nd Quarter 2022

3. Enhance awareness, training and skills development

UCRs as GFPs

FO GFPs should be further engaged in the programming process from project/programme identification through to closure. A targeted gender training for FO GFPs should be organised (can be online) to support them in their specific country-level engagements. As FOs are responsible for identifying national development and donor funding priorities in the countries and regions of coverage as well as for formulation and monitoring of technical cooperation projects and programmes, and because all UCRs are GFPs unless they appoint someone else within their teams, the FO should also be responsive for providing national gender and ISID priorities and needs, as well as opportunities for joint programming through the UNCT.

Government representatives interviewed recognized the work that UNIDO does on gender, but they were less familiar with UNIDO's GPS, suggesting there is a need for FOs to further disseminate information about the GPS to partners at the field level.

The FON Evaluation provides many strategic recommendations for strengthening the FON, and gender should be fully integrated into that plan moving forward.

It is recommended that GFPs based in the field are actively engaged in the programme design and implementation process (i.e., at the identification stage and for monitoring programme outcomes and results). UCRs are in a better position identify realistic gender responses and provide evidence of

changes in gender (in) equality throughout the project cycle. This would greatly enhance gender mainstreaming and guide a more transformative approach to addressing gender imbalances in the ISID context.

Gender Training

In the UNIDO 2020-2023 Gender Strategy, the benchmark was updated to ensure that by the end of 2023, 45% of the newly approved projects will have integrated gender considerations and have consequently scored 2a or 2b on the gender marker rating scale. UNIDO should consider targeted awareness-raising efforts for UNIDO personnel on how the 45% benchmark was set as well as to provide regular updates on how the target is being achieved during implementation of the Gender Strategy.

In order to make the gender markers more relevant to the different kinds of programmes in the Organization, the GEW has finalized and promulgated the new Gender Compliance and Marker Form that provides tailored requirements for each of the specific programme types i.e., normative projects, CP/PCPs. The GEW should provide training on these to all programme staff and GFPs, particularly GFPs in the field, and should also actively reach out to branches that are weak in its implementation to secure their support.

All staff are required to take the two gender training modules: I Know Gender 1-2-3 and the I Know Gender module no. 15 on Gender and ISID. This should be included in their personal work plans, and performance appraisals, and time should be given to accommodate this.

As flexible work arrangements are new to the Organization, it would be beneficial to further develop the relevant policy framework on "flexible working arrangements" including the Gender perspective, and have awareness-raising sessions for all staff on new arrangements, as well as dedicated sessions for managers. There should be no stigma attached to using the flexible arrangements to encourage staff uptake.

More effort needs to go into addressing sexual harassment, both on the prevention and response side. More accessible and victim-friendly reporting needs to be put in place, and as well as more rigorous follow up to reporting. The perceived "culture of impunity" needs to be addressed in order to send a firm message of "zero tolerance". This should include clear consequences for perpetrators and acknowledgement of wrongdoing.

UNIDO should consider including specific competencies on gender and inclusiveness when revising the competency framework and its staff performance management system and couple these new competencies with targeted training to management and staff. As gender mainstreaming is a priority, a separate merit award on GEEW should be re-installed with transparent selection criteria to avoid confusion. Gender should be included in staff compact appraisals and merit awards considered for exemplary performance in gender (this is also important for a gender-sensitive organizational culture).

Building capacity of government and private sector counterparts in gender in ISID programming and policy formulation is another strategy to ensure sustainable gender outcomes over time, at the institutional, policy and enterprise (programme) levels. UNIDO has made a strong start on this with EQUIP tools, the gender sensitive statistics and the gender equality in manufacturing training which has only been done for two regions. These should be further rolled out to other regions, targeting government counterparts and FOs (for sustainability) to ensure follow-up support at the country level to implement the statistical and policy formulation skills learned in the training. This technical support should be written into those countries' CP/PCPs and provided as part of UNIDO's package of support, perhaps even in the industrial policy support that UNIDO provides. This would be an effective channel to generate transformative change.

Recommendation 3:

UNIDO should facilitate more gender trainings for both personnel and external stakeholders:

- UNIDO should facilitate capacity-building activities for GFPs in sectoral and thematic dimensions of GEEW in UNIDO. These courses are, naturally, suitable for all UNIDO staff, not only GFPs;
- In addition, design and conduct workshops for programme staff on gender-responsive project design, formulation, monitoring and reporting.
- Capacity building for counterparts and partners is necessary, and additional appropriate training programmes should be designed and implemented, possibly within the framework of ongoing projects and programmes.

Management Action Plans (MAPs) for recommendation 3:

MAPs for recommendation 3	Responsibility	Timeline
MAP-4: Develop a comprehensive training and capacity-building programme for UNIDO staff on gender mainstreaming at organizational and programming levels, including a communication strategy. ➔ **A comprehensive UNIDO training programme on gender to cover TC programmes and projects to be submitted to the EB/GMSB for approval and funding.**	GEW Office in coordination with HRM	2nd Quarter 2022

Annexes

Annex 1: Progress in Implementation of Organizational Actions (GPS 2016-1019)
Annex 2: List of stakeholders consulted
Annex 3: Interview Protocols
Annex 4: Bibliography
Annex 5: Online Survey Instruments
Annex 6: Project Portfolio Analysis Tools
Annex 7: UN Sister Agency Comparator Table
Annex 8: Terms of Reference

Annex 1: Updated Organizational Actions

Review of Progress in Implementation of Organizational Actions from the GPS (2015-2019)
Source: Evaluation Team and GEW 2020

Programme management actions 2016-2019	Lead	Results as of 4.9.20	Recommendations
Collect and analyse sex disaggregated data on employment in manufacturing wage gaps and education.	PRF RSI STA	A series of regional training programmes were completed in 2018. The first stage targeted 10 East African countries with the main objective of equipping national statisticians in collecting and compiling gender-gap indicators statistics within the scope of industrial statistics. To build on the training and expand it to other regions, would require a separate project with adequate funding. Continuous collection of sex-disaggregated data from technical cooperation projects.	When it comes to generating data and statistics on impacts at area/country/regional levels, UNIDO only relies on information related to employment and industry, but not on other criteria. The Organization cannot fill this vacuum with the statistics generated by projects. UNIDO and Member States to **explore the option of extra-funding for the Statistics Division** to complement the UNIDO national questionnaires with sex-disaggregated information. **Include gender equality as a core focus of the UNIDO Industrial Development Report**. Gender Office, Research and Programme Development and Technical Cooperation departments to **collaborate and develop a 5-year Gender and ISID research agenda to identify gaps in information and data** and build capacity for gender-responsive technical activities. Research department to co-operate with think tanks, research institutions, etc. to draw on their expertise and **develop gender-responsive flaGPShip reports and policy notes.**
Conduct at least one leading study per biennium that contributes to a better understanding of the gender equality-industrialization nexus.	PRF RSI RPA PTC	The Gender Office collaborated with external experts produced the Gender and ISID working paper in 2018 which contributed new data and data analyses on the linkages between gender and industrial development.	This should be adopted as an established practice, providing additional evidence for enhancing GEEW throughout UNIDO, and contributing development results monitoring mechanisms.

Conduct capacity-building programmes for counterparts on gender mainstreaming in industrial policy formulation and implementation.	PRF RSI CDI PTC	Bahrain training in 2017 and 2019, EQUIP gender tool implementation	Mainstream into UNIDO training programme (under development)
Strengthen UNIDO's position and contribution to the Commission on the Status of Women in close collaboration with the relevant United Nations entities to advance women's economic empowerment.	ODG GEA	Events conducted in 2017, 2018, 2019 at CSW sessions, in cooperation with UN-Women, FAO etc.	Continue under the current programme (was planned and budgeted for CSW64 which was cancelled due to COVID)
Ensure that UNIDO country programmes systematically include gender perspectives, participate actively through the field network in inter-agency gender initiatives and United Nations Development Assistance Framework/ Common Country Assessment processes and in joint programmes on gender equality and empowerment of women.	PRF RPF PRF RPF FLD	TraininGPS on gender equality from UNIDO's perspective to all Field Offices in December 2019	Requirement of each UR as per Gender Policy Allocate resources to incentivise UCR and RDs to promote GEEW in programmatic approaches and interventions. Continue training targeting government and national researchers
Systematically include gender analysis to address the different needs and priorities of women and men in all new programmes and projects and assign a gender marker.	PTC	UNIDO's project and programme approval function requires that UNIDO's projects and programmes, including Programmes for Country Partnership (PCPs) and Country Programmes (CP), are screened prior to their approval to ensure the integration/ incorporation of the gender dimension and specific performance indicators on gender. Since 2016, all UNIDO projects/programmes are required to integrate gender considerations by: i) identifying the economic and social inequalities and disparities at the local and regional levels affecting women;	To reach the objective of increasing the share of projects and programmes expected to contribute at least significantly to gender equality, more awareness raising on the revised Gender Marker parameters and on gender-responsive project and programme design among personnel will be necessary. Conduct workshops for personnel on gender-responsive design of projects. Implement the updated IRPF containing both organizational and programmatic indicators on GEEW

		ii) outlining the means and ways these are to be addressed to achieve gender equality and the empowerment of women; iii) collecting and analyzing relevant sex- disaggregated data and key indicators aimed at guiding the design and implementation of gender-responsive projects. UNIDO has achieved a significant increase in the quality of gender mainstreaming design in its technical activities since implementing organizational and programmatic requirements and indicators on GEEW.	
Strengthen gender mainstreaming in three thematic priority areas, complemented by gender-targeted interventions, thus increasing the share of programmes and projects that significantly contribute to gender equality and women's empowerment.	PTC	Gender Marker improvement over the years 2016-2019	2020-2023 Strategy setting a percentage target for 2a and 2b projects by 2023 Review the effectiveness of the gender marker, and if necessary, develop a programme-content-driven marker in addition to the financial marker currently in operation.
Develop strategic partnerships with other organizations and institutions, as well as the private sector, to leverage resources and advocacy support for promoting gender equality and women's empowerment.	PTC PRM ODG GEA	Partnerships with other entities which also promote GEEW have been a source of reinforcement for our work (i.e., GEF, DCED, selected Member States)	Continue to enhance national level partnerships for joint programming to capitalise on existing possibilities for synergies Assess the role of civil society organizations in enhancing GEEW results at country level.
Develop gender indicators at the country, programme, and project levels to stimulate and track gender outcomes, in consultation with project managers.	ODG SPQ PTC PRM RMU	All projects are required to include sex-disaggregated indicators as part of their design. To date there is no systematic report of the actual results because there are no terminal evaluations available for most projects since many are still ongoing. However, there is increasing capacity on the part of project teams to integrate gender considerations throughout the design and implementation of technical activities and more tailor-made guidance has been provided through the revision of the Gender Marker system and related traininGPS carried out in 2019.	Develop a Gender Compliance and Marker Form specific to i.e. PCPs/CPs, and projects of normative/research/convening nature to better guide project managers on including gender indicators Revise thematic gender mainstreaming guides Develop standardised monitoring tools for project and programme managers, perhaps beginning with GFPs, especially UCRs.

