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GUIDE ON GENDER MAINSTREAMING
ENVIRONMENTAL MANAGEMENT PROJECTS

UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

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UNIDO

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INTRODUCTION

Why this Guide?

Gender equality is a goal in its own right, but it is also vital to the achievement of other development goals, such as poverty reduction and environmental sustainability. To ensure that women and men can equally access, participate, and benefit from development projects, and that gender inequalities in activities and outcomes are reduced or eliminated, gender differences need to be considered during the entire project cycle—from design and implementation to monitoring and evaluation. While UN Women has a specific mandate to work on empowering women, all United Nations agencies have a responsibility to work with a gender perspective and to understand how and where gender issues are relevant to fulfilling their mandate.

By systematically mainstreaming gender into its environmental management interventions, UNIDO can ensure equal opportunities for women and men, thus furthering its inclusive and sustainable industrial development (ISID) agenda and contributing to the achievement of the Millennium Development Goals (MDGs) and the post-2015 development framework. The aim of this *Guide* is to "demystify" gender mainstreaming and to provide practical guidance on how to systematically address gender inequalities specific to UNIDO's environmental management interventions.

Who is this Guide for?

The *Guide* is intended to help UNIDO's staff involved in environmental management interventions to apply a gender perspective to their work and, more specifically, to mainstream gender throughout the project cycle. The *Guide* can also be useful for national and local counter-parts, agencies, international and private-sector partners, and individual experts who work closely with the UNIDO on environmental management.

How to use this Guide

The *Guide* is divided into six chapters and is meant to be read in its entirety; the first two chapters provide a general background of gender concepts and the gender dimensions of environmental management projects, followed in the next four chapters by a step-by-step roadmap of gender mainstreaming in the different stages of the project cycle. Due to the scope and diversity of UNIDO's environmental management portfolio, the relevance and application of this *Guide* may vary. Therefore, the *Guide* must be taken as indicative and applied where appropriate. Ideally, this *Guide* will help the formulation of projects from the outset, however, projects that have already begun and are under implementation can also benefit from the *Guide* through the adjustment of ongoing and future activities to make them more gender-responsive.

1. INCLUSIVE AND SUSTAINABLE INDUSTRIAL DEVELOPMENT (ISID), GENDER EQUALITY AND GENDER MAINSTREAMING

What is gender equality?

Gender equality means creating equal opportunities for women and men, by allowing them to contribute on an even footing economically, politically, socially and culturally. It means that no one will be prevented from reaching their full potential because of their gender and puts equal value on the varying roles played by women and men in society.

The concept of gender equality has been enshrined as a human right in a number of declarations and conventions, including the Rio+20 outcome document 'The Future We Want,'[1] the Beijing Declaration and the Platform for Action and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), which offers a comprehensive description of this right.

"Gender equality refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men." [2]

Gender equality is an important human right in itself, but is also widely acknowledged as a prerequisite for sustainable development in its three dimensions—economic, social and environmental. Given women's central role in manufacturing, entrepreneurship, resource management and energy production, policies to empower women go hand-in-hand with efforts to foster inclusive and sustainable industrial development. The achievement of gender equality and the empowerment of women and girls are essential for economic development and the eradication of poverty and hunger, as well as for peace and security. The Millennium Development Goals included a gender equality goal with targets on education, wage-employment in the non-agricultural sector and political representation, although with the exception of primary education, progress has been slow. The post-2015 goals are expected to continue recognizing gender equality as an important goal in its own right and also incorporate it as a cross-cutting priority in all dimensions of the sustainable development framework.

Progress to raise the level of gender equality has been made in recent decades but women are still much less likely to have access to, or control over, productive and natural resources. They have less access to modern technologies or financial services and receive poorer education, training and technical advice. They are also more likely to suffer violence and exploitation, and receive lower pay for their work. Until these inequalities are eliminated, women, who make up the bulk of the world's poor, will continue to suffer disproportionately from poverty and be more likely to endure limited economic and social opportunities.

The achievement of gender equality and the realization of the human rights of women and girls, including in industrial development, require gender-responsive institutions, strong governance and robust accountability systems, as well as the full, equal and effective participation of women at all levels of decision-making. Gender-sensitive policies and measures that foster transformations in gender relations by addressing both the underlying and root causes of gender inequality are also critical.

It is important to note that men are also subject to restrictive gender stereotypes about what they are supposed to do and how they are supposed to behave which can limit their personal and professional life choices. To achieve real gender

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[1] General Assembly resolution 66/288 adopted by the United Nations General Assembly in the context of the United Nations Conference on Sustainable Development in 2012 (Rio+20).

[2] http://www.un.org/womenwatch/osagi/conceptsandefinitions.htm

equality, the whole of the population must support equal rights and opportunities for women and men and it is critical to also engage, involve and motivate men to be part of the solution.

What is gender mainstreaming?

Gender mainstreaming is not just about adding women. It involves looking at the experience and interests of women and men in the development process, and re-imagining these realities in such a way that challenge existing social structures and place women and men on an even footing.

Gender mainstreaming is also not the same as gender balance or gender parity. Gender mainstreaming goes beyond counting the number of women and men in a room. Rather, gender mainstreaming addresses the gender inequalities that are at the core of project, policy or process, leading to more gender-responsive actions.

Gender mainstreaming is not just about adding stock catchphrases—"special attention will be given to women" or "gender equality activities will be considered"—to policies, programmes or projects. Gender mainstreaming requires a contextual analysis of the needs, priorities, roles and experiences of women and men as well as the integration of specific actions to address any gender-based inequalities that may have emerged from this analysis.[3]

Gender mainstreaming is a strategy that was formally included in the Beijing Platform for Action in 1995 and is most often defined by the 1997 United Nations Economic and Social Council (ECOSOC) interpretation of the term:

"Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension in the design, implementation, monitoring and evaluation of policies and pro-grammes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetu-ated. The ultimate goal is to achieve gender equality."[4]

Given the existing gender gaps in employment, wages, access to productive resources and energy and more, gender mainstreaming should be complemented with additional targeted actions that promote the empowerment of women, for example, women-targeted interventions. As per the Beijing Declaration and Platform for Action, a dual approach that combines gender mainstreaming with specific affirmative measures is essential to the achievement of gender equality.

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[3] Gender mainstreaming in the work of UNODC. Available at: http://www.un.org/womenwatch/directory/docs/UNODC-GuidanceNote-GenderMainstreaming.pdf

[4] ECOSOC 1997/2.

2. GENDER MAINSTREAMING IN ENVIRONMENTAL MANAGEMENT INTERVENTIONS

UNIDO provides environmental management technical assistance to countries to promote the growth of green industry in developing countries and countries with economies in transition by improving the environmental performance of industry and supporting the creation of industries delivering environmental goods and services. It also promotes investment, training and entrepreneurship. Gender mainstreaming is crucial to making sure that environmental management projects take account of the differing needs, roles and expectations of both women and men in sustainable industrial development. Projects that do not include a strong gender assessment risk reinforcing existing gender-based discrimination, which has clear negative impacts on the environment as well as on social and economic development.

While the degree of gender dimensions may differ from one environmental management project to another, when a project is dealing with people, it is not gender-neutral. A gender-neutral project assumes women and men have the same needs, priorities, opportunities and expectations. Gender-neutral approaches often run the risk of reinforcing existing gender-based discrimination or responding to male priorities, especially in societies where the power and decision-making is predominately done by men.

In this light, gender mainstreaming is essential to making sure that environmental management projects take into account the differing needs, roles and expectations of both women and men in sustainable industrial development. Environmental management projects that are sensitive to gender differences consider specific questions in the choice of interventions such as:

• Are women's and men's experiences taken into account in the sustainable use and management of natural resources to facilitate the achievement of maximum development results?

• Is it recognized that hazards such as toxic chemicals affect women and men differently, and are response strategies tailored to their distinct vulnerabilities and needs?
• Are women's and men's specific needs and priorities, and also knowledge and skills, considered and utilized in the development and transfer of environmentally sound technologies (ESTs) in order to reach maximum uptake?
• Is explicit attention given to ensure that both women and men participate in and benefit from capacity-building activities and training, and are they given the opportunity to meaningfully contribute in decision-making processes and take on leadership roles in sustainable industrial production?

Relative to men, women tend to have a smaller ecological footprint. Their production and consumption patterns are often more resource-efficient, they are more likely to recycle, they have more knowledge about local ecosystems, and they make more sustainable decisions for their households and businesses. To date, men nevertheless occupy most green jobs and have more access to green technologies.

As the green economy continues to grow and clean energy investments increase, there will be more opportunities for green jobs and newer environmentally sound technologies. To increase the participation of women in the green economy and in science, technology, engineering and mathematics (STEM) fields in general, there needs to be a more dedicated effort in mainstreaming gender into environmental policies and programmes as well as a targeted strategy to bring women into the fold.

Equal opportunities for women to participate in sustainable industrial development and attain higher-level positions will also create the basis for a more equal society, which will generate new needs and encourage the development of new products. This means gender mainstreaming is much more

than a women's issue; it is the basis for establishing a level of equality between women and men which can help stimulate economic growth, create higher-level jobs, support communities, raise productivity and reduce poverty. Ultimately, mainstreaming gender in environmental management projects would result in enhancing the overall effectiveness of UNIDO's technical cooperation services and improve its contribution to the achievement of broader development goals.

Gender and the Green Industry

Green industry can be defined as industrial production and development that does not come at the expense of the health of natural systems or lead to adverse human health outcomes and worsened inequality. Green industry is aimed at mainstreaming environmental, climate and social considerations into the operations of enterprises.[5] The greening of existing and the creation of new green industries bear great potential and entry points to achieve more inclusive and sustainable industrial development. Women are important

agents of change, and a more equal inclusion of both women and men could propel green industry and lead to better development outcomes.[6]

However, to date, the majority of industrial equipment and technology is developed by and for men, and is not always appropriate or accessible for women. There are limited education and training opportunities for women, as well as scarce resources and support for women's movements, networks, and entrepreneurship in green industry. Public and private expenditures towards the creation of gender-friendly work environments remain low, and provisions such as child-care, safe and reliable transportation, and flexible working hours that allow women to combine the household care with income-generation are non-standard. Additionally, there tends to be a bias in labour policies that dictate gender differentials in earnings. Perhaps at the root of this is the fact that women are usually under-represented in decision-making and leadership positions, leaving them at the periphery of green industry policies and investments.

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[5] UNIDO, "Gender Inequality and its Effects on Industrial Development", 2012. Available at: http://www.worldwewant2015.org/node/282863.

[6] Stevens, Candice, "Gender in the Green Economy". Available at: http://www.unrisd.org/news/stevens.

Given these realities, it is evident that, without concerted efforts, these gender inequalities will continue to persist, rendering negative economic, environmental and social consequences.

Key measures at the global level to prevent this include the following:

1. Developing gender-responsive policies and green industry strategies that address women's and men's needs, as the overall policy framework of a country significantly influences if and in what way change can take place. Such policies should be based on, and request for more, sex-disaggregated baseline data and qualitative evidence to better understand women's and men's needs and priorities. This will also support monitoring and measuring progress over time. Further, policies and strategies should call for equal pay for women and men, family-friendly practices, such as child care provisions and flexible working hours, and access to and support for women in STEM fields, to mention only a few areas in which improvements are urgently needed.[7]

2. Raising awareness of women's distinct knowledge and skills, supporting them in realising and sustaining their entrepreneurship, and advocating for greater gender parity in businesses as well as in decision-making forums at all levels. Independent of the limited access many women have to formal education, they have the right and specific potentials to contribute: among others, women give more emphasis to social and ecological issues than men, and are well-known for their better "eco-consciousness".[8] As research shows, they are more likely than men to buy products that are recyclable or eco-labelled.[9] Furthermore, women possess valuable leadership skills.[10] For instance, a study among Fortune 500 companies showed that companies with the greatest representation of women in management positions delivered 34 per cent higher returns to

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[7] Stevens, Candice, "Gender in the Green Economy". Available at: http://www.unrisd.org/news/stevens.

[8] Stevens, Candice, "Gender in the Green Economy". Available at: http://www.unrisd.org/news/stevens.

[9] Boston University, "Are Women the Key to Sustainable Development?". Available at: http://www.bu.edu/pardee/files/2010/04/UNsdkp003fsingle.pdf.

[10] Stevens, Candice, "Gender in the Green Economy". Available at: http://www.unrisd.org/news/stevens.

shareholders than some of their counterparts.[11] Looking for champions and women role models is an effective means to this end.

3. Establishing tailor-made networks and platforms. Setting up specific gateways for women helps facilitate access to information, knowledge exchange and learning. Women can more easily consult with like-minded women through such networks and platforms, advise each other and provide support, including on finance, working with clients, and the formulation and realization of new ideas. Networks also help existing businesses to become more stable and grow faster.

4. Preparing evidence-based online material and publications. Processing available qualitative and quantitative data on gender and environment and preparing knowledge material, such as the "business case" on gender and environment, case studies, policy briefs, and fact sheets, is a very effective way to demonstrate the importance of gender mainstreaming and the multiple benefits thereof to relevant stakeholders, including governments. Such publications also support the exchange of experiences and the identification and sharing of good practices and lessons learned between actors.