		Gender Mainstreaming Guides from 2015 provided guidance, they are under review and updating	
Highlight the Organization's efforts and best practices to promote gender equality and women's empowerment and make this information widely available, both internally and externally.	PRF PMO ODG GEA	UNIDO's Advocacy and Media Relations Division's assigns high priority to the dissemination of information about the Organization's work to achieve gender equality and enhance women's economic empowerment. This has been reflected in all published documents, including press releases, social media posts, and website content.	Advocacy and Media Relations and the Gender Office to work together on simple, firm, and coherent messages on what UNIDO is doing/advocating for with respect to gender equality and the empowerment of women. Enhance direct collaboration and communication for knowledge transfer and capacity building between the Gender Office and the departments of Programme Development and Technical Cooperation.
Actively promote UNIDO's concept of gender equality and work with donors and advance joint programming.	PRF DDG SDR	UNIDO's policy-making organs cover to a greater extent gender equality, through reports submitted to Member States and dedicated resolutions and side-events (i.e. general conferences). UNIDO has taken an active stance on ensuring balanced social media content to ensure promotion of gender-related stories and use of images of people to highlight diversity. New social media guidelines for all staff were drafted and included clear instructions about gender sensitivity and use of gender-balanced content. For International Women's Day 2017, a special video capturing staff members' thoughts about gender equality and the economic empowerment of women was produced by the communications unit. Two videos to highlight the Organization's work on the economic empowerment of women have also been produced.	Make gender equality a standing item at UNIDO's General Conferences Ensure that UNIDO's communications strategy includes increased communication with member states regarding UNIDO's work on GEEW as requested by donors Put continuous efforts into dialogue with Member States to raise awareness, build gender-sensitive culture and promote achievement on gender equality and the empowerment of women in inclusive and sustainable industrial development. Communications training for staff to integrate a stronger gender focus and to enable staff to better outline the importance of gender equality for ISID and the positive impacts of gender mainstreaming in UNIDO projects and activities.

Annex 2: Stakeholder list

UNIDO

UNIDO: HQ (Senior Management, Staff, GFPs – focus group)

Mr. CALZADILLA-SARMIENTO Bernardo, Managing Director DTA & Dir. DTA/DTI
Ms. HAIDARA Fatou, Managing Director & Dir. OSS Ad-interim
Mr. SICARS Stephan, Managing Director EAE & Dir. EAE/ENV
Mr. EMTAIRAH Tareq, Director, Office of MD, DTA Energy
Mr. ZOU Ciyong, Managing Director PFC & Dir. PFC/RFC
Mr. ALKHATIB Bassel, Director & UNIDO Representative &OiC ARB
Mr. BETHKE Kai, Director ETR & Chief a.i. AMR
Mr. EMTAIRAH Tareq, Director, Office of the MD, DTA
Ms. FUJINO Ayumi, Director, SPQ
Mr. GUARNIZO Javier, Director, EIO
Mr. IVANOV Konstantin, Director, HRM
Mr. MOLL DE ALBA Jaime, Director, PPC
Mr. MORADI Behrouz, Director, LEG
Mr. TEZERA Dejene, Director, AGR
Mr. SAVIGLIANO Riccardo, Chief AGR and former Gender Coordinator
Ms. UGAZ ESTRADA Cecilia, Advisor, CMO
Ms. TAS Nilguen, Chief, ENV, former OiC for Gender Office
Ms. AJWALA Awuor, CTBTO, former rotational officer
Ms. CHUNG T.P., Chief, SPQ
Ms. DOLUN Muge, Gender Coordinator ad interim
Ms. FEMUNDSENDEN Hedda, Former Gender Coordinator ad interim
Ms. LINKE HEEP Claudia, Former rotational Gender Officer
Mr. SCHMIDT Nicolas, Gender Associate
Ms. SCHUBER Carmen, Gender expert
Mr. WRIGHT Philip, Gender Office Assistant
Ms. BENMOKRANE Thouraya, Programme Officer, former rotational Gender Officer
Ms. PROESTLER, Katharina, Gender Focal Poin
Ms. GHONEIM, Rana, Gender Focal Point, Chief of Energy Systems
Mr. ARTHUR Charles, Advocacy & Media Relations Officer
Mr. DE SIMONE Giuseppe, Strategic Planning Officer
Ms. KIENLE Andrea– Human Resource Officer HRM
Mr. CANTU Fernando– Research and Statistics
Mr. HARAGUCHI Nobuya - Research and Statistics
Ms OTT, Gabrielle, former Gender Coordinator
Ms. SYDORENKO Liliya – Chief of Budget, Finance Dept
Ms. FANNING Zuzana, Finance Dept
Ms. PROESTLER Katharina, Former GPF in ENE
Ms. LINKE Claudia– member of Gender Task Force for Env Dept, focal point for NY Liaison Office
Ms. BENMOKRANE Thouraya, Programme Officer, former rotational Gender Officer
Ms. ROHE, Julia, Quality Monitoring Officer
Ms. FEMUNDSENDEN Hedda– Gender Coordinator on sabbatical

FGD with Project Managers

- Mr. Sanjaya Shrestha – Energy, South Asia, SE Asia
- Ms. Yvonne Lokko – Agribusiness Dept, food systems
- Ms. Noriko Takahashi – Agro Dept – Rural entrepreneurship, Job creation, human security division
- Ms. Carmela Centeno – Env, pollution mitigation, Stockholm Convention on persistent organic pollution - GFP
- Mr. Marko Van Waveren Hogervorst, PFAN partnership manager GFP
- Mr. Farrukh Alimdjanov –Innovation and Digitalisation Division, Industrial Development Officer
- Mr. Heng Liu – Energy Technology for Ind dev. Small hydro in Africa, CB, global energy
- Mr. Ivan Kraw – Agro Dept , Industrial Development Officer
- Mr. Fukuya Iino – MP, Industrial Development Officer
- Ms. Dominika Dor – Partnerships Coordination Division - Rotation Gender Focal Point

FGD with GFP

- Ms. Joy Arcinue – EIO – Investigator
- Mr. Federico Castellani Koestler – Policy Making Secretariat
- Ms. Jessica Neumann - Investment & Technology Promotion Expert
- Ms. Virpi Stucki – Dept of Prog, Partnership and Coordination
- Ms. Thouraya Benmokrane – Regional Coordination Division Africa
- Ms. Juliet Kabege – PM agribusiness

UNIDO Country Representatives

Ms. RAKOTONDRAZAFY EP. ANDRIATAHINA Volatiana Armande, UCR Madagascar
Mr. BOYE Tidiane Edouard, UCR Senegal
Mr. ZAMAN Zaki Uz, UCR Bangladesh
Ms. AFTAB Nadia, UCR Pakistan
Ms. HANZAZ Hanan, UCR Morocco
Mr. AZIZI Fakhruddin, UCR Ghana
Mr. ABDELMOMEN Mohamed Elsayed Adam Ali , UCR Sudan
Ms. SIMONYAN Anahit, UCR Armenia
Mr. USUPOV Marat, UCR Kyrgyzstan
Mr. ARCOS Xavier, UCR Ecuador
Mr. CASTELLA LORENZO Guillermo, UCR Uruguay
Mr. Manuel Albaladejo, UCR Argentina
Ms. MDANAT Sulafa, UCR Jordan
Mr. Stein Hansen, UCR ; Ms. Sooksiri Chamsuk, GFP, Thailand/Malaysia
Mr. Toni Lim, Jillian Bondoc, Philippines
Mr. FODE NDIAYE, UNRC, Rwanda

Partners (government)

Government counterparts

Philippines:

- Director Lydia R. Guevarra, Resource Generation and Management Service – in charge of GMS
- John Lucero, Chief Trade-Industry Development Specialist, Resource Generation Management Service
- May P. Cruz, Supervising Trade-Industry Development Specialist, Resource Generation Management Service
- Abigail Zurita, Assistant Director, Bureau of Trade

Vietnam: Le Ba Viet Bach, MOIT

Pakistan:

- Tania – women entrepreneur development
- Fera Yadi – financial services

Kyrghyzstan:

- Fatima Sadamkulova – State committee on energy and sub soil use. Head of Division of light industry

Morocco:

- Seloua Amaziane, Ministry of Energy, Mines and Environment

Ms. Marzia Fontana, Lead Researcher of the Gender and ISID Report, IDS

UN Agencies/Donors

UN Agencies' gender related staff

UNODC

- Hanna Sands
- Marian Salema

UNOPS

- Seema GAIKWAD
- Elyse RUEST-ARCHAMBAULT

FAO

- Ms. Silje HOLMBOE
- Ms. Helen Sow

- Ms. Ilaria Sisto
- Ms. Elizabeth Koechlein
- Ms. Nozomi Ide
- Ms. Susan Kaaria
- Ms. Tacko Ndiaye

Others
Ms. Cruz, Adrienne, ILO
Ms. Hae-Yeon Alice Jeong, UNV
Ms. Baton Osmani, WPF

Member States representatives (Donors):

Italy: Mr. Marco Marzeddu
Switzerland: Ms. Katharina Frey Bossoni
Sweden: Ms. Cecilia Romson Örnberg, Peter Cederblad
European Union: Ms. Konstantina KosNorway
Finland: Ms. Virpi Turunen, Mika Vehnamaki
Norway: Ms. Signe Brandtzæg Hjelde

Beneficiaries / Participants

Selection of participants in project-facilitated training / interventions

Bahrain Training

- Nirmala Jita – Manufacturing New Industries Cluster at Economic Development Board, Mauritius
- Anneline Chetty – Acting Deputy Director General, Dept of Trade Industry and Competition, SA
- Jennifer Gache, Kenya.
- Sakina Benabdelkader
- Faten Kamil
- Thanaa Al-Khasawneh

Annex 3: Interview Protocols

Interview details:

Name, organisation and position	
Location	
Time	
Interviewee(s)	

QUESTIONS
1. What do you expect to gain from this evaluation? What would make it most useful for you and your unit? (Scoping question)
2. What is your role in connection with the 2016-2019 Gender Policy/Strategy? Which of its various components (programme, organization, architecture, resources, etc.) have you interacted with?
3. What major results/outcomes did the Gender Strategy achieve in terms of both programme and organization? How has this been measured/captured? What results can you point to at the HQ/organization/country level?
4. How has UNIDO's HQ contributed to supporting outcomes at the country level?
5. How effective has the gender architecture been in supporting outcomes at the program and organization levels?
6. What are the main obstacles to achieving results at HQ/in the field? How could those obstacles be overcome?
7. How does your office interact with other UN organizations / donors on gender? Which lessons learned could be drawn from this cooperation? (Any difficulties in working with them?)
8. Twin Track: How effective is gender mainstreaming / targeting on addressing gender in programmes / organization?
9. Has the Gender Strategy 2016-2019 contributed to gender responsive structural changes in partner government policies, Institutions, enterprises
10. Has the Gender Strategy 2016-2019 contributed to reducing gender gaps in a. wages b. employment c. agricultural value chains d. access to technology, business support services e. transitioning from informal to formal businesses f. participation in industrial leadership and decision making g. participation in innovation, science, technology h. investment and entrepreneurship i. access to sustainable energy and cleaner production practices j. time saving technology
11. Do you/your unit collect and/or use sex-disaggregated data on any of the above areas
12. Have you read and used/applied the findinGPS of the ● Gender and ISID study ● Mid Term Review of the Gender Strategy
13. Has gender mainstreaming capacity building programmes for counterparts taken place and what has been the impact
14. Have UNIDO country programmes systematically a. included gender perspectives b. participated in interagency gender initiatives (UNDAF/CCA) c. engaged in joint programming on gender
15. Has UNIDO developed strategic partnerships with other agencies, institutions, private sector to leverage support and joint programming for GEEW
16. Has your country office/Unit developed gender indicators and tracked outcomes
17. Has the Gender Strategy improved the organizational culture through a. flexible work-time arrangement b. freedom from discrimination and harassment

c. strong messaging from senior leadership d. mandatory basic gender training for all staff e. thematic gender training for technical units and field offices f. gender awareness campaign: newsletter, lecture series, discussions g. senior leadership addressing gender in public speeches, attending gender events, setting up gender-balanced committees and panels
17. Has the Gender Strategy improved accountability across UNIDO for gender a. Have you and your team attended gender training and how has it changed your approach to your work b. Does the staff recognition system, merit awards, etc effectively incentivize change c. How effective are women in leadership training and mentorship programmes d. How effective is gender integration in staff competencies and appraisal mechanisms e. How effective is the gender marker to encourage mainstreaming gender in programmes
18. Resource allocation a. Have sufficient financial resources been allocated to implementing the gender Strategy b. Have sufficient human and technical resources been allocated to implementing the gender Strategy
19. What are the strengths and weaknesses of the Gender Strategy and its implementation?
20. To what extent and how do the following emerging issues have implications on how UNIDO should address gender moving forward a. COVID19 b. Sexual harassment c. Other?
21. What new opportunities and threats are emerging that UNIDO should be aware of in shaping its gender strategy and approach in the future?
22. What recommendations do you have for UNIDO to strengthen their approach to addressing gender ● In programmes ● At the organizational level
23. Have you seen any best practices or lessons that should replicated elsewhere?

Annex 4: Bibliography

The following documents were reviewed for this inception report. This bibliography will be extended as the full evaluation proceeds.

1. UNIDO, UNIDO/DGB/(M).110, Policy on Gender Equality and the Empowerment of Women, 2009
2. UNIDO, 2015-11-27 UNIDO/DGB/ (M).110/Rev.2/Add.1: Policy on Gender Equality and the Empowerment of Women, 2015. https://intranet.unido.org/intranet/images/8/83/UNIDO_DGB_%28M%29.110_Rev.1.pdf
3. UNIDO, 2019-09-18 DGB/2019/16: Policy on Gender Equality and the Empowerment of Women
4. UNIDO, Strategy for Gender Equality and Women's Empowerment 2020-2023, https://www.unido.org/api/opentext/documents/download/15351302/unido-file-15351302
5. https://www.unido.org/api/opentext/documents/download/14067311/unido-file-14067311
6. UNIDO, Gender Equality and Empowerment of Women Strategy, 2016-2019 https://www.unido.org/api/opentext/documents/download/8366219/unido-file-8366219
7. UNIDO, The Mid-term Review of the Implementation of the UNIDO Policy (2015) and Strategy (2016-2019) on Gender Equality and the Empowerment of Women (2018), https://www.unido.org/sites/default/files/files/2019-01/Mid-Term_Review_of_UNIDO_Policy_and_Strategy_on_Gender_Equality_and_the_Empowerment_of_Women.pdf
8. UNIDO, ISID – The Gender Dimension (2019) https://www.unido.org/sites/default/files/files/2019-03/UNIDO_ISID_The_Gender_Dimension.pdf
9. UNW UNIDO Gender Equality and the Sustainable Energy Transition Guidance Note (2019) https://www.unido.org/sites/default/files/files/2019-03/UNW_UNIDO_Gender_Equality_in_the_Sustainable_Energy_Transition_GuidanceN....pdf
10. UNIDO Statement at CSW 2019 https://www.unido.org/sites/default/files/files/2019-05/UNIDO%20Statement_CSW%202019.pdf
11. UNIDO, IDB.46 (2018) Gender equality and the empowerment of women Report by the Director General (https://www.unido.org/api/opentext/documents/download/12674099/unido-file-12674099)
12. UNIDO, General Conference Resolutions on Gender: GC.16/3 GC.17/3, GC.18/2
13. UNIDO, 2019 Abu Dhabi Declaration. https://www.unido.org/api/opentext/documents/download/15995008/unido-file-15995008
14. UNIDO, 2013 Lima Declaration https://www.unido.org/sites/default/files/2014-01/gc15_inf4e_0.pdf
15. UNIDO Annual Reports: https://www.unido.org/annualreport
16. UNEG Guidance on Evaluating Institutional Gender Mainstreaming, April 2018
17. OECD-DAC, Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use, 2019.
18. OECD-DAC, Handbook on the OECD-DAC Gender Equality Policy Marker, 2016 https://www.oecd.org/dac/gender-development/Handbook-OECD-DAC-Gender-Equality-Policy-Marker.pdf
19. UNIDO IED, Evaluation Manual E-Book, 2018
20. UNIDO, Evaluation Policy, 2018

21. UNIDO, Decisions and resolutions adopted by the General Conference at its sixteenth session, 2015.
22. UNIDO, Decisions and resolutions adopted by the General Conference at its seventeenth session, 2017.
23. UNIDO, Decisions and resolutions adopted by the General Conference at its eighteenth session, 2019.
24. UNIDO, AI, Policy on Equal Representation of Women on Panel Parity, 2020
25. UNIDO, Annual Report, 2019
26. UNIDO, Gender Equality and the Empowerment of Women - Report by the Director General (GC 2019) https://www.unido.org/api/opentext/documents/download/15172221/unido-file-15172221
27. UNIDO, Gender Equality and the Empowerment of Women - Report by the Director General (GC 2018)
28. UNIDO, gender equality and empowerment of women. Report by the Director General (GC 2017), https://www.unido.org/api/opentext/documents/download/8368582/unido-file-8368582
29. UNIDO, Strategy 2020-2024 for the Office of Evaluation and Internal Oversight, 2020
30. UNIDO, Gender Marker User Guide
31. UNIDO, Gender Newsletter, 2015
32. UNIDO, MTPF Brochure, 2017
33. UNIDO, Excel sheet, Projects Cleared for Gender Perspective, 2020
34. UNEG, Norms and Standards, 2016
35. UNIDO, Gender Parity Action Plan, 2018-2023
36. UNIDO, AI, Framework for Staff Performance Management, Amended, 2012, UNIDO/AI/2012/01/Amend.2: Framework for Staff Performance Management (SPM)'
37. UNIDO, AI, Administrative Instruction Human Resource Management Framework, 2015. UNIDO/AI/2015/01: Human Resource Management Framework (HRMF)
38. UNW, Progress on the Sustainable Development Goals, The Gender Snapshot 2019 https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2019/progress-on-the-sdGPS-the-gender-snapshot-2019-single-pages-en.pdf

Annex 5: Online Survey Instruments

UNIDO Staff

Q1 - What is your gender identity?

ANSWER CHOICES	RESPONSES	
Female	62.05%	206
Male	37.65%	125
I identify in another way	0.00%	0
I prefer not to disclose	0.30%	1
TOTAL		332

Q2: What is your job category?

ANSWER CHOICES	RESPONSES	
G Staff	17.72%	59
P/D Staff	33.63%	112
Intern	2.10%	7
International consultant	21.62%	72
National consultant	18.32%	61
Other	6.61%	22
TOTAL		333

Q3: Where are you based?

ANSWER CHOICES	RESPONSES	
HQ	59.46%	198
Outside HQ	40.54%	135
TOTAL		333

Q4: How long have you been working in UNIDO?

ANSWER CHOICES	RESPONSES	
0-5 ys	47.59%	158
6-10 ys	13.55%	45
10+ ys	38.86%	129
TOTAL		332

Q5: Have you read the “UNIDO Policy and Strategy on Gender Equality and the Empowerment of Women”?

ANSWER CHOICES	RESPONSES	
Yes	53.89%	180
No	16.47%	55
Only partially	29.64%	99
TOTAL		334

Q6: Do you agree with the findinGPS of the "Gender and ISID" document?

ANSWER CHOICES	RESPONSES	
Yes	49.85%	166
No	1.20%	4
Only partially	16.22%	54
I do not know the document	32.73%	109
TOTAL		333

Q7: Are you involved in the implementation of some of the actions of the `Gender and ISID` study?

ANSWER CHOICES	RESPONSES	
Yes	25.53%	85
No	46.55%	155
N/A	8.11%	27
I do not know the document	19.82%	66
TOTAL		333

Q8: Are you involved in the implementation of some of the findinGPS and recommendations of the "Mid term review of the Gender Strategy"?

ANSWER CHOICES	RESPONSES	
Yes	24.32%	81
No	46.85%	156
N/A	10.51%	35
I do not know the document	18.32%	61
TOTAL		333

Q9: Do you have at least one objective in your personal performance appraisal that relates to gender mainstreaming or gender targeted actions ?

ANSWER CHOICES	RESPONSES	
Yes	42.55%	140
No	34.04%	112
I do not have a personal performance appraisal	23.40%	77
TOTAL		329

Q10: My organizational unit's annual plan contributes to increasing Gender Equality and the Empowerment of Women and raises gender awareness of our Unit.

ANSWER CHOICES	RESPONSES	
Strongly agree	22.22%	74
Agree	38.44%	128
Somewhat agree	25.23%	84
Disagree	12.61%	42
Strongly disagree	1.50%	5
TOTAL		333

Q11: I feel that Gender Equality and the Empowerment of Women is relevant to my Organizational Unit's work.

ANSWER CHOICES	RESPONSES	
Strongly agree	43.54%	145
Agree	36.94%	123
Somewhat agree	12.31%	41
Disagree	4.50%	15
Strongly disagree	2.70%	9
TOTAL		333

Q12: How effective is "Gender Mainstreaming" in addressing gender in both, Programmes and my Organizational Unit`s work?

	HIGHLY EFFECTIVE	EFFECTIVE	SOMEWHAT EFFECTIVE	NOT EFFECTIVE	I DON`T KNOW	TOTAL
Programmes	11.33% 34	40.33% 121	35.67% 107	5.67% 17	7.00% 21	300
Unit`s work	13.02% 41	33.02% 104	32.70% 103	15.24% 48	6.03% 19	315

Q13: The Gender Strategy has contributed to gender responsive structural changes in Member States` policies, institutions, enterprises.

ANSWER CHOICES	RESPONSES	
Strongly agree	5.12%	17
Agree	23.80%	79
Somewhat agree	30.42%	101
Disagree	12.05%	40
Strongly disagree	0.90%	3
I don`t know	27.71%	92
TOTAL		332

Q14: Do you agree that UNIDO Gender Strategy 2016-19 was useful to reduce gender gaps in the following areas?

	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	DISAGREE	STRONGLY DISAGREE	I DON`T KNOW	TOTAL
Wages	3.50% 11	17.20% 54	20.70% 65	13.69% 43	3.50% 11	41.40% 130	314
Employment	4.98% 16	27.41% 88	27.41% 88	7.79% 25	5.30% 17	27.10% 87	321
Agricultural value chains	4.98% 16	21.81% 70	27.41% 88	3.12% 10	0.93% 3	41.74% 134	321
Access to technology, business support services	4.57% 15	24.09% 79	32.62% 107	5.18% 17	0.91% 3	32.62% 107	328
Transitioning from informal to formal businesses	3.70% 12	21.30% 69	26.23% 85	6.17% 20	0.93% 3	41.67% 135	324
Participation in industrial leadership and decision making	3.35% 11	21.65% 71	27.74% 91	12.50% 41	3.05% 10	31.71% 104	328
Participation in innovation, science, technology	2.76% 9	21.17% 69	32.52% 106	6.44% 21	1.84% 6	35.28% 115	326
Investment and entrepreneurship	4.28% 14	23.85% 78	31.50% 103	5.20% 17	0.92% 3	34.25% 112	327
Access to sustainable energy and cleaner production practices	3.38% 11	20.92% 68	30.46% 99	4.62% 15	1.23% 4	39.38% 128	325
Time saving technology	2.15% 7	16.62% 54	29.54% 96	5.23% 17	0.92% 3	45.54% 148	325

Q15: Do you/your unit collect or use sex dis-aggregated data on any of the above areas? (if yes, please specify in the text box below)

ANSWER CHOICES	RESPONSES	
Yes	50.61%	166
No	23.78%	78
I don`t know	23.48%	77
(comments)	23.17%	76
Total Respondents: 328		

Q16: In your opinion, is the implementation of the UNIDO`s Gender Parity Action Plan on track?