Gender in the resource efficient and cleaner production programme

Resource efficiency and cleaner production are two key aspects of Green Industry, which are interdependent: resource efficiency requires cleaner production and vice versa. As a necessary condition for sustainable industrial development, using resources in an efficient way has enormous social, environmental, and economic benefits. For instance, the global economic benefits from resource efficiency for energy, water, land and steel alone have been estimated at US$ 2.9 trillion annually by 2013.[12]

In general, men are often associated with production, while women are connected to consumption. However, women play a key role in both consumption and

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[11] UN Women, "UN Women at a Glance". Available at: http://www.unwomen.org/en/about-us/~/media/8D27D2FB09AB4AA38E8189F9283E6539.ashx.

[12] UNIDO/van Berkel, Rene, "Resource Efficient Cleaner Production: from Global Necessity to Local Opportunity", Presentation, April 2013. Source: steel study

WOMEN ROLE MODELS IN GREEN INDUSTRY: CHEN CHUNHONG'S SUCCESS STORY

Chen Chunhong, member of the Green Industry Platform Technical Expert Committee and managing director of Yiyuan Environmental Group, a company that produces and markets toilets whose patented technology can save up to 83 per cent of water compared with conventional models, shares her experiences as a green industry entrepreneur:

"The idea of building a business was not my original intention. I just wanted to promote the concept and products in support of my father. But it was a hard lesson to learn. What supported me throughout the hardest time was my hope that both the concept and the technology of water-saving can be promoted worldwide through products like ours, so that our Earth will become a better place."

Chen was the first Chinese woman to win the Cartier Women's Initiative Award for the Asia-Pacific region and remembers the difference this made for her career:

"Before the Awards, people would look down on my small company, a dot in the vast land of China. Afterwards, they showed much more respect. The Award inspired me to re-think my business and expand into other water-saving products. I could never have made it without the coaching, which was part of the prize."

Recalling her early days in Shanghai, Chen admits that, compared with her male counterparts, it was more difficult for her to start a business, but thinks that the current two to one ratio of men to women entrepreneurs will change:

"With women's role in the economic sphere increasing, the female force in entrepreneurship can't be ignored anymore.

I believe our society should work together to create a better environment for women's entrepreneurship. To achieve this, women's burden inside the family should be reduced. Men should be encouraged to share in-house responsibilities, such as caring for the elderly, children and housework, thus giving women more time and space to use their talents. Also, more women's entrepreneurship funds should be established, so as to provide direct financial support. Finally, policies in favour of female entrepreneurship should be implemented. We should set up training institutes and hubs for female entrepreneurs to share their knowledge and experiences. Lastly, governments and organizations, like the United Nations, should work together with the media to create a generally more encouraging atmosphere for female entrepreneurship."

Based on her experiences, Chen advises other women entrepreneurs to:

1. *"Select projects good for the sustainable development of society, and explore a practical manufacturing and distribution model. Leverage policies and promote the sustainable development of the project."*

2. *"Through participating in relevant organizations or competitions, get more publicity for the project so that more people can know it and promote it."*

Source: UNIDO, "SEED Gender Equality Award". Available at: http://www.unido.org/en/what-we-do/cross-cutting-issues/gender/seed-gender-equality-award.html.

production, and utilizing their distinct knowledge and skills can help a great deal in moving towards more resource efficient and cleaner production. A prominent example from the household level is the development and usage of energy efficient cook stoves. As research shows, the uptake of such improved stoves is higher when women, as the primary users, are consulted throughout the design process. Considering both women's and men's views ensures that new technologies meet end-users' needs and, in turn, increases their acceptance in societies and maximizes development results.

But also beyond the domestic level, resource efficiency and cleaner production have gender dimensions, for instance in the context of economic empowerment. Staying with the example of energy as a key pillar for the vast majority of human activity, access to modern energy services, particularly for women and girls in low- and middle-income countries,

helps sustain industrialization by making income-generating activities possible, thus lifting many out of poverty.[13]

Yet, to date, women's access to resource efficient and cleaner production methods is limited and they are under-represented in the sector's work force. Some of the key reasons include women's limited access to training and information, decision-making, and discrimination in receiving formal credit and accessing competitive markets.[14] As recent research has shown, women may even face official restrictions in registering at vocational schools that offer education for highly demanded professions in the labour market, lead to an improved level of economic stability and independence, and apply and create new technologies.[15] Furthermore, the benefits of gender

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[13] UNIDO, "Gender Inequality and its Effects on Industrial Development", 2012. Available at: http://www.worldwewant2015.org/node/282863.

[14] UNIDO, "NCPC Ghana Assessment Report".

[15] Suslova, O./Tkachenko, V., "Final Report on Gender Mainstreaming: Resource Efficient and Cleaner Production Centre (RECPC) – Ukraine", 2013–2014.

GENDER INEQUALITIES RELATED TO RESOURCE EFFICIENT AND CLEANER PRODUCTION: EVIDENCE FROM GHANA

A recent analysis conducted as part of the Ghana National Cleaner Production Centre (NCPC) project found that, overall, women's businesses are less profitable than men's in the country. Responsible for this is a complex set of gender inequalities and constraints, which is also related to the field of resource efficient and cleaner production. For instance, the study found that women have limited access to adequate technology, targeted education, relevant information and training, and decision-making power. Furthermore, women have fewer opportunities than men, for instance due to their role as family caregivers, and experience discrimination in access to credit, land and markets. In addition, the analysis identified social and cultural misconceptions as barriers for women to thrive. All of these aspects lead to a comparatively low number of qualified women in the country. This situation has a direct negative effect on women's economic empowerment and ultimately affects their families, the wider community and society as a whole; it creates serious obstacles for the country's economic growth and poverty reduction.

Source: UNIDO, "Ghana NCPC Assessment Report".

mainstreaming are oftentimes insufficiently known by stakeholders and a lack of sound statistics and evidence from the field documenting the important role of women in resource efficient and cleaner production poses an additional barrier.

Run by UNEP and UNIDO, National Cleaner Production Centres (NCPCs) promote resource efficient and cleaner production methods and strengthen national capacities, in particular through knowledge generation and dissemination, professional training, plant assessments, and support in policy change and technology transfer. As such, they provide an important entry-point to address the abovementioned challenges: for instance, making gender sessions an integral part of any capacity-building provided by NCPCs sensitizes a wide range of decision-makers and practitioners. Where needed, NCPCs are also well positioned to provide specific gender trainings. Furthermore, ensuring that women and men have equal access to and participate in trainings is an important step in creating employment opportunities for women. The centres can also consciously target and deliver

technical training to industries in which women predominate, such as small and medium enterprises, industries that focus on reducing, reusing and recycling, as well as waste collection, treatment and disposal enterprises. Furthermore, NCPCs can make gender competence a necessary requirement in recruitment processes and undertake specific measures towards greater gender parity among staff, such as outreach and establishment of databases of qualified women candidates. NCPCs need to play a leading role in creating a gender-friendly work environment and providing child-care, safe and reliable transportation and flexible working hours. Through alliances with professional women associations such as the Women Chamber in Sri Lanka, the Centre can promote RECP among women and encourage a stronger engagement of women in RECP. In addition, through collecting data disaggregated by sex and adding specific gender questions to needs and impact assessments,

WOMEN'S EMPOWERMENT IN SRI LANKA'S NATIONAL CLEANER PRODUCTION CENTRES

In its gender mainstreaming efforts, the NCPC Sri Lanka aims at 50 per cent women employment at all times, a target that it achieved in 2012. Yet, an analysis conducted on gender policies and practices, with a specific focus on the selected industrial sectors that the NCPC is involved in, found large gender gaps in wage and employment rates in the country. Especially in the informal agriculture and construction sectors, the wage rates differ substantially among women and men workers, and unemployment is more severe among women than among men, for all age groups. One of the main challenges identified is that cultural norms restrict women, especially once they are married, from commuting long distances to work and discourage employers from hiring women of child bearing age into their workforce. The study recognized that an extensive advocacy campaign was needed to incorporate gender-sensitive approaches into policies and practices. The NCPC with its mission to design and deliver demand-driven, locally adaptable solutions by networking with key players, is well placed and committed to develop strategies aimed at creating a positive and conducive environment for both women and men in order to contribute to the country's economy.

Source: UNIDO /Kodagoda, Swarna, "Report on Gender Mainstreaming, National Cleaner Production Centre Sri Lanka", 2014.

GENDER MAINSTREAMING PLANS FOR UKRAINE'S RESOURCE EFFICIENT AND CLEANER PRODUCTION CENTRE (RECPC)

Ukraine's RECPC undertook a recent gender analysis with the objective to ensure that gender issues are appropriately considered during the project implementation period. Based on the findings of this analysis and responding to country- and sector-specific needs, the following recommendations for short- and long-term activities were formulated and will be implemented by the Centre:

Short-term activities

Organize trainings on gender aspects of communication; edit the manual for experts and include gender considerations; ensure information material is gender-responsive, for instance through the inclusion of pictures of women and men; encourage gender parity among project staff; collect gender disaggregated statistics during the project; designate a gender focal point for the project; monitor, evaluate and plan future gender events; establish contacts with the faculty of sociology and law to cooperate and undertake research on gender mainstreaming; and cooperate with the local gender community.

Long-term activities

Increase the visibility of women in the industry, while creating an opportunity for experienced, successful women to mentor other women; develop a specific mentoring programme to help women advance in the industry; provide networking opportunities for women in the industry; create programmes designed to attract more women to the industry; encourage a cross-industry exchange of ideas and perspectives on the particular challenges women face; recognize the contributions and achievements of women who are industry leaders; and provide a forum for women and men to collaborate on initiatives to recruit, develop and advance women in the industry.

Source: Suslova, O./Tkachenko, V., "Final Report on Gender Mainstreaming: Resource Efficient and Cleaner Production Centre (RECPC)—Ukraine", 2013-2014.

context-specific gender issues can be revealed, the information gap reduced, and tailor-made activities designed. It is important that NCPCs fully utilize this potential.

Gender and multilateral conventions on chemicals

Chemicals can be found everywhere in the environment, including in homes, workplaces and outdoors. They benefit societies, for instance, through enhanced agricultural production based on fertilizers and pesticides, life-saving medicines and water purification agents.[16] However, as intentionally produced substances or unintentional by-products of industrial processes and production, they also pose a variety of risks. Persistent Organic Pollutants (POPs) for instance, which are the central chemicals of concern of the Stockholm Convention, are long lasting, highly toxic and

known to cause cancer.[17] Furthermore, they have adverse effects on people's immune responses, reproductive systems and neuropsychology, to mention only a few of the manifold negative health consequences.[18]

Although chemicals pose a risk to all human beings, especially if not properly managed, they affect women and men differently. For instance, due to biological differences and their higher proportion of body fat, women store more environmental pollutants than men in their tissues and are hence more vulnerable to the adverse impacts of fat-soluble chemicals. Women's exposure to chemicals can cause reproductive health problems such as birth defects, low birth weight, miscarriages or premature births, and a significant part of the chemical burden experienced by mothers can be passed on to their babies during gestation and breastfeeding.[19] Indeed, relatively high levels of POPs are found in human breast milk.[20]

Aside from their distinct biological susceptibility and reaction to chemicals, women and men experience different levels of exposure due to their gendered roles in societies. For instance, women are more frequently exposed to chemicals that occur in products used within the household. This includes chemicals in cleaning and washing agents, garden insecticides or rat poisoning, to mention only a few. Furthermore, cosmetics such as mascara and eye shadow, as well as creams, soaps and shampoo, tend to be used more frequently by women and the chemicals included in these products hence affect them more than men. Occupation is a strong determinant too; in the health care sector, for instance, women traditionally make up the larger part of staff. Through their work as nurses or pharmacy workers, they are disproportionately exposed to chemical substances used in medical products. Men, on the other hand, are more frequently employed in mechanical workshops or engaged in tannery

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[16] UNDP, "Chemicals and Gender", 2011.

[17] GEF, "Chemicals". Available at: http://www.thegef.org/gef/chemicals.

[18] Herkovits, Jorge, "Adverse Effects of Persistent Organic Pollutants (POPs) during the Perinatal Period: Dioxin-like Compounds". Available at: http://www.chem.unep.ch/pops/pops_inc/proceedings/Iguazu/herkovits.html

[19] UNDP, Gender Mainstreaming: A Key Driver of Development in Environment and Energy, "Chemicals Management". Available at: http://www.undp.org/content/dam/aplaws/publication/en/publications/environment-energy/www-ee-library/chemicals-management/chemicals-management-the-why-and-how-of-mainstreaming-gender/Chemicals%20Management%20and%20Gender%20Mainstreaming.pdf.