ANSWER CHOICES	RESPONSES	
Yes	30.82%	102
No	21.45%	71
I don`t know	47.73%	158
TOTAL		331

Q17: Has your division/department developed strategic partnerships with other agencies, institutions, private sector to leverage support and joint programming for Gender Equality and Empowerment of Women (GEEW)? (if yes, please specify in the text box below)

ANSWER CHOICES	RESPONSES	
Yes	31.72%	105
No	20.24%	67
I don`t know	38.97%	129
(comments)	9.06%	30
TOTAL		331

Q18: Has your division/department/country office developed gender indicators and tracked outcomes? (if yes, please specify)

ANSWER CHOICES	RESPONSES	
Yes	38.07%	126
No	21.45%	71
I don`t know	33.23%	110
(comments)	7.25%	24
TOTAL		331

Q19: The Gender Strategy improved UNIDO`s organizational culture through:

	STONGLY AGREE	AGREE	SOMEWHAT AGREE	DISAGREE	STRONGLY DISAGREE	I DON`T KNOW	TOTAL
Flexible work-time arrangement	7.03% 23	18.65% 61	21.71% 71	20.18% 66	13.46% 44	18.96% 62	327
Freedom from discrimination and harassment	14.02% 46	28.05% 92	23.17% 76	12.80% 42	7.32% 24	14.63% 48	328
Strong messaging from senior management	11.59% 38	29.88% 98	24.70% 81	13.41% 44	9.15% 30	11.28% 37	328
Mandatory gender training for all staff	16.41% 54	38.91% 128	24.01% 79	5.78% 19	3.04% 10	11.85% 39	329
Thematic gender training for technical units and field offices	9.17% 30	26.61% 87	27.83% 91	8.56% 28	3.98% 13	23.85% 78	327
Gender awareness campaign: newsletter, lecture series, discussions	11.89% 39	38.72% 127	27.74% 91	10.06% 33	1.52% 5	10.06% 33	328
Senior leadership addressing gender in public speeches, attending gender events, setting up gender-balanced committees and panels	11.59% 38	32.01% 105	25.91% 85	13.41% 44	4.27% 14	12.80% 42	328

Q20: How effective is UNIDO's gender architecture

	HIGHLY EFFECTIVE	EFFECTIVE	SOMEWHAT EFFECTIVE	NOT EFFECTIVE	I DON`T KNOW	TOTAL
UNIDO Gender Office	10.12% 33	42.94% 140	23.93% 78	6.13% 20	16.87% 55	326
Gender Focal Points	9.79% 32	36.39% 119	27.83% 91	8.87% 29	17.13% 56	327
Gender Mainstreaming Board	4.59% 15	25.38% 83	19.27% 63	11.31% 37	39.45% 129	327

Q23: Are you a UNIDO Project Manager or a UR/UCR?

ANSWER CHOICES	RESPONSES	
Project Manager	19.20%	62
UR/UCR	8.05%	26
None of the above	72.76%	235
TOTAL		323

Q24: Has your UNIDO's Country programme systematically included gender perspectives since 2016?

ANSWER CHOICES	RESPONSES	
Yes	60.61%	20
No	6.06%	2
I don`t know	21.21%	7
N/A	12.12%	4
TOTAL		33

Q25: Have you participated in inter-agency gender initiatives?

ANSWER CHOICES	RESPONSES	
Yes	75.76%	25
No	21.21%	7
I don`t know	0.00%	0
N/A	3.03%	1
TOTAL		33

Q26: Have you engaged in joint programming on gender?

ANSWER CHOICES	RESPONSES	
Yes	57.58%	19
No	36.36%	12
I don`t know	0.00%	0
N/A	6.06%	2
TOTAL		33

Q27: Have you conducted capacity building programmes for counterparts and stakeholders on gender mainstreaming in programme/project context?

ANSWER CHOICES	RESPONSES	
Yes	41.67%	40
No	48.96%	47
I don`t know	3.13%	3
N/A	6.25%	6
TOTAL		96

Q28: Have you systematically included gender analysis to address the different needs and priorities of women and men in all new programmes and projects?

ANSWER CHOICES	RESPONSES	
Yes	75.27%	70
No	17.20%	16
I don`t know	1.08%	1
N/A	6.45%	6
TOTAL		93

Q29: Have you systematically assigned gender marker to project outputs?

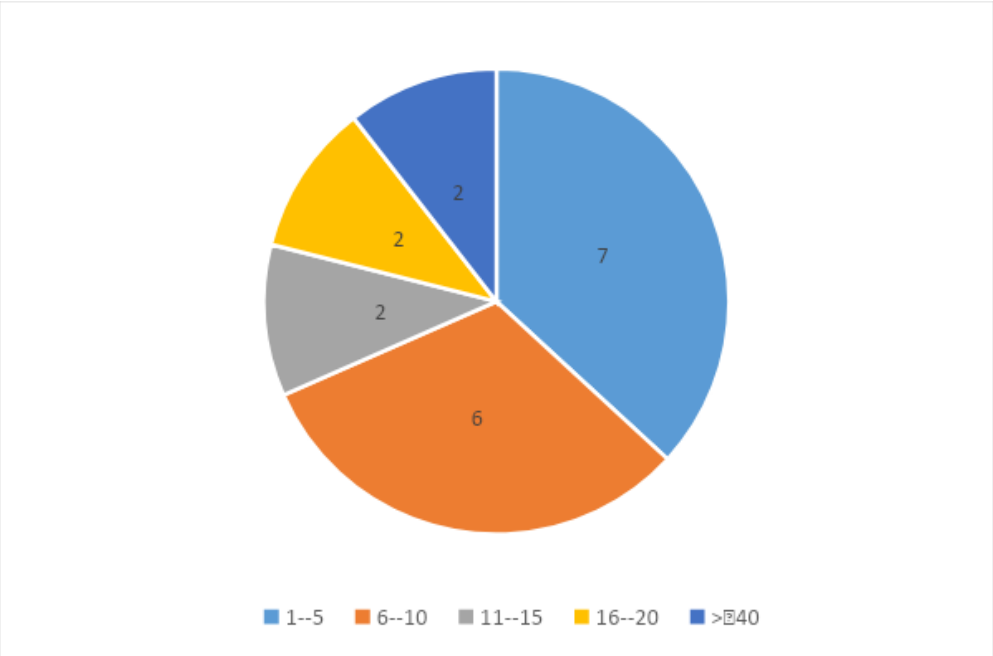
ANSWER CHOICES	RESPONSES	
Yes	73.12%	68
No	19.35%	18
I don`t know	2.15%	2
N/A	5.38%	5
TOTAL		93

Q30: In your area of responsibility, has the share of your programmes and projects contributing to Gender Equality increased since 2016?

ANSWER CHOICES	RESPONSES	
Yes	64.21%	61
No	8.42%	8
I don`t know	20.00%	19
N/A	7.37%	7
TOTAL		95

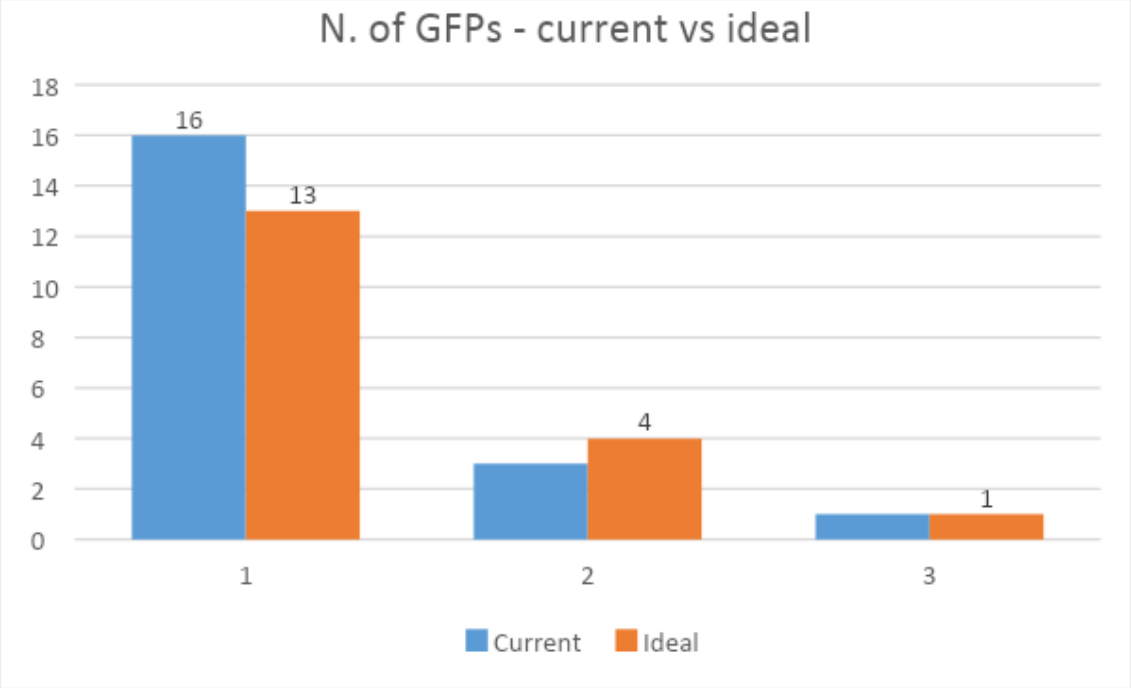
GFPs Questionnaire

Q1. Approximately what percentage of your time do you spend on gender in your capacity of GFP? (0%, 1-5%, 6-10%, 11-15%, 16-20%, 21-25%, 26-30%, 31-35%, 26-40%, > 40%)

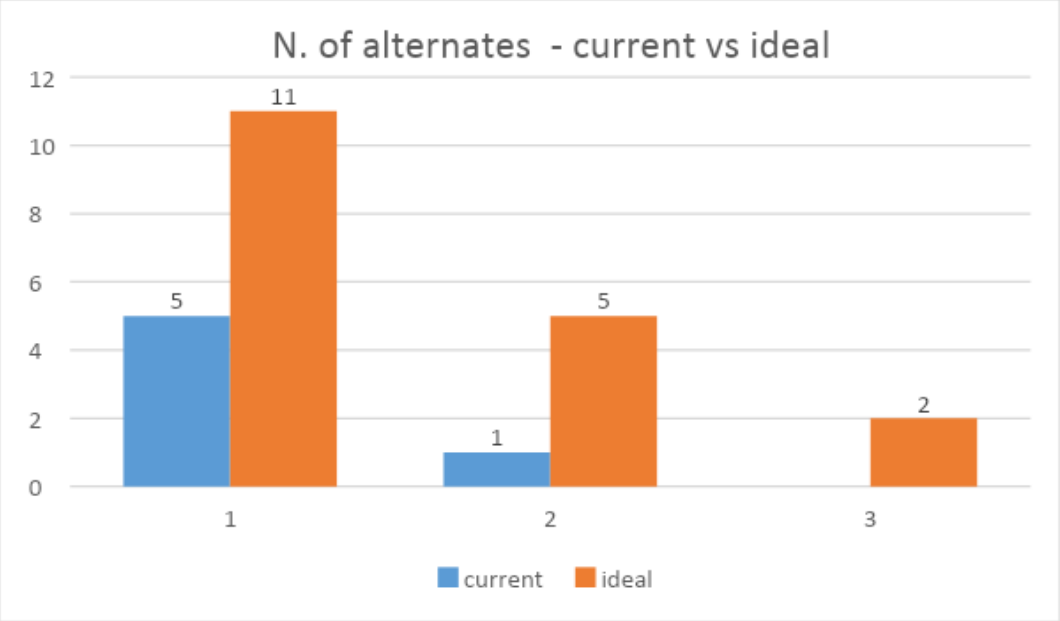


Source: GFP Survey Results 2020

Q2. How many GFPs and alternates are there in your Division?
Q3. Ideally how many GFPs/alternates should there be in your Division in order to adequately cover all the tasks?

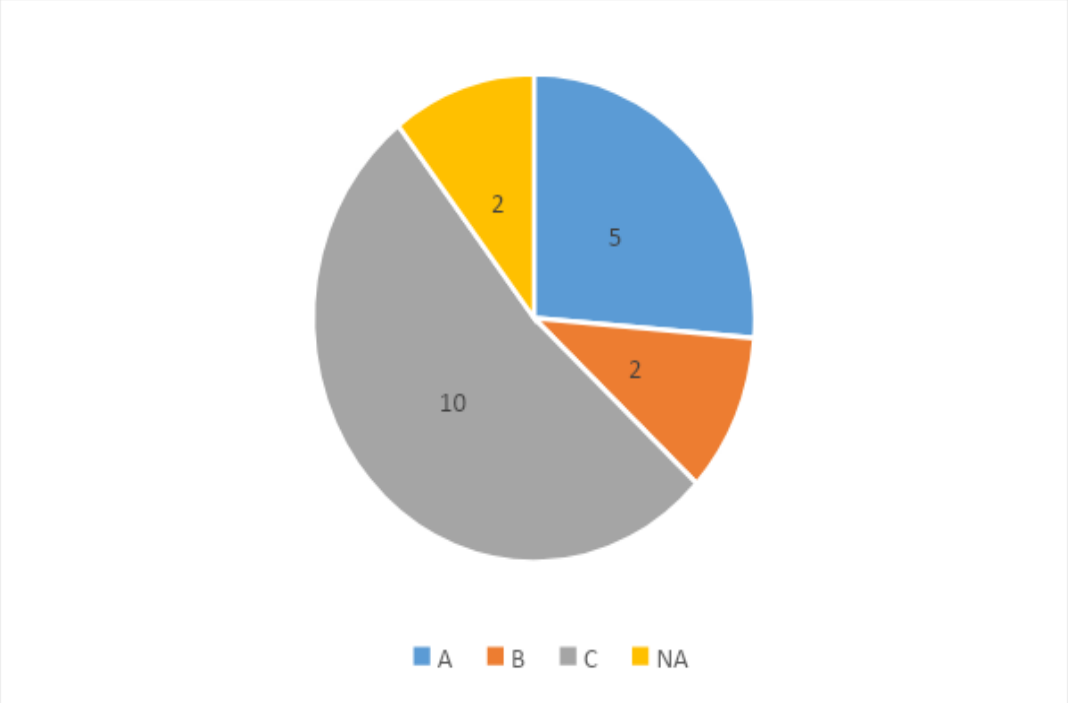


Source: GFP Survey Results 2020



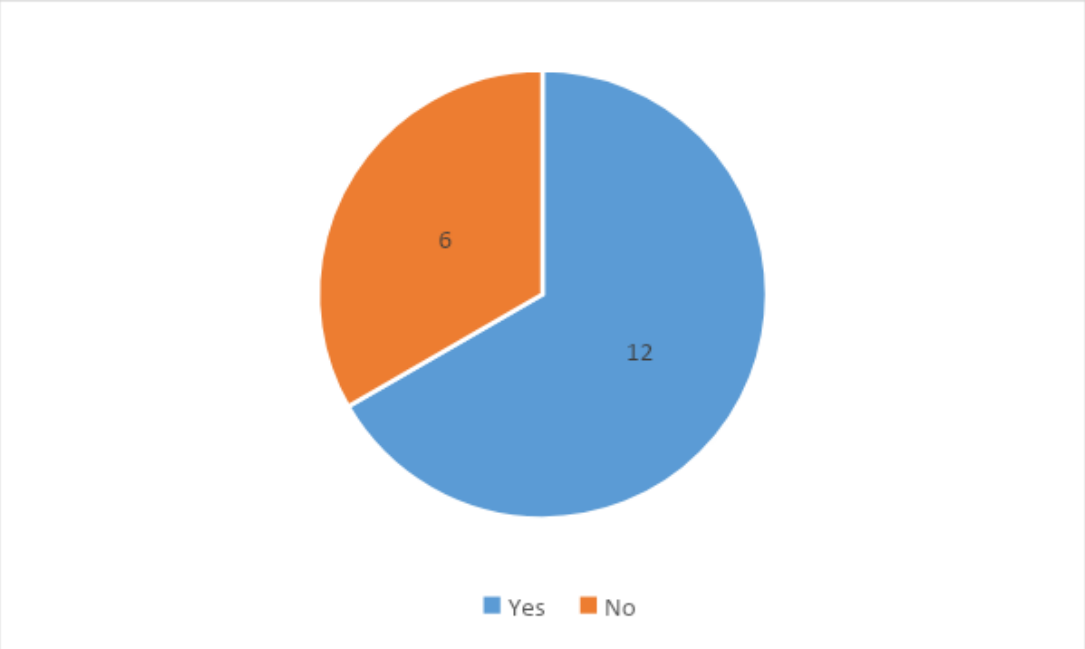
Source: GFP Survey Results 2020

Q4. Are you responsible for gender in: a) programming, b) organisational, c) both.



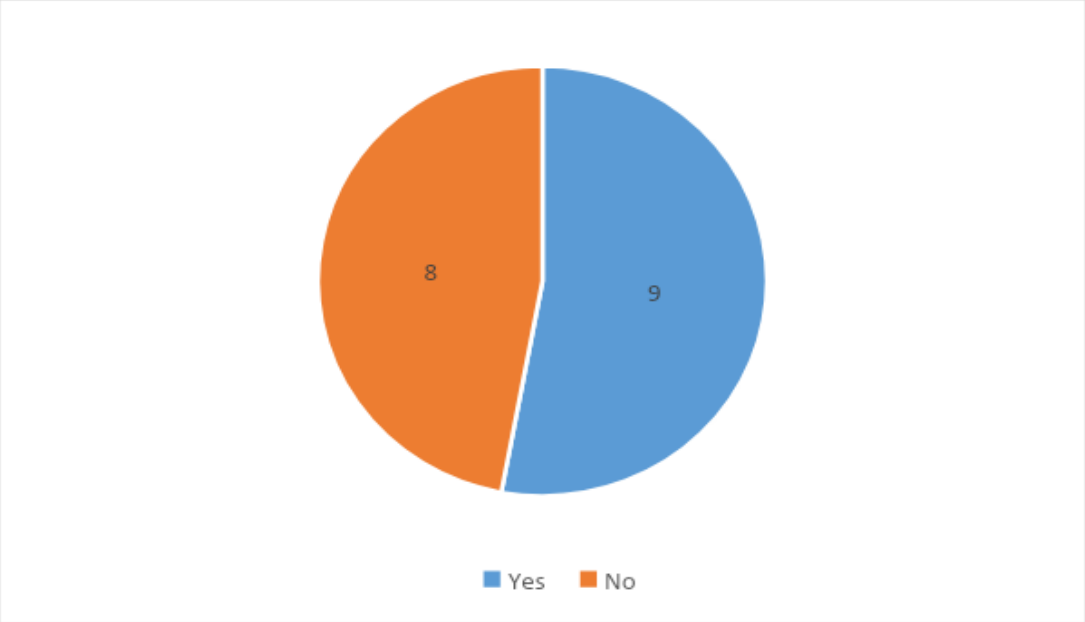
Source: GFP Survey Results 2020

5 Should the responsibility for these functions be separated? i.e. should HRM handle organisational gender issues?



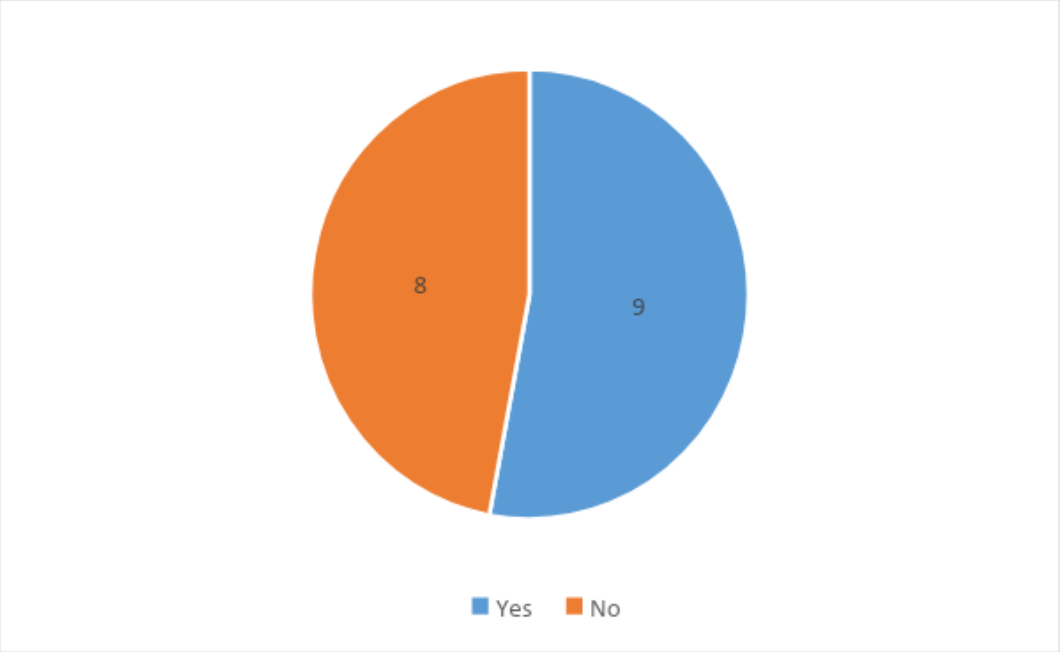
Source: GFP Survey Results 2020

Q6 Is your Departmental Gender Workplan monitored regularly?



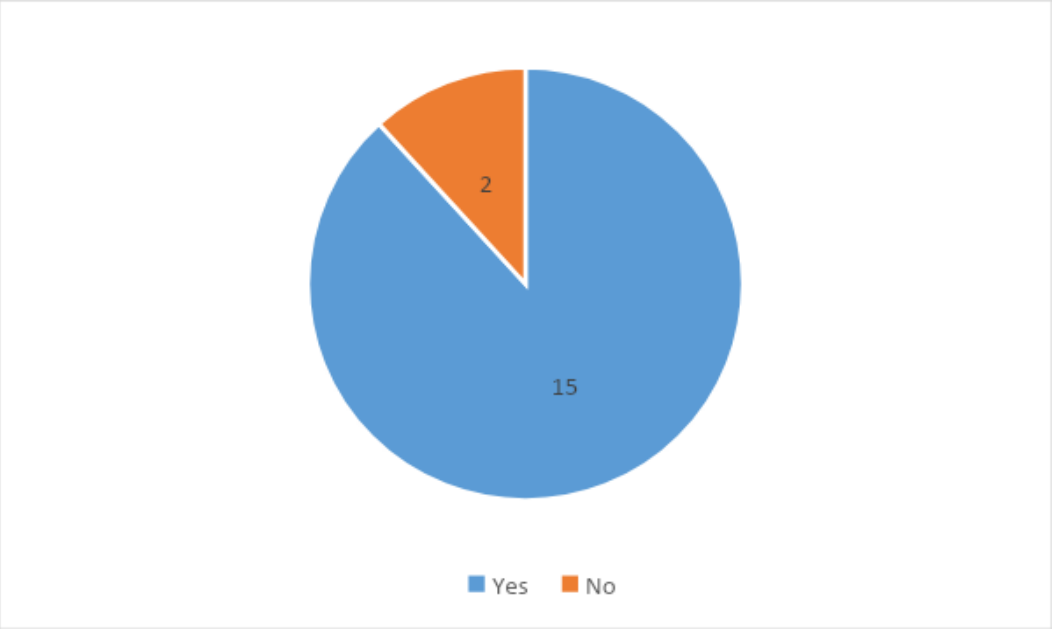
Source: GFP Survey Results 2020

Has implementation been successful?