[20] UNDP, "Chemicals and Gender", 2011.

operations or artisanal mining, and are hence associated with greater exposure to respective chemicals and prone to suffer from certain chronic diseases, specific types of cancers and reduced reproductive capacity.[21]

Yet, while representation of women and men in the workforce is an important indicator, more detailed analyses are required to understand the gendered dimensions of chemicals. Looking at the actual production processes for instance, although men make up the majority of mine workers in artisanal gold mining, women are oftentimes the ones who perform the most toxic jobs. These jobs are characterized by a high exposure to mercury, one of the most dangerous metals known and the central chemical of concern of the Minamata Convention. They include pouring mercury into ball-mills, mixing the mercury in panning, or burning the amalgam. Women are oftentimes engaging in these jobs because they do not require that much physical strength, but also because they are unaware of the adverse health consequences. Women barely receive training or education, for instance, on better amalgamation practices and are excluded from decision-making, while men continue to own and control most of the assets and hence have access to less dangerous and better paid jobs.[22]

The Secretariat of the Basel, Rotterdam, and Stockholm Convention (BRS) has recognized the importance to address gender inequalities and to mainstream gender in the implementation of the three conventions. Among others, this is reflected in the Gender Action Plan (GAP) of the Secretariat of the BRS, which is "hoped (…) to lead to a greater recognition of the links between gender, poverty and hazardous chemicals and wastes".[23] Activities that the BRS Secretariat

UPDATING OF NATIONAL IMPLEMENTATION PLANS UNDER THE STOCKHOLM CONVENTION

National Implementation Plans (NIPs) are the main guidelines for efforts undertaken under the Stockholm Convention. Based on the amendment of the Stockholm Convention to list 11 new POPs in Annex A, B and C of the Convention, parties need to update their NIPs. UNIDO is supporting this process through its 'NIP updating projects' and utilizes the opportunity to incorporate gender-considerations into the revised implementation plans. One key activity in this context is to respond to findings from country-specific gender context analyses of the macro, sector and stakeholder level: while some aspects related to chemical management are universal—for example, women's and men's distinct biological vulnerability—others are country-specific. For instance, as results from Burkina Faso have shown, agriculture accounts for roughly 30 per cent of the country's GDP, and 75 per cent of the food production for household consumption is undertaken by women (Japan International Cooperation Agency, 2013). Thus, it is of vital importance to ensure that attention is also paid to the health of women farmers in the country's agricultural sector, which uses a huge amount of pesticides.

In general, UNIDO's gender analyses, as part of its NIP updating projects, provide an overview of the countries' relevant legal frameworks and commitments; establish the country-specific links of gender and POPs, including the identification of key sectors and specific challenges to be addressed; and suggest key stakeholders working on gender-related issues that should be included in the project implementation.

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[21] UNDP, Gender Mainstreaming: A Key Driver of Development in Environment and Energy, "Chemicals Management". Available at: http://www.undp.org/content/dam/aplaws/publication/en/publications/environment-energy/www-ee-library/chemicals-management/chemicals-management-the-why-and-how-of-mainstreaming-gender/Chemicals%20Management%20and%20Gender%20Mainstreaming.pdf.

[22] WECF, "Women and Mercury in ASGM: Impacts on Women's Health and that of Future Generations". Available at http://www.wecf.eu/english/articles/2013/10/minamata-sideevent.php.
Hinton, J./Veiga, M./Beinhoff, C., "Women and Artisanal Mining: Gender Roles and the Role Ahead", in: The Socio-Economic Impacts of Artisanal and Small-scale Mining in Development Countries, Swets Publishers, Netherlands, 2003.

[23] Secretariat of the Basel, Rotterdam, and Stockholm Conventions, "Gender Action Plan of the Basel, Rotterdam, and Stockholm Conventions (BRS-GAP) for 2014-2015", Final Draft, December 2013.

has identified as particularly important are centred around developing an understanding amongst and support from BRS staff on the issue of gender equality, particularly in the context of BRS operations and activities; developing a baseline on gender-related issues and measuring progress in achieving GAP objectives and implementing activities; ensuring that the Secretariat's programmes and projects are planned and implemented from the gender equality perspective; promoting the consideration of gender issues in hazardous chemicals and wastes management at the national and regional levels; and supporting staff in achieving a sustainable work-life balance.

Gender and water management

Water is a resource of utmost importance. It sustains all forms of life on our planet and facilitates economic production and industrial activities. Water needs to be effectively and efficiently managed by industries, communities and at the household level, in order to facilitate growth and poverty reduction.

Water management has strong gender components. In developing countries, men are primarily involved in securing water for larger livestock and agriculture. Women, on the other hand, are usually the ones responsible for the provision of water for household purposes as well as for rearing of small livestock and subsistence agriculture. Despite this, it is important to refrain from reducing women's role in relation to water management to domestic tasks: women also require water for economic production, including microenterprises and agriculture. Yet, consuming up to five hours per day, fetching water to comply with their household duties takes up a huge amount of women's time in developing countries, thereby reducing options for education, income-generation and engagement in social, political and other activities. In addition, in less secure areas, women's increased exposure to gender-based violence during long walking distances poses a problem. Carrying heavy loads of water also frequently results in health issues such as severe back pain.[24]

Another big concern that is closely related to industrial production is water pollution. In developing countries, available water is frequently contaminated by the application of too much fertilizer, industrial chemicals, urban runoff and human and animal waste. The limited existence or implementation of policies regulating and preventing pollution adds to this problem.[25] In total, about 80 per cent of the world's diseases are attributable to unsafe water and sanitation.[26] Due to their regular direct contact as primary water managers at the domestic level, women face a disproportionately high risk of catching water-related diseases.[27]

[24] UNEP, "Women and the Environment". Available at: http://www.unep.org/pdf/women/ChapterFive.pdf.

[25] Jacobs, J.W., "Issues in Developing Countries". Available at: http://www.waterencyclopedia.com/Da-En/Developing-Countries-Issues-in.html.

[26] Gender CC, "Gender, Climate Change and Water". Available at: http://www.gendercc.net/fields/water.html.

[27] UNEP, "Women and the Environment". Available at: http://www.unep.org/pdf/women/ChapterFive.pdf .

GENDER AND ARTISANAL AND SMALL-SCALE MINING

Artisanal and small-scale mining (ASM) forms not only a substantive part of many nations' mineral production but is also an important source of income for local livelihoods in various countries. To effectively and sustainably address health and environmental issues by minimizing the amount of mercury being released from ASM practices, it is crucial to take the gender dimension into account. The Ecuadorian mining cooperation "Bella Rica" sets a good example: it confirms the urgent need to recognize the role of women miners ("jancheras") whose contributions often remain invisible and whose voices are neglected in the decision-making process, despite frequently working longer hours than men and having to handle care work and household tasks in addition to income-generation in the mines. Including women miners in mining cooperations can be a first step to counter their exclusion from decision-making and their subordination in society. It can empower women miners by giving them a voice and a space to discuss their situation and the challenges they face with other women who share their experiences in order to jointly find solutions.

Source: UNIDO/GEF/Ministerio del Ambiente Perú /INIGEMM, "La mujer en la minería del Ecuador" in Linea Base: Para la implementación de medidas integradas para minimizar las emisiones de mercurio en la minería artesanal de oro, 2013–2014.

The recognition of women's specific vulnerabilities but also their distinct expertise in the water sector is not new. In 1977, at the United Nations Water Conference at Mar del Plata, it was already recognized that women and men need to be equally involved in water management. Gender considerations have also been included in a series of subsequent water-related legislations, development plans and goals, and it was found that water projects that are designed and implemented with women are more effective and sustainable than others.[28] Yet, to date, women remain rarely included in water-related decision-making at all levels. Local water user committees and groups, for instance, are usually comprised of, and chaired by, men.[29] Furthermore, few women hold leadership positions at the regional and global level, as well as in industries.[30]

It is therefore important to continue working towards greater gender equality and the better utilization of women's expertise in the provision, safeguarding and management of water. One effective way to this end is to collect sex-disaggregated data and include specific questions on possible gender-differentiated outcomes of water-related technologies and policy reforms in needs and impact assessments. Furthermore, training materials and capacity-building initiatives should pick up and address sector-specific gender issues. Introducing women-targeted training opportunities and giving specific attention to gender during recruitment processes to facilitate greater parity are important steps. Consulting stakeholders working on gender equality and women's empowerment during the formulation and implementation of water projects are equally helpful measures.

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Gender and green industry

Key issues

Rio+20, the climate change conferences of the past few years, and the Beijing +20 process, have all addressed the lack of gender equality in environment, sustainable development and climate change policies. A strong and vibrant global women's movement has been working to change this, and gender equality is now on the agenda of all international agencies and global governance processes.

It has been recognized that green industry approaches should support women as workers in green jobs, consumers of green products and citizens for green governance to provide for long-term sustainability. Expanding green industry must address gender equality, equity and human rights. Market-based approaches that emphasize economic growth have tended to exploit and marginalize women in both developed and developing countries in their roles as workers, consumers and citizens.

Women's "triple burden" of paid work, care work and domestic work severely thwarts their economic opportunities. Though the gender gap may be closing in primary education in many countries, women still end up being less qualified for many green jobs and lack the skills required, for instance for technical roles in alternative energy generation and distribution, managerial and engineering roles in ecotourism and access to organic certification as agro-entrepreneurs. The skills that have been identified to be particularly relevant for the green economy are male-dominated. The UNESCO Institute for Statistics issued a report in 2012 revealing that the fields of engineering, manufacturing and construction in 97 countries are 100 per cent male dominated. The STEM fields as they are known—science,

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[28] Gross, B./Wijk, C./Mukherje, N., "Linking Sustainability with Demand, Gender and Poverty: A Study in Community-managed Water Supply Projects in 15 Countries", 2000.

[29] UNEP, "Women and the Environment". Available at: http://www.unep.org/pdf/women/ChapterFive.pdf .

[30] ADB, "Making the Top 100: Where are the Women Water Leaders in Asia and the Pacific?" Available at: http://blogs.adb.org/blog/making-top-100-where-are-women-water-leaders-asia-and-pacific.

technology, engineering, and mathematics—have always been male dominated, in both developed and developing countries. Norms, stereotypes, lack of access to higher education, lack of women role models and no encouragement for girls at early ages are all reasons for this gender gap.

Many green jobs are in fields that are already dominated by men, such as construction, business, energy and manufacturing. Men dominate the better paid jobs in engineering, financial and business services, where the bulk of green service positions are likely to be created. Women are often found concentrated in low-productivity jobs—working on smallholder farms, micro or small businesses, and are overrepresented in the informal sector. This can limit their ability to make the transition to new technologies and jobs created by the greening of the economy. Women often have very limited access to productive inputs such as the technical knowhow, land, finances, credit, technology and equipment.

Government action is required to raise the proportion of green jobs filled by women and to ensure the quality of those jobs. Steps should be taken to increase the number of women who are: employed through anti-discrimination laws and family-friendly mandates; recruited for non-traditional jobs through quotas and targeted schemes; trained in green jobs skills by creating specialized apprenticeship and training initiatives; paid equitably by reducing gender-based job segmentation and wage gaps; and organized through increasing the union membership of women in potential green sectors.

A green industrial policy integrates environmental, social and economic concerns and promotes the comparative advantage for resource efficient and low polluting sectors of the economy. Green industrial policy instruments include the removal of harmful subsidies, access to finance, the provision of eco-efficient infrastructures, the introduction of industry-based standards and eco-labels, the harnessing of environmental technologies, environmental taxes and legal and regulatory frameworks. It is important to ensure that such policies are gender sensitive and do not widen the gender gap but actively promote a stronger and more equal involvement of women in green industry. One principal challenge is the absorptive physical, human and institutional capacity to harness the technologies they gain access to. Green industrial policies addressing this issue have to specifically focus on improving women's green technology capabilities—their ability to access, use and benefit from relevant technologies. As a core criterion, policies, programmes and investments in the name of green industry and sustainable development should be assessed against compliance with human rights standards and their ability to enhance the capabilities of women and girls. No development pathway can be considered sustainable if it reduces women's capabilities or adds additional unpaid labour. If policies and programmes that are intended to enhance environmental sustainability inadvertently increase women's unpaid care work, they cannot claim to contribute to sustainable development.

While there is a clear and urgent need for decarbonizing the global economy, this should include attention to local livelihoods and gender equality. There should be full, equal and meaningful participation of women in green industry, as actors, leaders and decision-makers in the processes that shape their lives as well as the future of their households, communities, nations and the world. Governments, institutions and the private sector must act to close gender gaps that threaten to make the green industry as inequitable as the current one. UNIDO is well placed to play a key role in closing this gap.

Innovative directions

A series of dialogues held on engaging with the private sector in the post-2015 agenda that UNIDO and the Global Compact have been carrying out, put forward a number of recommendations for a more inclusive development framework, including increasing women in leadership, creating opportunities for decent work, closing the gender pay gap and forming alliances for women to realize their market value to companies. Recognizing the need to promote and encourage women's green entrepreneurship and leadership, the Green Industry Platform established a Chapter to connect women professionals with a shared interest in green industry for networking, peer support and exchange, to give exposure to stories of successful female entrepreneurs and leaders, to commission best-practice and best-policy studies dealing with gender aspects in green industrial policy development and to ultimately promote female leadership in the expanding green industry space. The chapter closely coordinates with UN Women, Global Action Plan International and other agencies active in this field, and links to the Knowledge Gateway for Women's Economic Empowerment. UNIDO's future activities

could play a key role in closing gaps that were identified through the Chapter activities, i.e. a significant shortage of best-practice examples and information around success stories, as well as respond to a demand put forward at its Green Industry Conference 2013, where several participants requested a stronger focus on networking among women in green industry and on awareness raising. One important intervention area for UNIDO can be to augment its services provided by the GIP on the global level by the creation of national support hubs for networking among and mentoring of female green industry entrepreneurs.

One barrier that continues to persist is decision-makers' limited awareness of the immense benefits of more inclusive processes. Hence, UNIDO can take on a role in undertaking tailored awareness raising and advocacy work. Training for decision-makers and practitioners is one way of working towards this goal. Policy makers need to be made aware of the benefits that women's participation in green industries brings and need to give their full and continuous support for more inclusive and sustainable industrial development. This has proven to be particularly effective when based on sound statistics. However, evidence is still insufficiently documented and more work needs to be done to distill and disseminate lessons and good practices, and collect regular and methodological sound data on the gendered dimension of green industry. UNIDO can collect and disseminate such evidence in its projects and via its networks.

Another key area, in which UNIDO's technical expertise can also substantively advance gender equality, is waste management. In order to respond to climate change, as well as the exhaustion and extraction of raw material and fossil fuel, governments have to develop new policies to improve resource productivity. Effective efforts should go beyond preventing pollution and also develop a sustainable resource recycling society, the first step being to manage waste as a recyclable resource. Women play a major role in the management of waste streams, primarily in the informal sector, and gender equality and women's empowerment need to be mainstreamed in projects of this kind. UNIDO can support governments in the design and implementation of green policies to establish recycling industries with a focus on gender issues and the informal sector. This would improve life, health and working conditions for informal groups in combination with the creation of new green industries and improved waste

management activities. UNIDO can help overcome gender inequality, empower women and break down the gender division of labour in the waste management sector by offering women secure and stable jobs. One area of government policy could be to assist women in organizing NGOs, unions or associations modelled after the following examples.

Partnerships and collaboration

There is currently a substantive gap in the global dialogue of green industry where women's concerns and gender issues are largely absent. UNIDO can build on its comparative advantage by ensuring that gender is mainstreamed into its ongoing partnerships and new forms of collaboration.

Since 2013, UNIDO and UN Women have co-sponsored the SEED Gender Equality Award. UNIDO can further develop such existing partnerships to support the development of women entrepreneurs and comprehensive advocacy on gender equality in green industry.

The Knowledge Gateway for Women's Economic Empowerment is an open global platform that promotes collaboration, learning and innovation to advance women's economic empowerment. It connects women and men in more than 190 economies with development partners from the private sector, civil society, academia, governments and international organizations. This community-driven online platform provides 1,000 resources and tools for driving the agenda of gender equality and women's economic empowerment by helping women achieve their economic goals. The platform connects businesses, entrepreneurs, farmers, workers, politicians, policy-makers, professionals, researchers, and advocates for women's economic empowerment to discuss what governments, companies, civil society, communities, families and individuals can do to advance economic empowerment of women. UNIDO is partnering with UN Women on the Knowledge Gateway to gather stories of successful women entrepreneurs and workers in green industry. UNIDO further contributed to an e-discussion on women and the environment, which was hosted jointly with SEED Initiative, UNEP, and UN Women on the Knowledge Gateway in 2014 and attracted over 4,000 visitors. Using it as a consultative vehicle, discussants made it clear that there is a need for women to benefit from gender equality in green industry by participating in decision making processes for

the current system to be reformed and to incorporate context sensitive and locally sound approaches. UNIDO can expand this partnership and develop key policy frameworks from the knowledge gained from the facilitated discussion.

Another critical gap is the lack of gender analysis in the human rights and business sector. UNIDO's commitment to a rights based approach for women's empowerment through green industry would allow the organization to participate in United Nations and other working groups such as the United Nations Working Group on Human Rights and Transnational Corporations (Working Group on Business and Human Rights), which address key strategic issues on the current business and human rights agenda in a wider global context. UNIDO's expertise in green industry can add value by engendering these discussions. The United Nations Guiding Principles to address the global governance gaps by the lack of government capacity and political will to protect human rights and impact corporations are sorely lacking in analysis on gender equality, green industry and women's empowerment.

The International Chamber of Commerce (ICC) is a global organization whose Green Economy Roadmap is partnering with UNIDO's Green Industry Platform. These global frameworks can jointly serve as accelerators of growth in green industry. One promising example at the local level is the Bangladesh Women Chamber of Commerce. BWCCI is a strong community voice, lobbying for micro and macro women entrepreneurs to improve their social and economic prospects, developing the Women's National Business Agenda (WNBA). With a view to achieve its vision to build a prosperous Bangladesh through progress and economic empowerment of women, BWCCI is going to implement 'Empower 5000', with a commitment to develop 5,000 women into entrepreneurship and leadership by 2020. Empower 5000 plans to reduce gender inequality by developing women's capacity for leadership, marketing, product development, access to finance, exports, environmental conservation, ICTs, advocacy, sexual and reproductive rights.

Civil society and the women's movement need to be much more involved in monitoring of gender in green industry, bringing to bear a critical feminist analysis. The Women's Major Group (WMG) was created at the Earth Summit in 1992 as one of the nine groups recognized to achieve sustainable development. The WMG facilitates women's civil society input into the policy space provided by UNEP for human rights based development. They are the focal point for UN-DESA, ECOSOC and the General Assembly for all United Nations SD processes. There are over 600 individual and organizational members. UNIDO could develop a collaborative relationship with the WMG, along with UNEP, to seek women's rights based policy directives for green industry. Development agencies need to ensure increased funding for independent women's organizations.

The purpose of the Gender Equity Seal Standard (GES— UN Women and Social Accountability International) is to provide a standard, based on international human rights norms and national labour laws, to protect and empower people who are personnel, workers, suppliers, homeworkers, contractors and temporary workers. The GES has been designed to be integrated into labour practices, using a gender lens to empower women to participate fully in economic life across all sectors. UNIDO can partner with the GES to promote compliance of its partners with the standard.

Emphasizing corporate social responsibility and developing public private partnerships can be effective in promoting green industry from a gender perspective. The Women Empowerment Principles (WEPs—UN Women/Global Compact) are key; such as establishing high-level corporate leadership for gender equality, promoting education, training and professional development for women, and implementing supply chain and marketing practices that empower women.

In addition, UNIDO may also explore new partnerships with such organizations as Women's World Banking, the Schwab Foundation for Social Entrepreneurship, the World Economic Forum, and the Social Innovation Fund.

Conclusion

A number of key issues are highlighted in seeking to create momentum to strengthen gender equality in green industry as a critical pathway for transition to sustainable development. It is essential to address the range of barriers that women face from equal representation in decision making, ensuring equal rights to own land and access to credit, promoting education and training of women, and promoting equal power relations within households and communities. Women can play an important and critical role in this transition, which must be recognized by gender-transformational policy frameworks that take women's needs and capabilities into account.

3. GENDER MAINSTREAMING THE PROJECT CYCLE

Gender mainstreaming goes beyond simply having a specific women's component in a project or programme. In practice, good gender mainstreaming involves all stakeholders and partners, both women and men, to collectively tackle the issue at hand. This approach recognizes the need to use participatory methodologies (i.e. including both women and men) in order to address gender inequality and promote the advancement of women. Gender mainstreaming is a process that should be embedded throughout all stages of a project cycle.

Gender mainstreaming the project cycle serves to ensure that the intervention advances women's equal participation as decision makers in shaping the sustainable development of their societies and reduces gender inequalities in access to and control over the resources and benefits of development. These objectives are based on two principles: that women and men have different needs, roles, interests and access to resources and their benefits; and that women and men have to play equally important roles in achieving inclusive and sustainable industrial development.

The following sections are designed to provide guidelines for mainstreaming gender throughout the project cycle for environmental management interventions. As a starting point, Table 1 provides an overview of key activities to be considered when mainstreaming gender during the formulation, implementation and evaluation of a project.

Table 1. Gender mainstreaming the project cycle

Stage	Formulation	Implementation	Monitoring and evaluation
PURPOSE	To formulate a project that analyses the roles and needs of women and men, and addresses any gender inequalities so that women and men can equally access, equally participate in, and equally benefit from the resources, services, capacity-building and other activities offered by the project.	To implement project activities that ensure women and men can equally access project resources and services, equally participate in project activities and decision-making processes, and equally benefit from training or other capacity-building activities offered by the project.	To ensure that women and men equally participate in monitoring and evaluation activities and that decision-making processes and data is collected on women and men so that gender impacts are tracked to assess if the project equally benefits women and men.
KEY ACTIVITIES	• Assess and categorize the project's potential to integrate gender dimensions and contribute to the advancement of gender equality. • Collect and analyse sex-disaggregated data and qualitative information to understand roles and needs of women and men. • Design project activities to meet the specific needs of women and men. *Example activity: For capacity-building activities, ensure training curricula and tools are developed to accommodate the different education/skill levels that may exist between women and men. • Incorporate mechanisms to ensure gender balanced representation and participation in project activities and decision-making processes (target at least 40 per cent of whichever sex is underrepresented). *Example activity: Targeted awareness outreach activity to increase women's participation in project activities. • Develop gender-specific targets or performance indicators that track gender results and impact. *Example target/indicator: Number of national or regional industry-related legislation, policies, strategies or plans that incorporate a gender perspective. • Take into account any adverse impacts or risks that may affect the equal access to, equal participation in and/or equal benefit from project activities among women and men. *Example activity: Identify if there are any cultural/religious/legal restrictions that would not allow women or men to access or participate in project activities.	• If the project is considered gender relevant, conduct a more comprehensive gender analysis in the field and establish a baseline. • Ensure women and men can equally access project resources and services. *Example activity: Include targeted trainings for women or men who need to upgrade their skills in order to access new technologies provided by the project; take into account particular social or legal restrictions that may prohibit women or men from accessing resources, such as finance/credit. • Make sure women and men can equally participate in project activities such as trainings or capacity-building activities. *Example activity: Include special transportation or have mobile training units to address any security or distance challenges; to enhance women's participation, provide childcare services and/or, specifically target women networks in awareness building/outreach. • Recruit gender expert or ensure at least one member of the project management team is knowledgeable about gender issues and gender mainstreaming. *Example activity: Ensure project manager completes basic gender course ("I Know Gender") on UN Women's eLearning Campus (https://trainingcentre.unwomen.org) • Engage with gender focal points in-country (women's groups, associations, NGOs) as project counterparts and/or as gender advisors.	• Collect sex disaggregated data to track gender equality results and assess gender impacts. • Monitor access, participation, and benefits among women and men and incorporate remedial action that redresses any gender inequalities in project implementation. • Regularly report on how gender is mainstreamed and ensure that mid-term reviews, assessments, audits, etc. include gender as a specific criteria/component. • Ensure gender balance in evaluation team and recruit gender evaluation expert to be part of evaluation team. If this is not feasible, make sure at least one member of the evaluation team is knowledgeable about gender issues and gender mainstreaming. • Ensure women and men are able to participate in monitoring and/or evaluation processes. *Example activity: If evaluation calls for interviews, ensure that both women and men can participate, taking into account transportation, language and time requirements. • Integrate gender-specific evaluation questions and components in the Evaluation ToRs in line with UNIDO Evaluation Group Guide for integrating gender so that the evaluation report includes an assessment of gender equality results and impacts. • Identify good practices and lessons learned on project outcomes/outputs or activities that promote gender equality and/or women's empowerment.

KEY ACTIVITIES

- Ensure equal opportunity for women and men in the management and implementation arrangements of project.
*Example activity: Create terms of reference (ToR) for project management that include gender sensitivity/respect for diversity as a competency and/or include incentives for women to apply.

- Allocate sufficient financial resources for gender equality and women's empowerment activities.
*Example activity to fund: Recruit gender expert to ensure gender issues are addressed during implementation; conduct gender equality training; undertake a comprehensive gender analysis and baseline exercise in the field at project inception.

- Identify and consult with women/gender groups, associations or stakeholders on project formulation.

- Consider lessons learned from previous projects with gender dimensions and integrate them into project formulation where relevant.

- Build capacity within the project team and among stakeholders to ensure gender-responsive implementation and the continued integration of a gender perspective within the sector/area of intervention after the project ends.
*Example activities: i) Involve gender focal point or gender/women-focused groups in "train the trainer" programmes and/or project monitoring activities to ensure sustainability. ii) Provide gender sensitization training to all project personnel and share environmental management gender mainstreaming guide.

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- Incorporate a gender dimension in project staff's performance appraisals (e.g. by incorporating gender-related tasks in project staff's job descriptions).