Source: GFP Survey Results 2020

Q7 Are you satisfied with the frequency of GFPs meetinGPS at HQ (virtual for FO?)?

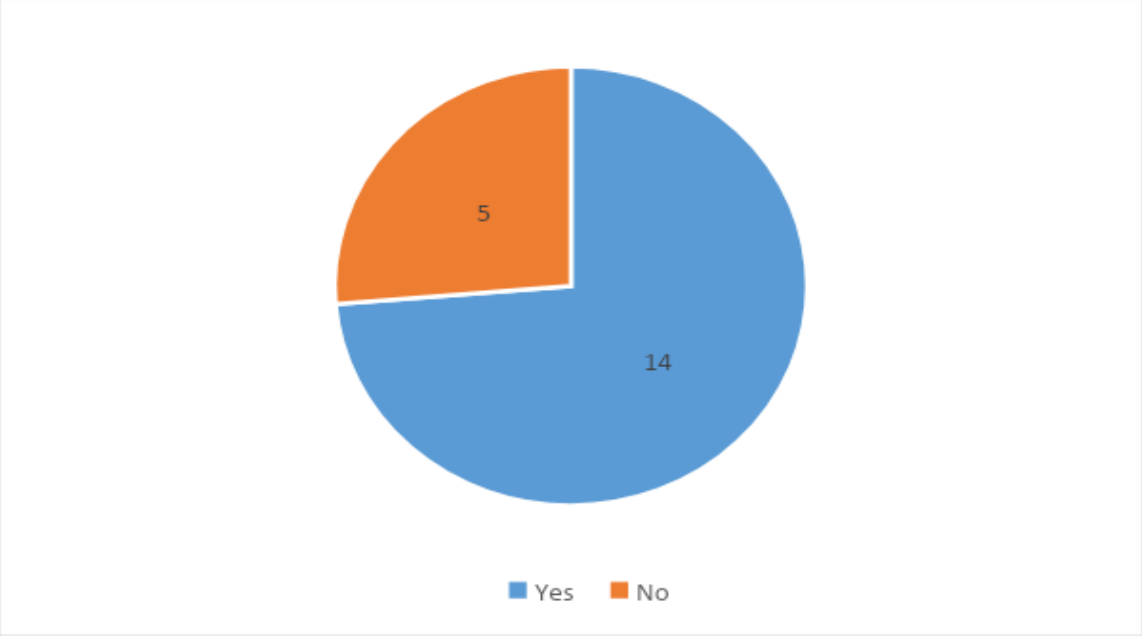


Source: GFP Survey Results 2020

Q8 Are you satisfied with the substance of GFPs meetings at HQ (virtual for FO?)?

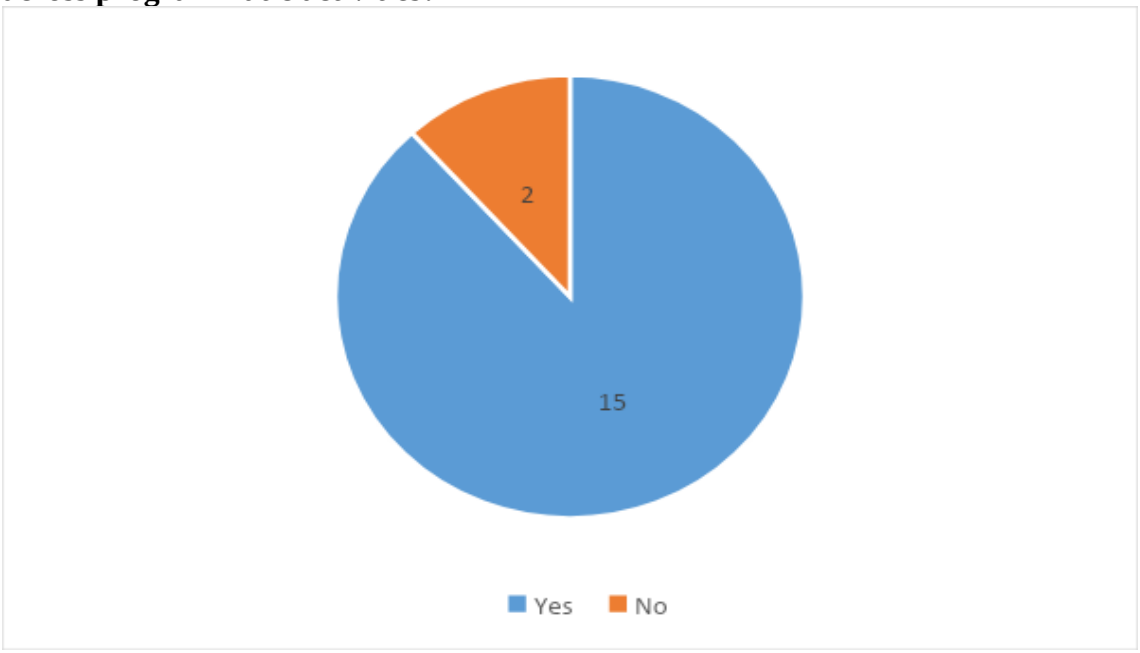
Source: GFP Survey Results 2020

Q9 Are you involved in providing gender inputs and advice in project formulation in the concept, design, monitoring or evaluation stage?



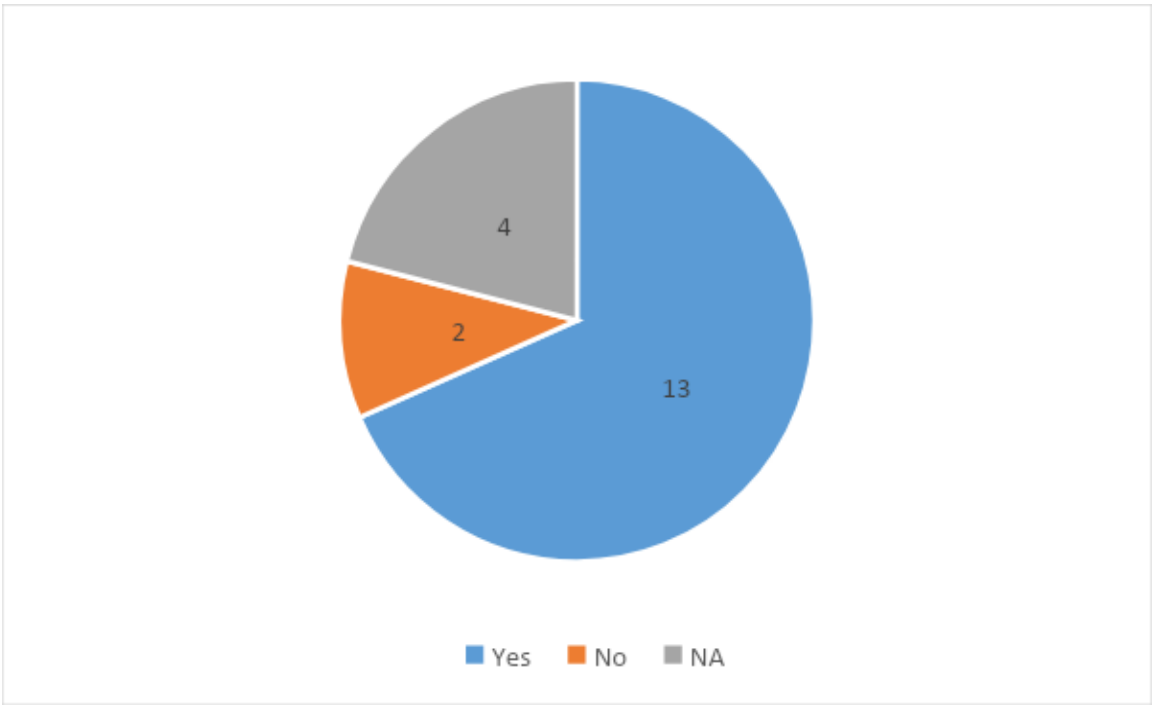
Source: GFP Survey Results 2020

Q10. Do you feel the gender marker accurately captures the level of gender mainstreaming across programmatic activities?



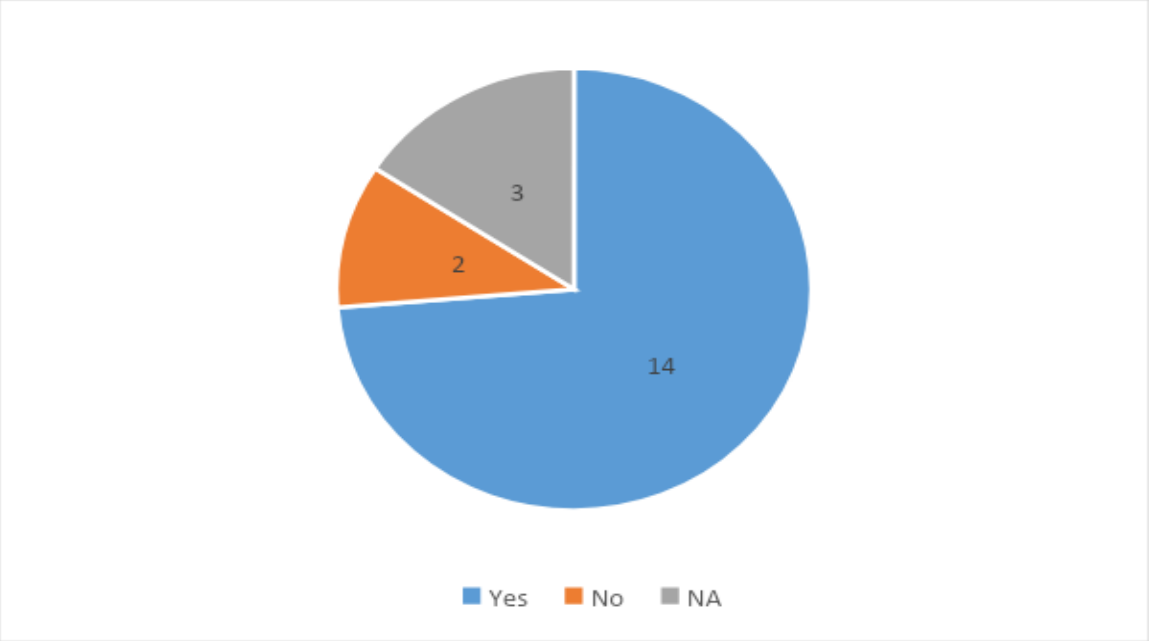
Source: GFP Survey Results 2020

Q11 Should there be a target for "Satisfactory Gender Rating" at each Division for end of project evaluations to further incentivise implementation of gender related project activities? What should the target be?