4. GENDER MAINSTREAMING IN PROJECT FORMULATION

Environmental management projects take place in specific social and economic contexts where the division of labour, decision-making power, access to productive resources, such as technology and capital, and other differentials between women and men are embedded. This chapter will provide a number of tools, such as the gender categorization and gender analysis tool, to effectively mainstream gender during the project formulation phase.[31]

Gender categorization

Projects address women's and men's distinct needs and vulnerabilities and utilize their capacities and skills in different ways and to varying degrees. Depending on the type of intervention and scope of activities, some projects have clear and direct gender dimensions, while others affect gender relations and issues indirectly or to a very limited extent only. Table 2, the gender categorization tool, provides a means to categorize UNIDO's technical cooperation projects based on their "gender relevance" and expected contribution to gender equality and/or the empowerment of women within the context of inclusive and sustainable industrial development. Overall, projects can be classified into four categories: gender-targeted projects; projects with significant gender dimensions; projects with limited gender dimensions; and projects with minimal gender dimensions. Assigning projects to these categories makes it easier to ensure that the respective minimum requirements with regard to gender are fulfilled, and moreover, it helps in determining the scope and type of gender mainstreaming activities that are needed to guarantee any project is—within its interventions and scope of activities—as gender-responsive as possible.

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[31] All tools presented in this chapter are works in progress and will be further developed as part of the ongoing gender mainstreaming efforts in the EMB.

Table 2. Gender categorization tool

	Definition	Project requirements
GENDER-TARGETED PROJECTS	This category includes projects that state gender equality and/or women's empowerment as their principal objective and all project components explicitly address gender issues that have been identified through a gender analysis. This means projects in this category: (a) Target women or men who have special needs, are disadvantaged or suffer from discrimination, or (b) Focus all activities on building gender-specific services/capacities or more equal relations between women and men (e.g. to be measured by the degree of access to means of production and/or to management positions in a specific industry).	• Collect and use sex-disaggregated data and qualitative information to understand the different needs, roles, challenges and opportunities of women and men within the project context and to track gender impacts of the project (i.e. undertake an in-depth gender analysis) • Ensure project objective and key results address one or more clearly defined gender issue(s) • Design gender-focused outputs and activities to address identified gender issue(s) • Formulate gender-responsive targets, indicators and a baseline to monitor and evaluate gender equality results • Consult and/or involve women/gender-focused groups, associations or stakeholders throughout all phases of the project cycle • Ensure project management and implementation arrangements (i.e. project personnel and project committee composition) are gender-balanced • Ensure key project personnel have gender expertise and all project staff are sensitized to gender
PROJECTS WITH SIGNIFICANT GENDER DIMENSIONS	Projects that fall into this category are strongly linked with gender-related aspects and are expected to contribute significantly to gender equality and/or women's empowerment. These projects possess multiple entry-points for gender mainstreaming activities and/or affirmative action, but do not explicitly state gender equality and/or women's empowerment as their principal objective. Rather, gender equality and/or women's empowerment is a secondary objective and the project has corresponding outputs and indicators that measure how gender equality will be advanced.	• Identify gender issue(s) in a stand-alone gender analysis • Gender equality and/or women's empowerment is a key result within a thematic area • Ensure at least 50 per cent of the project outputs have activities promoting gender equality and/or the empowerment of women • Collect and use sex-disaggregated data and qualitative information to understand the different needs, roles, challenges and opportunities of women and men within the project context (i.e. gender analysis) and to track gender impacts of the project • Design and include outputs and activities to address identified gender issue(s) • Formulate gender-responsive targets, indicators and a baseline to monitor gender equality results • Allocate sufficient financial resources for proposed gender activities • Ensure that both women and men can provide inputs to, access and participate in project activities (target is at least 40 per cent of whichever sex is underrepresented) • Consult and/or involve women/gender-focused groups, associations or stakeholders • Ensure that project management and implementation arrangements (i.e. project personnel and project committee composition) are gender-balanced • Ensure that key project personnel have gender expertise and all staff is sensitized to gender

PROJECTS WITH LIMITED GENDER DIMENSIONS

Projects that fall into this category are expected to contribute to gender equality and/or women's empowerment in a limited way. These projects possess only few gender dimensions and entry points for gender mainstreaming activities and/or affirmative action are rare. Gender equality and/or women's empowerment is not an objective of the project, but the project still addresses key gender issues.

- Identify gender issue(s) in either an environmental and social impact assessment or in stand-alone gender analysis
- Ensure at least 20 per cent of the project outputs have clearly identified activities promoting gender equality and/or the empowerment of women, including gender-responsive indicators and a corresponding budget or at least one indicator in each project output refers to gender in some way.
- Design and include outputs and activities to address the identified gender issue(s)
- Formulate gender-responsive targets, indicators and a baseline to monitor gender results
- Allocate sufficient financial resources for the gender components of the project
- Ensure that both women and men can provide inputs, access and participate in project activities (target is at least 40 per cent of whichever sex is underrepresented)
- Consult and/or involve women/gender-focused groups, associations or stakeholders
- Ensure project management and implementation arrangements (i.e. project personnel and project committee composition) are gender-balanced
- Ensure key project personnel have gender expertise and project staff are gender-sensitized

PROJECTS WITH MINIMAL GENDER DIMENSIONS

This category includes projects that have no visible potential to contribute to gender equality and/or women's empowerment. Women and men are not expected to be affected differently by the project (in terms of their rights, needs, roles, opportunities, etc.), and there are hardly any entry points for gender mainstreaming activities and/or affirmative action.

- Include a description of why the project is not expected to contribute noticeably to gender equality and/or women's empowerment. For example, the project does not have direct contact with communities or the project does not directly affect or determine the use of resources, goods or services accessed by women and men
- Ensure project management and implementation arrangements respect the principles of gender equality and equal opportunities (i.e. project personnel and project committee compositions are gender-balanced)
- Ensure both women and men can provide inputs, access and participate in project activities within their limited scope

Gender analysis

A gender analysis examines the different roles, rights, needs, concerns, and opportunities of women and men, boys and girls, and the relations between them in a given context. Furthermore, a gender analysis helps in identifying entry points and determining the most effective strategies in a particular context that will support gender equality and the empowerment of women. It is a practical tool that is used to inform policies and programmes, as well as to identify opportunities for promoting gender equality and women's empowerment in technical cooperation projects.

Once it has been determined that gender plays a role in the planned intervention, a gender analysis should be undertaken. Ideally, a gender expert who is knowledgeable about the regional and contextual background of the intervention undertakes the gender analysis.[32] If, however, resources are limited, project managers can also undertake a gender analysis with support from the appropriate tools and guidance presented in the following sections.

Collection of information

The collection of quantitative and qualitative sex-disaggregated data is core to the gender analysis. Potential tools to collect such data include literature reviews, interviews, focus group discussions, surveys, consultations, and community and social mappings. Furthermore, already existing data and information, such as those produced by recently undertaken assessments or surveys, as well as statistics available through databases, can support the analysis.

Table 3 provides a set of questions to be considered as part of the gender analysis. While this set of questions is not exclusive, it touches upon the key dimensions to be looked at throughout the process, such as decision-making power, access to resources, knowledge and the labour market, as well as the benefits of interventions. The questions in the second column of the figure are broad and provide overall guidance that is applicable to all projects and sectors. The questions in the third column are more specific to environmental management interventions.

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[32] Examples for Terms of Reference, including the specific tasks and qualifications of the gender experts, are presented in annex I and II; more detailed information on gender analysis at the regional/country level and the sectoral level is presented in annex III and IV, respectively.

Table 3.   Gender analysis questions

	General questions applicable to all sectors/projects	Questions specific to the environmental management sector/projects
What is the context?	What is the legal status of women in the country of intervention? What are the gender norms and values? What are the training and education levels of women and men? What are commonly held beliefs, perceptions and stereotypes in relation to gender?	What is the share of women and men enrolled in STEM fields? Do women and men have equal access to the sectoral labour market? Are there any barriers that impede women's or men's engagement in the sector? Do environmental and industrial policies include a provision on gender equality and women's empowerment in the sectors? Are there sector policies supporting or causing gender inequalities?
Who does what?	What is the division of labour among women and men? What is the situation of women and men in the specific sector of intervention? What is the share of women and men in the formal/informal economy? Who manages the household? Who takes responsibility for the care of children and the elderly?	Are women and men involved in the design and transfer of ESTs? Have both women's and men's views about technology options and design features been taken into account? What is the share of women and men in the sectoral labour market? What positions do women and men predominantly have in the sector in terms of hierarchy?
Who has what?	Do women and men have equal access to resources including finance, technologies, information and services (at national, sectoral and local level)? Who has control over these resources? Do women and men equally benefit from these resources? Do women and men have equal access to education, technical knowledge, and/or skill upgrading?	Do women and men have the right to own/control land (and other relevant resources)? Do women and men have (equal) access to credit? How many small and medium enterprises are owned or managed by women and men in the sector? Are there wage gaps between women and men? Do women and men have (equal) access to environmentally sound technologies? Do women and men have (equal) access to information and capacity-building in STEM fields or related to environmental management?
Who decides?	Who participates in the decision-making in the household, the public sector, and at corporate level? Are the bargaining positions of women and men different? Are women involved in making economic decisions? Is there an equal participation of women and men in the political sphere? Who has political influence?	What is the share of women and men in leadership positions in industry (e.g. in small and medium enterprises)? Are women and men equally represented at global, regional and national environmental conferences and events? Are gender focal points or organisations working on gender equality and women's empowerment consulted in project/sector-related planning and decision-making?

General questions applicable to all sectors/projects	Questions specific to the environmental management sector/projects
Who benefits? Where are the opportunities or entry points to ensure equal participation and benefits? Does the project address the different needs and priorities of women and men? Will the services and technologies provided by the project be available and accessible to both women and men? Does the project recognize the distinct vulnerabilities of women and men (e.g. health vulnerabilities) and develop specific response strategies for each target group?	Will women's workloads increase/decrease as a result of innovation and changes in technology, and, if their workload is decreased, will this involve a loss of income? Does the project provide space to relieve women's and men's workloads in their specific productive/processing roles through new technologies? Are provisions in place that support women in combining their family care tasks (e.g. child care options, safe and affordable transport, flexible working hours)? Is gender a requirement in project-related recruitment processes (gender balance as well as gender competence of staff)? Do the trainings and capacity-building initiatives of the project take into account the needs of women and men (e.g. time or mobility restrictions)?

Analysis of information

The data and information collected from the above suggested questions serve to identify the potential of the project to affect the conditions and opportunities of women and men in general, and those at a disadvantage in particular. The analysis of data from a gender perspective will also help to determine the following:

• Can women and men be addressed by the project in the same way without the risk of worsening existing gender gaps?

• What are the risks and consequences of (not) mainstreaming gender in the project?

• Which project activities may be considered "gender-neutral" and which ones require specific action to be more gender-responsive?

• Which aspects (e.g. access to training, mobility, workload, others) must be taken into account to establish project goals, indicators and activities that will promote gender equality?

• Which supporting tools, expertise and/or alliances are necessary to meet gender equality goals in the project?

Integration of findings

The results of the gender analysis should be integrated into the project in a relevant and meaningful way and be considered throughout the stages of the project cycle: formulation, implementation, and monitoring and evaluation. In each of these stages, it is important to keep a "gender lens" in mind and to identify ways in which the project can:

• Address any gender inequalities real or potential within the scope of the project

• Ensure the needs and vulnerabilities of women and men are addressed in project activities

• Ensure women's and men's distinct capacities and skills are considered and utilized

• Ensure women and men have equal access to project resources, services, capacity-building

• Ensure equal participation of women and men in both the project management arrangements and as beneficiaries, partners and key stakeholders of the project

• Ensure equal voice among women and men in the decision-making processes of the project

- Ensure women and men equally benefit from the trainings and all other services offered by the project
- Collect and analyse sex-disaggregated data and qualitative information to monitor and evaluate the real gender impacts of the project
- Ensure coordination among key development actors to further enhance gender mainstreaming and promote gender equality and/or the empowerment of women

The following sections provide more in-depth guidance on how to integrate the findings from the gender analysis into projects in a meaningful way.

Mapping of potential partners and stakeholders

One key way to integrate a gender perspective into projects is during stakeholder mappings. Among the key stakeholders that could be involved throughout the process are gender focal points of the relevant national ministries (e.g. industry, labour, trade), industry associations, labour organizations, laboratories, universities, NGOs, civil society organizations, etc. Additionally, if a strong gender imbalance exists among the project stakeholders, measures to involve more of the underrepresented gender —be it men or women—and raise awareness among them may be needed. This is a question of accountability and credibility.

KEY QUESTIONS TO CONSIDER WHEN MAPPING POTENTIAL PARTNERS AND STAKEHOLDERS

- Do key stakeholders include individuals or groups with a gender perspective (e.g. ministries of women and/or social affairs, a committee or membership organization related to promoting gender equality, women's rights or the empowerment of women)?
- Is there a balanced gender representation among key stakeholders?
- Is there at least one stakeholder who has the necessary skills and expertise to provide gender mainstreaming inputs?
- Are stakeholders willing to ensure equal participation of both women and men during the implementation?

TO FURTHER IDENTIFY ENTRY POINTS FOR INTEGRATING GENDER DIMENSIONS INTO YOUR PROJECT, CONSIDER THE FOLLOWING:

- How will women and men be targeted and reached?
- Are there any women's groups, associations or NGOs in the country that the project can partner with?
- Is the project responding to gender-differentiated patterns of division of labour, wage gaps, etc.?
- How will the activities and services of the project benefit women and men?
- Is the project likely to have adverse effects on women or men?
- How will the project affect relations between women and men?
- How will the project ensure women and men have equal access to the opportunities and services that the project provides?
- How can the project ensure and enhance women's participation in the activities or services provided?

Formulation of gender outcomes, outputs and indicators

As part of gender mainstreaming during the project cycle, a project should also consider formulating and integrating specific gender equality and women's empowerment outcomes, outputs and indicators to the project in order to enhance gender results.

A project with explicit gender components enables better monitoring and tracking of the progress of gender activities. It also can offer a better gauge on if and to what extent project activities contribute to the advancement of gender equality and the empowerment of women.

The matrix in Table 4 provides potential gender outcomes, outputs and indicators related to environmental management interventions to be considered during project formulation.

Monitoring and evaluation plan

Central to a gender-responsive monitoring and evaluation plan is the identification and inclusion of women-specific targets and sex-disaggregated performance indicators. Women-specific targets and gender-responsive indicators

Figure I. Measuring women's economic empowerment
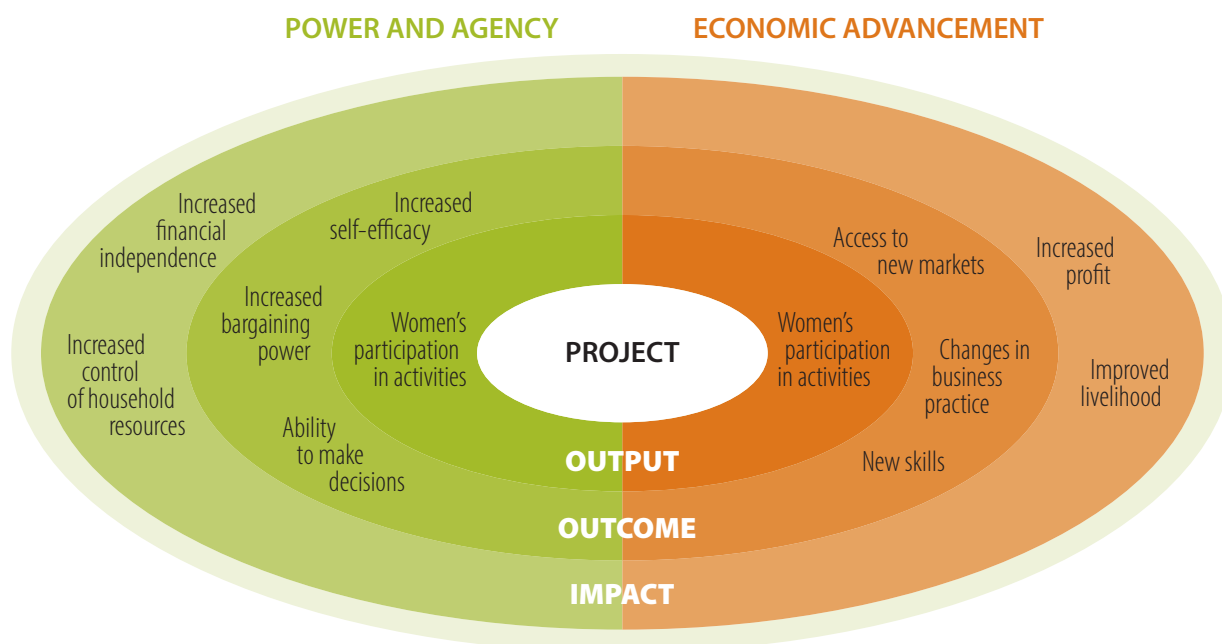
are essential tools to track progress and impact of the gender results of a particular intervention over time.

Gender-responsive indicators should not be superficial, but add value and provide information about the underlying questions of the project; that is, whether conditions for women and men are really changing in terms of access to resources, economic security, political power, social status, etc. Therefore, it is good practice to review all indicators of the project (from development objective to output/activity levels) and to identify whether each indicator lends itself to sex-disaggregation. Reviewing what the indicator aims to measure, both for women and men, is also useful.

Gender-responsive indicators should identify whether the situation has changed and how or whether the project has contributed to gender equality and economic empowerment or has perpetuated or even increased existing inequalities. Such indicators can be formulated to be quantitative (e.g. monitoring sex-disaggregated data by level of poverty or participation) or qualitative (e.g. monitoring changes in attitude, perception or levels of empowerment).

Figure 1 presents a matrix for measuring women's economic empowerment from the International Centre for Research on Women (ICRW), which uses sample indicators to show different stages at which results can be measured. These

stages range from project outputs and immediate outcomes to intermediate and longer term impacts. Determining which stage to measure depends on what is feasible to measure given the project's resources, expected impact and timeframe.

The framework emphasizes the importance of not focusing exclusively on impact indicators in developing monitoring and evaluation (M&E) plans. It is equally important to prioritize the measurement of process, output and outcome indicators, such as women's participation in the project and which women participated. All projects should measure basic process outputs and outcomes. These indicators can provide initial assessments of whether a project is on the right track and whether it is engaging women as intended. They are usually more straightforward to measure than indicators of deeper or longer-term impact. According to ICRW, not all indicators can or should be measured at the highest level and often it is not realistic to expect to be able to measure the deepest, long-term impact within the project's time frame.[33]

Table 4 provides suggested indicators for environmental management interventions.

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[33] ICRW, Understanding and Measuring Women's Economic Empowerment, 2011. Available at: http://www.icrw.org/publications/understanding-and-measuring-womens-economic-empowerment

Table 4. Gender indicator framework for monitoring gender-related impacts

Type of intervention	Outputs and activities	Possible GEEW outputs	Possible GEEW indicators	Indicative GEEW outcomes
GLOBAL	• Support global policy and deployment frameworks such as the Green Industry Platform, the Global Network for Resource Efficient and Cleaner Production (RECPnet), the Partnership for Action on Green Economy (PAGE), WIPO green and the Climate Technology Centre and Network (CTCN)	• Needs and impact assessments, including on possible gender-differentiated outcomes of policy and deployment frameworks, are undertaken (including collection of sex-disaggregated data) • Policymakers received appropriate training on gender implications of global policy and deployment frameworks • Associations and networks focusing on GEEW are included in policy consultations • Gender is mainstreamed in any content of online platforms and specific information on gender is made available • Gender is mainstreamed in global policy and deployment frameworks • Gender parity and gender considerations are an integral part of recruitment processes (e.g. specific encouragement of women to apply, job advertisements circulated widely and through channels accessible for women and men, gender as a required competency in ToRs, interview question on gender)	• Number of gender-sensitive assessments • Number of gender-specific events held (e.g. trainings, workshops, side events, thematic working lunches) • Percentage of policy decisions in which associations and networks focusing on GEEW have been consulted • Number of gender-specific content posted through online-platforms (e.g. uploads/links to gender publications, references to gender networks, announcement of gender events) • Number of gender-references included in policy and deployment frameworks • Percentage of women and men represented in policymaking organs/structures • Number of specific measures undertaken to recruit women	• Global policy and deployment frameworks achieve better impact as women and men contribute and benefit more equally from interventions • Women and men are recognized as important actors and are more equally represented in global leadership and decision-making positions • Visibility and understanding of gender-specific needs and priorities related to environmental management is increased
	• Promote Green Industry (GI) entrepreneurship and innovation through awards (such as CP Award, Global CL Award, SEED Gender Equality Award)	• SEED award is widely promoted and suitable winner selected • Specific provisions are made to encourage women to apply for GI awards • Gender considerations are an integral part of the assessment criteria of GI awards applications	• Number of applications received for SEED award • Percentage of women and men applying for awards • Percentage of women and men winning awards • Number of gender-references in applications received for awards • Number of gender-references in award-winning initiatives	• An environment is created that enables women and men to participate in GI award competition and be featured as champions • Initiatives that win GI awards are gender-sensitive and serve as good practice examples

Type of intervention	Outputs and activities	Possible GEEW outputs	Possible GEEW indicators	Indicative GEEW outcomes
	• Develop regional and national Green Industry (GI) strategies to promote industrial development that is economically viable, environmentally sound and socially inclusive	• Needs and impact assessments, including on possible gender-differentiated outcomes of GI strategies, are undertaken (including collection of sex-disaggregated data) • Policymakers receive appropriate training on gender implications of GI strategies • Associations and networks focusing on GEEW are included in development of GI strategies • Gender is mainstreamed in GI strategies	• Number of gender-sensitive assessments • Number of gender-specific events held (e.g. trainings, workshops, side events, thematic working lunches) • Percentage of time dedicated to gender in GI strategy development processes • Percentage of GI strategy development processes in which associations and networks focusing on GEEW have been consulted • Number of gender-references included in GI strategies	• GI strategies achieve better impact as women and men contribute and benefit more equally from interventions • Visibility and understanding of gender-specific needs and priorities related to GI is increased
GLOBAL	• Organize, participate in and contribute to global conferences to raise awareness, promote partnership and disseminate information	• Stakeholders involved in global conferences are gender-sensitized and aware of the benefits of gender mainstreaming • Associations and networks focusing on GEEW are included in global conferences • Provisions are made towards greater gender parity at global conferences (e.g. invitation of women speakers/ panellists, encouragement of delegations to send women) • Gender is mainstreamed in information material (e.g. dedicated gender sections, sex-disaggregated data, information on gender-differentiated impacts, illustrations of women and men) • Specific partnerships with organizations working on GEEW are established and information material prepared is disseminated through these channels (e.g. GGCA network, Knowledge Gateway on Women's Economic Empowerment, etc.)	• Number of gender-specific events held (e.g. trainings, workshops, side events, thematic working lunches) • Percentage of time dedicated to gender during global conferences • Percentage of global conferences in which associations and networks focusing on GEEW have participated • Percentage of women and men participating at global conferences • Percentage of women and men presenting/speaking at global conferences • Information material is gender-sensitive (yes/no) • Percentage of information material disseminated through specific channels dedicated to GEEW	• Women and men are recognized as important actors and are more equally represented at global conferences • Visibility and understanding of gender-specific needs and priorities related to environmental management is increased • Additional GEEW-environmental management initiatives at various levels are supported as a wider and more diverse audience has access to and benefits from the knowledge and information generated

GLOBAL	• Develop and disseminate publications of best practices, lessons learned and research findings	• Gender is mainstreamed in knowledge products/material developed (e.g. dedicated gender sections, sex-disaggregated data, information on gender-differentiated impacts, illustrations of women and men) • Specific knowledge products/material on gender developed, including a 'business case' for gender mainstreaming • Gender-related research/evidence and sex-disaggregated data is collected and processed (e.g. in form of case studies, statistics) • Specific partnerships with organizations working on GEEW are established and knowledge material prepared is disseminated through these channels (e.g. GGCA network, Knowledge Gateway on Women's Economic Empowerment, etc.)	• Knowledge products are gender-sensitive (yes/no) • Number of gender-specific knowledge materials developed • Evidence/lessons learned collected and 'business case' developed on gender mainstreaming (yes/no) • Research/evidence and sex-disaggregated data collected and processed (yes/no) • Percentage of knowledge material disseminated through specific channels focusing on GEEW	• Visibility and understanding of gender-specific needs and priorities related to GI is increased • Additional GEEW-environmental management initiatives at various levels are supported as a wider and more diverse audience has access to and benefits from the knowledge and information generated
WATER MANAGEMENT	• Strengthen the capacity of public and private-sector support institutions to assist SMEs to increase their water productivity through reduced water withdrawals, increased water use efficiency, and increased water reuse and recycling	• Needs and impact assessments, including on possible gender-differentiated outcomes of water productivity-related policies and technologies, are undertaken (including collection of sex-disaggregated data) • Gender is an integral part of any capacity-building provided; where needed specific events on gender are held (e.g. workshops, trainings, briefings) • Gender is mainstreamed in training materials used (e.g. dedicated gender sections, sex-disaggregated data, information on gender-differentiated impacts, illustrations of women and men) • Associations and networks focusing on GEEW are included in capacity-building initiatives • A gender charter is developed for support institutions (see annex V)	• Number of gender-sensitive assessments • Number of gender-specific events held (e.g. trainings, workshops, side events, thematic working lunches) • Percentage of time dedicated to gender during capacity-building initiatives • Percentage of women and men participating in capacity-building initiatives • Percentage of women and men presenting at capacity-building initiatives • Training material is gender-sensitive (yes/no) • Percentage of capacity-building initiatives in which associations and networks focusing on GEEW have participated	• Visibility and understanding of gender-specific needs and priorities related to water productivity is increased • Technical solutions applied achieve better impacts as women's and men's needs and priorities, as well as knowledge and skills, are considered to an increased extent