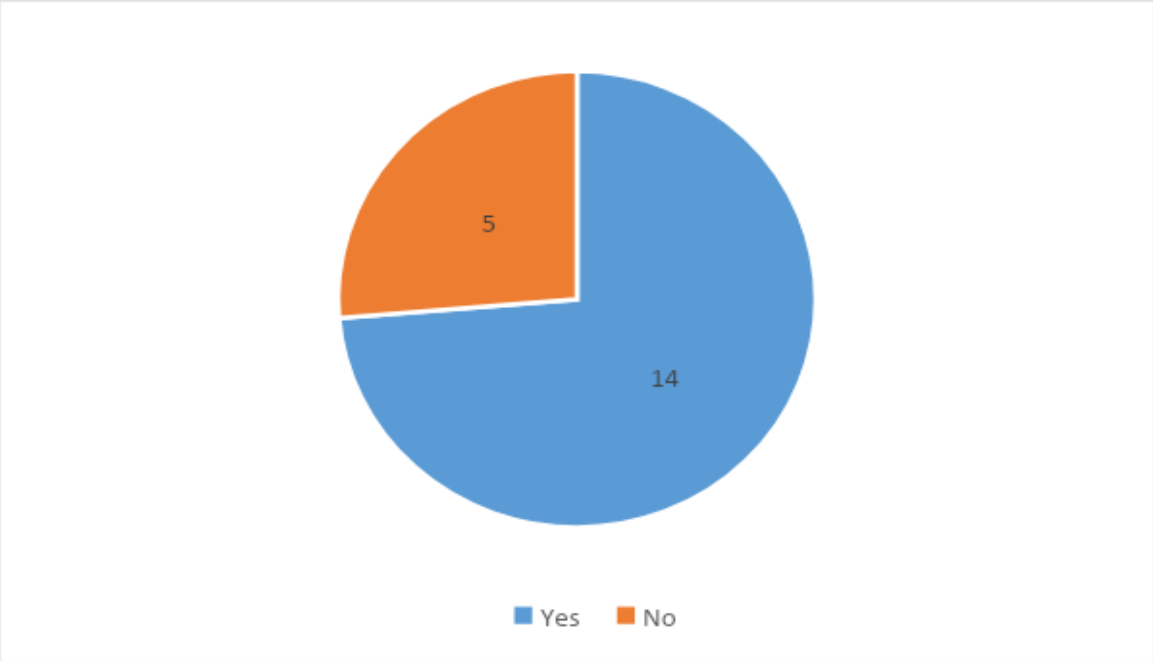
Source: GFP Survey Results 2020

Q12 Do you feel that FO GFPs could be more involved in project cycle? Concept, design, monitoring and evaluation stages?



Source: GFP Survey Results 2020

Q13 Are you aware of your role in the implementation of the Priority Actions formulated in the new Gender Strategy 2020-2023?



Source: GFP Survey Results 2020

Annex 6: Project Portfolio Analysis Tools

Bennett Hierarchy analysis checklist

Project title	
SAP ID	
Issuance	
Link	

1. Policy

Description							
Bennett Hierarchy	1	2	3	4	5	6	7
Drafting of new/revised gender-related laws, regulations, administrative procedures, etc.							
Whole or part of new/revised Gender-related laws, regulations, administrative procedures approved/adopted by the government							
Changes in new/revised Gender-related laws, regulations, administrative procedures, etc.							
Changes resulting from the policy/legal changes (incentives, compliance, enforcement, etc.)							

2. Activity

Description							
Bennett Hierarchy	1	2	3	4	5	6	7
Equal rights to economic resources and equal access to ownership over land and other forms of property and financial services.							
Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.							
Adoption and strengthening of sound policies and enforceable legislation for the promotion of gender equality and the empowerment of women.							

3. Institutions

Description							
Bennett Hierarchy	1	2	3	4	5	6	7
Mainstream Gender in Government institutions							
Improve trade/industry/MSME service/support institutions							

Gender rating at entry checklist

Year
Has the gender relevance assessment been conducted? Is the project gender relevant or not? If not, stop here. If yes, please continue with the questions below.
Does gender analysis identify different needs of women and men and indicate how the project can address them?
Does the project describe operational measures to ensure gender-equitable participation in and benefit from the project activities, including sufficient allocation of financial resources?
Does the LogFrame and M&E framework include gender-disaggregated performance indicators and targets?

Source: UNIDO ODG/SPQ/QUA, rating 1 to 6

Annex 7: UN Sister Agency Comparator Table

Source: Evaluation Team based on UN Agency Policy Documents, 2020

COMPARISON OF UNIDO WITH OTHER UN AGENCIES' GENDER STRATEGY/POLICY						
Agency Current and previous Gender Policy/Strategy, and evaluations	Main areas of focus: Programme	Main areas of focus: Organization	a) Gender mainstreaming Architecture b) Use of Instruments: gender audit, gender marker, toolkits	Most recent evaluation findings	Lessons	
UNIDO Policy 2009 Policy 2015, Strategy 2016-2019 MTR 2018 Policy 2019, Strategy 2020-2023	w/m contribute to and benefit equally from shared prosperity: • Equal opportunities in agriculture VC development • Gender constraints informal to formal business; • Entrepreneurial, technical skills, access to tech; • Post-crisis, human security, econ resilience w/m contribute to and benefit equally from economic competitiveness: • Address gender norms for youth; • Women in manufacturing, industrial services and VC, innovation, ST; • Promote women investors and entrepreneurs, mentoring networks; • Strengthen capacity of gov for gender responsive legal and policy reform. w/m contribute to and benefit equally from safeguarding the environment:	Gender parity at all levels of UNIDO: • Gender targets met, • Affirmative action measures • Data on gender balance Gender sensitive culture across UNIDO: • Gender awareness campaign; • Flexible work, family friendly provisions; • Anti Sexual Harassment policy, training, thematic gender training; • Senior mgt leadership Accountability for GEEW across UNIDO: • Gender in staff compact and appraisal, merit awards; • Financial resource tracking, gender marker; • UN-SWAP peer review	a) Architecture • Gender Mainstreaming Steering Board • Office of Gender Mainstreaming, Ethics and Accountability • Gender Focal Points • Gender Network b) Instruments • No gender audit • No toolkits • Gender Marker equivalent (introduced in 2017)	MTR: Strengths: • Gender-responsive design in programmes and projects; • Institutional arrangements for GEEW; • Resource tracking of projects through the gender marker system. Weaknesses: • Mainstreaming gender-related responsibilities and ensuring accountability across the organization. The burden of expectation appears to remain primarily on the resource-constrained Gender Office; • Despite some progress, there is a lack of gender parity in UNIDO and this disparity is more pronounced at senior levels; • Use of Organizational Units' annual gender plans as key tools for facilitating implementation of commitments and for the identification of responsibilities and needs.	Factors contributing to progress include: • A robust organizational Policy and Strategy on GEEW that is strongly aligned with UN system-wide requirements; • Strong and transparent leadership from the Director General and a core team of senior managers. Effective implementation by the Gender Coordinator, supported by dedicated experts, interns and the rotational Gender Officer; • A strong gender focal point network and core group of extremely committed individual staff members; • Support from one Member State, Finland, providing extra budgetary support to supplement UNIDO funds • Momentum from SWAP and WNW guidance.	

	• Access to sustainable energy, cleaner production; • W as agents of env protection, across sustainable energy VC; • Leadership in green industries; • International agreements, regulations, tech transfer, capacity building.					
IFAD Mainstreaming Gender-transformative Approaches at IFAD – Action Plan 2019-2025[83] Gender Mainstreaming in the Tenth Replenishment of IFAD's Resources (IFAD10), 2016-2018 Policy on Gender Equality and Women's Empowerment, 2012,[84]	Promote economic empowerment to enable rural women and men to participate in and benefit from profitable economic activities. Enable women and men to have equal voice and influence in rural institutions and organizations. Achieve a more equitable balance in workloads and in the sharing of economic and social benefits between women and men. Capacity-building of implementing partners and government institutions. Integrated approach to gender, youth, nutrition, environment and climate.	Corporate systems for human and financial resources, and monitoring and accountability fully support GEEW: Increase in human and financial resources from IFAD's core budget invested to support gender equality and women's empowerment. Corporate approaches and procedures that support gender and diversity balance are developed: Increase in number of women employed by IFAD at grade P-5 or above Gender mainstreamed into training programmes led by the Human Resources Division (HRD)	a) Architecture • High-level gender task force • Thematic group on gender • Gender Team • Regional, subregional, country gender advisers • PTA gender desk b) Instruments • 6 point Gender Marker • Plan to apply ILO Gender Audit • Annual Gender Analysis of regular budget • Comprehensive guidelines and procedures to mainstream gender	IFAD has been commended as a leader among United Nations entities for its progress in meeting the UN-SWAP indicators. Strength is the clarity and focus of its GEWE Policy, which is integrated into its Strategic Framework and programming. The demands on the gender architecture have expanded and thus they can barely cope with the levels of innovation, scaling up and learning that are essential requirements of the new Strategic Framework. Empowering and gender transformative approaches need to be integrated into project design. Evidence shows that interventions directly aiming at transformative changes are more effective for GEWE than general and inclusive	References to GEWE Included in key IFAD policy documents and knowledge products. Increased focus on gender issues in policy dialogue and scaling up. Regional and national capacity of gender experts developed. List of gender related knowledge products New Action Plan include ToC and Results Framework. New partnerships, such as OXFAM, CARE Comparison of current and previous gender action plan Emphasis on transformative practices and need for design to be more explicit and	

[83] https://webapps.ifad.org/members/eb/126/docs/EB-2019-126-INF-6.pdf

[84] https://www.ifad.org/documents/38711624/39417906/genderpolicy_e.pdf/dc871a59-05c4-47ac-9868-7c6cfc67f05c

Implementation plan 2012-2015 MTR 2016[85] Evaluation synthesis report on gender equality and women's empowerment (GEWE) practices and results was produced by the Independent Office of Evaluation of IFAD (IOE) 2017[86]	Strengthening implementation of gender transformative approaches (GTAs): 25 % projects should be gender transformative			approaches to rural poverty reduction. Promoting unconventional and new roles for women helps shifting mindsets and commonly held beliefs. Policy engagement must be part of a transformative approach, to ensure that positive changes on the ground are sustainable and are brought to the attention of decision-makers for scaling up.	intentional about GEWE approach. Policy engagement and scaling up successful GEWE practices are key to enabling transformative change.	
ILO ILO Policy on Gender Equality and Mainstreaming, 1999, updated 2016. Action Plan for Gender Equality 2018-21[87] Evaluation of Action Plan for	60% of ILO programme and budget policy outcomes contribute to SDG 5 targets. 35% programme and budget policy outcomes that include sex disaggregation and/or gender equality. 100% programme and budget policy outcomes, reported in programme implementation report, with genderspecific results.	Communications strategy Audit on effectiveness of internal control procedures to address sexual harassment 50 % women in professional positions (P1-P4) 45% women senior staff P5 and above Gender equality regularly on the agenda of 10% of Senior	a) Architecture • Gender, Equality and Diversity Branch (GED) • Senior gender specialists in Decent Work Teams, • Regional gender specialists, • Gender coordinators and focal points. b) Instruments • Use Gender Marker • Gender audit	Results of end-2017 monitoring of the Action Plan 2016–17 showed that aims and targets related to 20 of the 32 indicators were met or exceeded, nine were not met, and statistics for three were not available. Weaknesses included strategic planning, evaluation, Resource allocation and tracking, capacity assessment. Strengths included use of gender auditing, gender architecture and	Gender audit	

[85] https://webapps.ifad.org/members/eb/118/docs/EB-2016-118-R-9.pdf

[86] https://www.ifad.org/en/web/ioe/evaluation/asset/39823882

[87] https://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/publication/wcms_645402.pdf

Gender Equality 2016-17[88] Independent Evaluation of Action Plan 2010-2015 (2016)[89]	37% project and programme proposals meeting gender marker 2A and 2B. 45% country programme outcomes scored as meeting the cross-cutting policy driver on gender equality and non-discrimination marker 2A "significant contribution" or 2B "principal objective" 70% total resources indicated as required to promote gender equality and non-discrimination (monetary sum of all country programmes that are scored as gender marker 2A or 2B) 95% ILO flagship reports integrate sex-disaggregated data and analysis	Management Team's meetings ILO job description vacancies that refer to gender-related skills or duties (70%), and gender sensitivity (100%) Clear and measureable targets on gender balance in performance appraisal reports for all staff with supervisory responsibilities 100% ILO headquarters units and field offices with gender focal points 60% women participants in ILO management and leadership development workshops 45% women delegates and advisers accredited and registered in International Labour Conferences And reginal meetings Capacity assessment and development plan 75% of inter-agency coordination mechanism on gender attended by ILO staff		parity, organizational culture, capacity development, coherence.		