Type of intervention	Outputs and activities	Possible GEEW outputs	Possible GEEW indicators	Indicative GEEW outcomes
	• Strengthen the capacity of public and private-sector support institutions to assist SMEs to minimize their water pollution discharges through the application of the UNIDO Transfer of Environmentally Sound Technologies (TEST) methodology	• Needs and impact assessments, including on possible gender-differentiated outcomes related to water pollution discharges, are undertaken (including collection of sex-disaggregated data) • Gender is an integral part of any capacity-building provided; where needed, specific events on gender are held (e.g. workshops, trainings, briefings) • Gender is mainstreamed in training materials used for capacity-building of stakeholders (e.g. dedicated gender sections, sex-disaggregated data, information on gender-differentiated impacts, illustrations of women and men) • Associations and networks focusing on GEEW are included in capacity-building initiatives (e.g. workshops, trainings) • A gender charter is developed for support institutions (see annex V)	• Number of gender-sensitive assessments • Number of gender-specific events held (e.g. trainings, workshops, side events, thematic working lunches) • Percentage of time dedicated to gender during capacity-building initiatives • Percentage of women and men participating in capacity-building initiatives • Percentage of women and men presenting at capacity-building initiatives • Training material is gender-sensitive (yes/no) • Percentage of capacity-building initiatives in which associations and networks focusing on GEEW have participated	• Visibility and understanding of gender-specific needs and priorities related to water pollution is increased • Technical solutions applied achieve better impacts as women's and men's needs and priorities, as well as knowledge and skills, are considered to an increased extent
WATER MANAGEMENT	• Assist in the creation of the necessary policy environment for the application of the ecosystem approach to the management and sustainable use of water resources from river basins and coastal and marine areas, including large marine ecosystems	• Needs and impact assessments, including on possible gender-differentiated outcomes related to sustainable use of water resources, are undertaken (including collection of sex-disaggregated data) • Gender is an integral part of any capacity-building provided; where needed specific events on gender are held (e.g. workshops, trainings, briefings) • Gender is mainstreamed in training materials used for capacity-building of stakeholders (e.g. dedicated gender sections, sex-disaggregated data, information on gender-differentiated impacts, illustrations of women and men) • Associations and networks focusing on GEEW are included in capacity-building initiatives (e.g. workshops, trainings) • Specific knowledge product on gender and sustainable use of water resources is developed • Gender is mainstreamed in any policies developed	• Number of gender-sensitive assessments • Number of gender-specific events held (e.g. trainings, workshops, side events, thematic working lunches) • Percentage of time dedicated to gender during capacity-building initiatives • Percentage of women and men participating in capacity-building initiatives • Percentage of women and men presenting at capacity-building initiatives • Training material is gender-sensitive (yes/no) • Percentage of capacity-building initiatives in which associations and networks focusing on GEEW have participated • Specific knowledge product on gender is developed (yes/no) • Number of gender-references included in policies	• Visibility and understanding of gender-specific needs and priorities related to the sustainable use of water resources is increased • Solutions applied achieve better impacts as women's and men's needs and priorities, as well as knowledge and skills, are considered to an increased extent

	Activities	Indicators	Results
	• Support the introduction of technologies and policy reforms to minimize the use and discharge of heavy metals into waterways, including mercury from small-scale mining operations	• Needs and impact assessments, including on possible gender-differentiated outcomes of technologies and policy reforms, are undertaken (including collection of sex-disaggregated data) • Gender is an integral part of any capacity-building provided; where needed, specific events on gender are held (e.g. workshops, trainings, briefings) • Gender is mainstreamed in training materials used for capacity-building (e.g. dedicated gender sections, sex-disaggregated data, information on gender-differentiated impacts, illustrations of women and men) • Associations and networks focusing on GEEW are included in policy consultations • Specific training opportunities for women in developing and using environmentally sound technologies are available with specific incentives and facilities (e.g. scholarships for women graduates, campaigns, mentorship programmes)	• Number of gender-sensitive assessments • Number of gender-specific events held (e.g. trainings, workshops, side events, thematic working lunches) • Percentage of time dedicated to gender during capacity-building initiatives • Percentage of women and men participating in capacity-building initiatives • Percentage of women and men presenting at capacity-building initiatives • Percentage of capacity-building initiatives in which associations and networks focusing on GEEW have participated • Training material is gender-sensitive (yes/no) • Percentage of women and men developing environmentally sound technologies • Percentage of women and men using environmentally sound technologies	• Visibility and understanding of gender-specific needs and priorities related to the use and discharge of heave metals into waterways is increased • More women have technical skills and experience in technology development and usage, and therewith better chances for employment in the sector
WATER MANAGEMENT	• Actively participate in, and collaborate with, water-related global forums, partners and conventions, including the Global Environment Facility, the Minamata Convention on Mercury, and United Nations system-wide initiatives such as UN-Water, the World Water Assessment Programme, UN-Oceans and the Global Mercury Assessment	• Suggestion to include associations and networks focusing on GEEW as collaborators and invite them to relevant events (e.g. conferences, workshops) is presented to decision-makers • Suggestion to mainstream gender in existing information/knowledge material is presented to decision-makers (e.g. through dedicated gender sections, sex-disaggregated data, information on gender-differentiated impacts, illustrations of women and men) • Suggest to make gender parity and gender considerations an integral part of recruitment processes (e.g. specific encouragement of women to apply, job advertisements circulated widely and through channels accessible for women and men, gender as a required competency in ToRs, interview question on gender)	• Number of communications with decision-makers related to gender • Number of gender-specific events held (e.g. side events, thematic working lunches) • Percentage of time dedicated to gender during events • Percentage of events in which associations and networks focusing on GEEW have participated • Information/knowledge material is gender-sensitive (yes/no) • Percentage of women and men represented in policymaking organs/structures • Number of formal, gender-related exchanges • Number of experiences on gender mainstreaming documented	• Women's participation and leadership in the water sector is promoted • Visibility and understanding of gender-specific needs and priorities related to the entire water sector is increased • Initiatives related to the water sector achieve better impacts and are more efficient through the generation of new knowledge and active exchange of experiences and information • Additional GEEW-water management initiatives at various levels are supported, as a wider and more diverse audience has access to and benefits from the knowledge and information generated

Type of intervention	Outputs and activities	Possible GEEW outputs	Possible GEEW indicators	Indicative GEEW outcomes
WATER MANAGEMENT		• Advocacy work and awareness raising on gender and water is undertaken at events (e.g. through side events, thematic working lunches, informal discussions) • Experiences and information on gender mainstreaming are exchanged through formal and informal networks (e.g. individual colleagues, working groups, specific gender and water networks), processed and documented (e.g. in form of case studies, statistics)		
CLEANER PRODUCTION	• Create and deepen the national markets and policy environment for cleaner and more sustainable production by supporting the establishment of NCPCs and strengthening the capacities of existing NCPCs	• NCPC staff is gender sensitized and aware of the benefits of gender mainstreaming • Gender is an integral part of any capacity-building provided by NCPCs; where needed specific events on gender are held (e.g. workshops, trainings, briefings) • Gender is mainstreamed in training materials used for capacity-building (e.g. dedicated gender sections, sex-disaggregated data, information on gender-differentiated impacts, illustrations of women and men) • Women and men have access to technical trainings; where needed, specific training opportunities for women are available with specific incentives and facilities (e.g. scholarships for women graduates, campaigns, mentorship programmes) • Provisions are made to ensure gender/family-friendly work environments (e.g. separate bathrooms for women and men, safe transportation to work, child care facilities)	• Number of Training of Trainers held for NCPC staff on gender • Number of gender-specific events held • Percentage of time dedicated to gender during capacity-building initiatives • Percentage of women and men participating in capacity-building initiatives • Percentage of women and men presenting at capacity-building initiatives • Number of women and men working in NCPCs/plants • Number of specific measures undertaken to recruit women • Training material is gender-sensitive (yes/no) • Work environments are gender/family-friendly (yes/no) • Database on qualified women candidates available (yes/no) • Number of gender-references in reporting	• More women have technical skills and experience in technology development and usage, and therewith better chances for employment in the sector • Women and men are recognized as important actors and are more equally represented in the labour force on cleaner production • Future recruitment processes of women are simplified due to database of female experts

- Gender parity and gender considerations are an integral part of any recruitment processes (e.g. specific encouragement of women to apply, job advertisements circulated widely and through channels accessible for women and men, gender as a required competency in ToRs, interview question on gender)
- Database on qualified women candidates is established
- Gender is an integral part of any reporting (e.g. to companies)

CLEANER PRODUCTION

- Support the scaling up and mainstreaming of RECP and the transfer and deployment of EST, including through eco-industrial parks, innovative chemical solutions and business models, sustainable product innovation and CSR

- Needs and impact assessments, including on possible gender-differentiated outcomes of RECPs and ESTs, are undertaken (including collection of sex-disaggregated data)
- Women and men have access to and participate in any stakeholder dialogues and consultations
- Gender is an integral part of any capacity-building provided; where needed specific events on gender are held (e.g. workshops, trainings, briefings)
- Gender is mainstreamed in training materials used for capacity-building (e.g. dedicated gender sections, sex-disaggregated data, information on gender-differentiated impacts, illustrations of women and men)
- Women and men have access to technical trainings; where needed, specific training opportunities for women are available with specific incentives and facilities (e.g. scholarships for women graduates, campaigns, mentorship programmes)
- Provisions are made to ensure gender/family-friendly work environments (e.g. separate bathrooms for women and men, safe transportation to work, child care facilities)

- Number of gender-sensitive assessments
- Number of women and men participating in stakeholder dialogues/consultations
- Number of gender-specific events held
- Percentage of time dedicated to gender during capacity-building initiatives
- Percentage of women and men participating in capacity-building initiatives
- Percentage of women and men presenting at capacity-building initiatives
- Training material is gender-sensitive (yes/no)
- Work environments are gender/family-friendly (yes/no)
- Number of women and men working in RECP/transfer and deployment of EST
- Number of specific measures undertaken to recruit women

- Visibility and understanding of gender-specific needs and priorities related to RECP and transfer and deployment of ESTs is increased
- More women have technical skills and experience in RECP and transfer and usage of ESTs, and therewith better chances for employment in the sector
- Women and men are recognized as important actors and are more equally represented in the labour force related to RECP and transfer and usage of ESTs

Type of intervention	Outputs and activities	Possible GEEW outputs	Possible GEEW indicators	Indicative GEEW outcomes
		• Gender parity and gender considerations are an integral part of any recruitment processes (e.g. specific encouragement of women to apply, job advertisements circulated widely and through channels accessible for women and men, gender as a required competency in ToRs, interview question on gender)		
	• Strengthen the capacity of public and private-sector support institutions to build up an industrial sector providing environmental services, with a focus on the management of hazardous wastes and on waste recycling, including e-waste	• Needs and impact assessments, including possible gender-differentiated outcomes related to the management of hazardous waste, are undertaken (including collection of sex-disaggregated data) • Gender is an integral part of any capacity-building provided; where needed specific events on gender are held (e.g. workshops, trainings, briefings) • Gender is mainstreamed in training materials used for capacity-building of stakeholders (e.g. dedicated gender sections, sex-disaggregated data, information on gender-differentiated impacts, illustrations of women and men) • Associations and networks focusing on GEEW are included in capacity-building initiatives (e.g. workshops, trainings) • A gender charter is developed for support institutions (see annex V)	• Number of gender-sensitive assessments • Number of gender-specific events held (e.g. trainings, workshops, side events, thematic working lunches) • Percentage of time dedicated to gender during capacity-building initiatives • Percentage of women and men participating in capacity-building initiatives • Percentage of women and men presenting at capacity-building initiatives • Training material is gender-sensitive (yes/no) • Percentage of capacity-building initiatives in which associations and networks focusing on GEEW have participated	• Visibility and understanding of gender-specific needs and priorities related to environmental services is increased • Environmental services applied achieve better impacts and are more efficient as women's and men's needs and priorities are increasingly considered
CLEANER PRODUCTION	• Actively participate in, collaborate with and contribute to, RECP-related global forums, including the Green Industry Platform, PAGE, 10YFP and the International Resource Panel, as well as regional sustainable consumption and production roundtables, as well as those focusing on chemicals management, including the Inter-Organization Programme for the Sound Management of Chemicals (IOMC)	• Suggestion to include associations and networks focusing on GEEW as collaborators and invite them to relevant events (e.g. conferences, workshops) is presented to decision-makers • Suggestion to mainstream gender in existing information/knowledge material is presented to decision-makers (e.g. through dedicated gender sections, sex-disaggregated data, information on gender-differentiated impacts, illustrations of women and men)	• Number of communications with decision-makers related to gender • Number of gender-specific events held (e.g. side events, thematic working lunches) • Percentage of time dedicated to gender during events • Percentage of events in which associations and networks focusing on GEEW have participated • Information/knowledge material is gender-sensitive (yes/no)	• Visibility and understanding of gender-specific needs and priorities related to clean production is increased • Women's participation and leadership in the clean production sector is promoted • Additional GEEW-clean production initiatives at various levels are supported, as a wider and more diverse audience has access to and benefits from the knowledge and information generated