[88] https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_618115.pdf

[89] https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_453447.pdf

FAO FAO Policy on Gender Equality 2013[90] Revising now will launch in early 2021. Gender Parity Policy: separate gender policy for HR 2018 (being revised) Gender Action Plan Evaluation[91]	• Women participate equally with men as decision-makers in rural institutions and in shaping laws, policies and programmes. • Women and men have equal access to and control over decent employment and income, land and other productive resources. • Women and men have equal access to goods and services for agricultural development, and to markets. • Women's work burden is reduced by 20 percent through improved technologies, services and infrastructure. • The share of total agricultural aid committed to projects related to women and gender equality is increased to 30 percent. • 30 % of operational work and budget at country level to targeted interventions.	Set of minimum standards for gender mainstreaming: • Data, gender analysis capacity, • resource allocation, • country gender assessment in country programming, • capacity development for professional staff and managers, • track contributions to gender outcomes in the Performance Evaluation and Management System Min Standards for Women-Specific Targeted Interventions: ● 30 percent of FAO's operational work and budget at the country and regional levels is allocated to women-specific targeted interventions Institutional mechanisms: • Capacity development, • GFPs and allocated budget, • knowledge building and communications, • partnerships, • culture change, • monitoring and reporting,	a) Architecture • Steering Committee to monitor progress • gender officers in the regional offices (ROs), • Gender, Equity and Rural Employment Division (ESW) b) Instruments • Use audit function to assess gender equality mandate outcomes, • commission external gender audit every 5 years. • No mention of gender marker or toolkits		Architecture? Min Standards Country Gender Assessment	

[90] www.fao.org/3/a-i3205e.pdf

[91] http://www.fao.org/3/ca3755en/ca3755en.pdf

		• evaluation, • audit, • oversight				
UNOV/UNODC Strategy for Gender Equality and the Empowerment of Women (2018–2021) Action Plan, 2018 (cannot find online) MTR (end 2019) (cannot find online)	Gender main-streaming and gender equality-targeted approaches. Support gender related SDG results. Develop financing tracking mechanism. Gender responsive programmes and policies related to • drug control, • trafficking, • cybercrime, • organized crime, • corruption, • criminal justice response to terrorism (esp in SSA), • prison challenges, • violence against women, • outer space	Leadership Gender responsive performance management Gender architecture Gender parity Enabling organizational culture (flexible working, work life balance, sexual harassment, etc) Build staff capacity for GEEW Interagency coherence	a) Architecture • Global Programme on GEWE in UNODC and UNOV • Gender Team, • Network of Gender Focal Points (HQ, regional, country, project offices) • Focal Points for Women b) Instruments • No gender marker (financial tracking mechanism) • No mention of gender audit, toolkits.	No evaluation	Encourage Governments to include more women as focal points and beneficiaries. Encourage counterparts to develop and report more inclusive and disaggregated data	
UNOPS Gender Mainstreaming Strategy 2018 Gender Parity Strategy 2018[92] No evaluation found online	*Gender Mainstreaming Strategy 2018:* Revised Procurement Manual for access and recognition for women-owned businesses Opportunities for women-and youth-owned businesses Advancing gender equality and the empowerment of women	*Gender Parity Strategy 2018:* Equal representation of men and women across our workforce, irrespective of levels and contract type, by 2020 and to increase the representation of women at senior and decision-making levels as per the criteria of the UN System-Wide Strategy	a) Architecture • Global Gender Focal Point (GFP) network to build capacity in mainstreaming gender equality at a country office level, • GFPs for each unit at headquarters • Regional Gender Task Forces	No evaluation		

[92] https://content.unops.org/publications/UNOPS_Gender-Parity-Strategy_EN.pdf

	and girls throughout implementation projects Leader in gender equality and mainstreaming Integrating gender equality considerations into all relevant projects from initiation to closure, and gender-responsive infrastructure and procurement Support and engage with partners to consider gender equality	Recruitment and Outreach - Mobility and Retention - Professional Development - Inclusive Leadership Use talent acquisition networks and partners Implement inclusiveness and work-life balance polices to to enhance conditions of employment Work with the International Civil Service Commission and the UN Secretariat to explore innovative solutions around the traditional classification of some duty stations as non-family	• Gender Mainstreaming Coordinato • Gender Advisory Panel • The People and Change Group b) Instruments • Toolkit: Gender Mainstreaming in Projects Guidance			
UNDP UNDP Gender Equality Strategies 2008-2013 2014-2017 2018-2021[93] Evaluation of UNDP Contribution to Gender Equality and Women's Empowerment, 2015[94]	*Gender Equality Strategy 2018-2021:* Removing structural barriers to women's economic empowerment, including women's disproportionate burden of unpaid care work; Preventing and responding to gender-based violence; Promoting women's participation and leadership in all forms of decision-making;	Leadership for gender equality: • public speeches, • panels, • field visits. Policy, planning and programming: • country programmes, projects include gender analysis, • CO gender strategy and budget, • 15 % allocation of all country programme and project budgets to GEEW (GEN-3)	a) Architecture • GEEW in competencies of all P4 and above. • Country Offices have multidisciplinary gender focal teams led by senior management (deputy resident representative or country director) and dedicated gender specialist. b) Instruments • Use gender marker, • toolkits,	The Gender Marker has heightened awareness about gender issues but inconsistent coding compromises its accuracy. Weak understanding of gender responsive programming, gender results were overwhelmingly "gender targeted". Evaluations and audits have not paid enough attention to assessing the gender aspects of UNDP programming. Men enter the organization at a higher level and thus advance more		

[93] file:///Users/miahyun/Downloads/UNDP%20Gender%20Equality%20Strategy%202018-2021.pdf

[94] file:///Users/miahyun/Downloads/Gender_Illustrated_Summary_2015.pdf

	Strengthening gender-responsive strategies in crisis (conflict and disaster) prevention, preparedness and recovery.	Accountability and oversight: • high level chain of accountability, • staff performance management, • UNDP corporate monitoring system, • Auditing and evaluation, • Resource tracking. All training and community of practice include session on GEEW. Inclusive, diverse and safe environment: Gender parity, Zero tolerance to sexual exploitation and harassment and or abuse of authority	• gender equality seal (for country offices)	quickly. Lack of parity at the middle and senior levels is a serious concern.		
UNV No standalone gender strategy: UNV has attempted to mainstream Gender Equality and Women's Empowerment (GEWE) within both its programmatic work and its institutional management. Evaluation of UNV GEWE for organizational and	*From the Strategic Framework 2014-2017:* "Specific focus will be on i) ensuring commitment to gender equality, ii) recognizing the role of women as a driving force for peace and development efforts, and iii) promoting societal transformation across all areas of programme delivery" [...] "UNV will also strive to specifically ensure gender balance in all its operational engagements, especially among UN Volunteers deployed. UNV is making efforts to ensure gender mainstreaming and women's empowerment initiatives at all levels of its programmes and	Commitment of 15% resource allocation to gender responsive programming	a) Architecture UNV Gender Action Team b) Instruments Not mentioned			

programming, 2017	operations. UNV programming will ensure commitment to gender equitable outcomes, and will review institutional processes to ensure that opportunities for volunteering, and in all its work, are open to both women and men equally."					
WFP Gender Policy 2015-2020 Evaluation of the Gender Policy 2015-2020, 2020[95] UNSWAP (for Organisational issues)	Food assistance adapted to different needs. • Women, men, girls and boys benefit from food assistance programmes and activities that are adapted to their different needs and capacities. Equal participation. • Women and men participate equally in the design, implementation, monitoring and evaluation of gender-transformative food security and nutrition programmes and policies. Decision-making by women and girls. • Women and girls have increased power in decision-making regarding food security and nutrition in households, communities and societies Gender and protection.	Gender Parity Assessment of core values and competencies in GEWE for all staff. Leadership and advocacy from senior management. Recognition system for excellent work in promoting GEWE. Corporate certification process that recognizes good performance and delivery of results in gender equality and women's empowerment by regional bureaux, country offices and Headquarters departments and divisions Implementation and tracking of gender-aware and family-friendly policies	a) Architecture • Gender Office: senior gender adviser at Headquarters and gender advisers in each regional bureau and large country offices. • Gender Results Network b) Instruments • Gender Marker or equivalent • ILO participatory gender audit or equivalent every 5 years. • Gender Toolkit • Type of Gender Seal • Online training materials	Gender Office has been highly effective in establishing mechanisms for supporting WFP contributions to gender equality and women's empowerment, including the Gender Action Plan, regional gender strategies, the Gender Results Network and the Gender Transformation Programme; however, overall progress has been hindered by human and financial resource investments that have fallen short of the commitments made by WFP in the Gender Policy (2015–2020) and the Gender Action Plan Gender mainstreaming approaches are yet to be systematically included in all programmes There is some evidence of adaptation to gendered needs and equal participation but not widespread capacity development and, to a lesser extentevaluation and oversight have seen most progress.	A framework for developing regional, country and subnational implementation strategies adapted to different contexts and WFP activities/programmes. Minimum Standards for Gender Mainstreaming and targeted interventions Addresses GBV (protection) Corporate certification process that recognizes good performance and delivery of results in gender equality and women's empowerment by regional bureaux, country offices and Headquarters departments and divisions All employees are made aware of the United Nations Secretary-General's Bulletin on Protection from Sexual Exploitation and Abuse	

[95] https://www.wfp.org/publications/evaluation-gender-policy-2015-2020

	• Food assistance does no harm to the safety, dignity and integrity of the women, men, girls and boys receiving it, and is provided in ways that respect their rights. Twin Track approach: mainstreaming and targeting, Minimum standards	All employees are made aware of the United Nations Secretary-General's Bulletin on Protection from Sexual Exploitation and Abuse A comprehensive capacity development plan, based on the 2014 WFP-wide assessment of capacities in GEWE. Communication plans include GEWE participates in an inter-agency community of practice on gender equality and women's empowermen work in GEWE represents at least 15 percent of total project costs by 2020.		Not yet met the human or financial targets Failure to fully meet the corporate financial benchmark of 15% of total project costs being devoted to work in GEWE Modest progress towards gender parity. Leadership focus on gender parity has overshadowed other aspects of the Gender Policy Recommends establishing a steering group on gender equality and women's empowerment to strengthen leadership and accountability for gender mainstreaming and investing in a dedicated cadre of gender advisors that will be present at headquarters and the regional and country levels; ,	Policy is costed Rotation of senior gender advisors is a challenge Policy does not reflect shifts in global and organizational thinking regarding transformational change and intersectionality	

Annex 7: Terms of Reference

https://www.unido.org/resources-evaluation-and-internal-oversight-evaluation/terms-reference-ongoing-and-past-evaluations

UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

Further information:
Office of Evaluation and Internal Oversight
Independent Evaluation Division
evaluation@unido.org
http://www.unido.org/evaluation