CLEANER PRODUCTION

- Suggest to make gender parity and gender considerations an integral part of recruitment processes (e.g. specific encouragement of women to apply, job advertisements circulated widely and through channels accessible for women and men, gender as a required competency in ToRs, interview question on gender)
- Advocacy work and awareness raising on gender and cleaner production is undertaken at events (e.g. through side events, thematic working lunches, informal discussions)
- Experiences and information on gender mainstreaming are exchanged through formal and informal networks (e.g. individual colleagues, working groups, specific gender and water networks), processed and documented (e.g. in form of case studies, statistics)

- Percentage of women and men represented in policymaking organs/structures
- Number of formal, gender-related exchanges
- Number of experiences on gender mainstreaming documented

STOCKHOLM CONVENTION

- Raise awareness of stakeholders on new chemicals and strengthen the capacity of governments in developing their countries' POPs National Implementation Plans (NIPs)

- Needs and impact assessments, including on possible gender-differentiated outcomes of POPs, are undertaken (including collection of sex-disaggregated data)
- Stakeholders involved in national POP implementation plan development/updating are gender sensitized and aware of the benefits of gender mainstreaming
- Gender is an integral part of any capacity-building provided; where needed specific events on gender are held (e.g. workshops, trainings, briefings)
- Gender is mainstreamed throughout national POP implementation plans, and specific gender sections and activities are included
- Gender is mainstreamed in knowledge products developed (e.g. dedicated gender sections, sex-disaggregated data, information on gender-differentiated impacts, illustrations of women and men)

- Number of gender-sensitive assessments
- Number of gender-specific events held (e.g. trainings, workshops, side events, thematic working lunches)
- Percentage of time dedicated to gender during consultations/dialogues
- Percentage of women and men represented in Steering Committees
- Number of men and women attending trainings
- Number of gender references in national POP implementation plans
- Number of specific gender sections/activities in national POP implementation plans
- Knowledge products are gender-sensitive (yes/no)
- Number of women and men working on POPs
- Number of specific measures undertaken to recruit women

- Visibility and understanding of gender-specific needs and priorities related to POPs is increased
- Women and men are recognized as important actors and are more equally represented in the labour force on POPs
- NIPs achieve better impacts as women and men's needs and priorities, as well as knowledge and skills, are considered to an increased extent
- NIP updating projects achieve better impacts as women and men's needs and priorities, as well as knowledge and skills, are considered to an increased extent

Type of intervention	Outputs and activities	Possible GEEW outputs	Possible GEEW indicators	Indicative GEEW outcomes
		• NIP updating projects are gender-sensitive (e.g. dedicated gender sections in project documents, gender indicators in M&E frameworks, collection of sex-disaggregated data, specific activities focusing on GEEW) • Gender parity and gender considerations are an integral part of any recruitment processes (e.g. specific encouragement of women to apply, job advertisements circulated widely and through channels accessible for women and men, gender as a required competency in ToRs, interview question on gender)		
STOCKHOLM CONVENTION	• Support the transfer of technology and techniques for the introduction of Best Available Technologies (BAT) and Best Environmental Practices (BEP) for POPs minimization and for the environmentally friendly and sound elimination of POPs through introduction of appropriate technologies and approaches. • Support the management of waste streams in a manner that minimizes the generation and release of POPs	• Needs and impact assessments, including on possible gender-differentiated outcomes of POPs, are undertaken (including collection of sex-disaggregated data) • Database on qualified women candidates is established • Staff working on BAT and BEP are gender sensitized and aware of the benefits of gender mainstreaming • Specific knowledge products on gender and POPs are prepared • Specific gender activities are included in waste management projects (e.g. awareness raising on gender-differentiated outcomes of household waste, medical waste) • Gender parity and gender considerations are an integral part of any recruitment processes (e.g. specific encouragement of women to apply, job advertisements circulated widely and through channels accessible for women and men, gender as a required competency in ToRs, interview question on gender)	• Number of gender-sensitive assessments • Specific knowledge product on gender is developed (yes/no) • Database on qualified women candidates is established (yes/no) • Number of gender-specific events held for staff working on BAT and BEP (e.g. trainings, workshops, side events, thematic working lunches) • Number of specific gender events held on waste management • Percentage of women and men participating in capacity-building initiatives • Percentage of women and men presenting at capacity-building initiatives • Number of gender references in documents related to waste management (e.g. project documents, reports, knowledge products) • Number of women and men working on technology development and transfer • Number of new jobs created for women and men in the sector	• Visibility and understanding of gender-specific needs and priorities related to BATs, BEPs, and POPs is increased • Women and men are recognized as important actors and are more equally represented in the labour force on BATs, BEPs, and POPs • Waste management projects achieve better impacts as women's and men's needs and priorities, as well as knowledge and skills, are considered to an increased extent • Future recruitment processes of women are simplified due to database of female experts

STOCKHOLM CONVENTION			
• Actively participate in, and collaborate with, forums focusing on POPs	• Suggestion to include associations and networks focusing on GEEW as collaborators and invite them to relevant events (e.g. conferences, workshops) is presented to decision-makers • Suggestion to mainstream gender in existing information/knowledge material is presented to decision-makers (e.g. through dedicated gender sections, sex-disaggregated data, information on gender-differentiated impacts, illustrations of women and men) • Suggest to make gender parity and gender considerations an integral part of recruitment processes (e.g. specific encouragement of women to apply, job advertisements circulated widely and through channels accessible for women and men, gender as a required competency in ToRs; interview question on gender) • Advocacy work and awareness raising on gender and cleaner production is undertaken at events (e.g. through side events, thematic working lunches, informal discussions) • Experiences and information on gender mainstreaming are exchanged through formal and informal networks (e.g. individual colleagues, working groups, specific gender and water networks), processed and documented (e.g. in form of case studies, statistics)	• Number of communications with decision-makers related to gender • Number of gender-specific events held (e.g. side events, thematic working lunches) • Percentage of time dedicated to gender during events • Percentage of events in which associations and networks focusing on GEEW have participated • Information/knowledge material is gender-sensitive (yes/no) • Percentage of women and men represented in policymaking organs/structures • Number of formal, gender-related exchanges • Number of experiences on gender mainstreaming documented	• Women's participation and leadership in the chemicals sector is promoted • Additional GEEW-POPs initiatives at various levels are supported, as a wider and more diverse audience has access to and benefits from the knowledge and information generated

Risk assessment

Among the risk factors identified during project formulation, it is important to identify those related to outputs concerned fully or partially with gender equality and women's empowerment. A risk assessment will show how the environmental management project will be influenced by a variety of factors outside the control of the project manager, such as socio-economic and environmental factors, the operation and functioning of institutions, legal systems and socio-cultural practices (e.g. discriminatory attitudes, domestic responsibilities, etc.), as well as output-level risks that directly relate to the project design. It is equally important to be aware of the potential consequences of empowering women or changing the existing gender balance (e.g. an increase in gender-based violence).

Risks are specific to the context of each project and the following questions can help to identify risks related to gender during project formulation.

RISK ASSESSMENT GUIDING QUESTIONS

- Is there a possibility that the project can reduce women's access to or control of resources and benefits?

- Is there a possibility that the project can adversely affect the situation of women or men (e.g. potential increased burden on women or social isolation of men)?

- What factors may influence women's or men's ability to participate in the project's activities (such as lack of time, child care duties, missing transport, lower educational levels, discriminatory approaches, etc.)? Can changing the project design eliminate or mitigate these risks? What are the mitigating measures and have these been incorporated as activities into the project?

- What social, legal and cultural obstacles could prevent women from participating in and benefiting from the project? Can changing the project design eliminate or mitigate these risks? What are the mitigating measures and have these been incorporated as activities into the project?

- Will women's workload increase/decrease as a result of innovation and changes in technology? If their workload is decreased, will this involve loss of income?

Gender-responsive budgeting

Gender-responsive budgeting helps to ensure gender equality in outputs and programmes by incorporating a gender perspective into the regular budgetary process. It seeks to address possible differences in roles, contributions and needs for women and men through the allocation of an adequate budget to the relevant project activities under the appropriate output. Gender-responsive budgeting will involve a gender budget analysis to identify the different impacts of expenditures on women and men and the potential need for re-allocation of expenditure to ensure fair and equitable distribution of benefits to both sexes. Ultimately, there should be a gender-sensitive allocation of resources.

Budget and resources for a gender expert, fieldwork, workshops, gender training for staff, possible new activities identified through gender mainstreaming and activities related to mitigating risks that may adversely impact women or men will need to be taken into consideration in the overall budget of the environmental management project and not in a separate "gender budget". Once again, an initial gender analysis is vital for determining priorities.

The proportion of your budget dedicated to gender-specific activities will depend on the environmental management project's objectives, target group, design and outcomes. The first priority should lie with integrating gender dimensions into project design. If that is done well, a specific budget for "gender activities" may not even be necessary.

GENDER-RESPONSIVE BUDGETING GUIDING QUESTIONS

- Does the distribution of programme funds reflect the level of commitment to gender-related goals?

- Are there sufficient funds to achieve the expected results that support gender equality?

- Are there sufficient funds to include women's and men's differentiated needs and consider them in all activities?

Remember…

Mainstreaming gender in project formulation will set the stage on how and to what extent gender dimensions will be integrated into implementation as well as monitoring and evaluation.

Ideally, the goal in this phase of the project cycle is to design a project that analyses the roles and needs of women and men, identifies gender-specific issues and includes actions to address identified gender inequalities, ensuring that women and men can equally access, equally participate and equally benefit from the resources, services, capacity-building and other activities that are to be offered by the project.

Practical gender mainstreaming is about asking the right questions so that you fully understand the social implications of your project and can use your resources effectively to address them.

Table 5 is a good way to double-check how well gender dimensions have been integrated into a project document—as guided by the previous sections—and can help identify opportunities, if any, for improvement.[34]

[34] This checklist was adapted from UNDP's Gender Marker Scoring Template.

Table 5.   Gender mainstreaming checklist for projects

	Question	Yes	No	Partially
ANALYSIS/ JUSTIFICATION	1. Does the project explicitly address a gender issue or issues? If so, please describe how and if not, please provide an explanation.			
	2. Does the background/context analysis of the project examine: *(a)* the different situations of women and men *(b)* the impacts the project will have on different groups			
DATA & STATISTICS	3. Will the project collect and use sex disaggregated data and qualitative information to analyse and track gender issues?			
RESULTS FRAMEWORK	4. Are outcomes, outputs and activities designed to meet the different needs and priorities of women and men?			
	5. Does the results framework include gender-responsive indicators, targets and a baseline to monitor gender equality results?			
BUDGET	6. Have adequate financial resources been allocated for the proposed gender activities (vis-à-vis per cent of total budget)?			
STAKEHOLDERS & PARTICIPATION	7. Are women/gender focused groups, associations or gender units in partner organizations consulted/included in the project?			
	8. Does the project ensure that both women and men can provide inputs, access and participate in project activities (target at least 40 per cent of whichever sex is underrepresented)?			
GENDER CAPACITIES	9. Has a gender expert been recruited or do the project staff have gender knowledge and have gender related tasks incorporated in their job descriptions?			
	10. Will all project staff be sensitized to gender (e.g. staff will complete online course—'I Know Gender' on UN Women's eLearning Campus https://trainingcentre.unwomen.org)?			
IMPLEMENTATION ARRANGEMENTS	11. Is there gender balanced recruitment of project personnel and gender balanced representation in project committees?			
MONITORING & EVALUATION	12. Will the monitoring and evaluation of the project cover gender issues and monitor behavioural changes towards greater gender equality?			

5. GENDER MAINSTREAMING IN PROJECT IMPLEMENTATION

In the case of an existing environmental management project that is already in the implementation stage, a good starting point for gender mainstreaming would be to review the gender questions in Table 3, Gender analysis questions, to identify if and how integrating gender dimensions in the project is still possible.

For projects that are just starting implementation, the selection of the implementation team and key stakeholders is an essential first step.

Selection of the implementation team

In general, women tend to be underrepresented in environmental management projects at all levels. When building the project management team, think about having a gender-balanced team at different staff levels. You could promote an increased gender balance by:

- Specifically encouraging women to apply for positions in job advertisements;
- Advertising positions in places where women are more likely to see the advertisement, as well as using women's networks (e.g. women's associations);
- Offering family-friendly working conditions (e.g. flexi-time and child-care arrangements);
- Upholding ethical standards in the workplace (e.g. no tolerance for sexual harassment).

To ensure that a gender perspective is integrated into the implementation of the project, consider hiring a gender expert to be part of the project implementation team. For continuity, this could be the gender expert who conducted the gender analysis at the onset of the project. In the implementation phase, the gender expert would undertake the data collection and monitoring of the project's gender dimensions.

If resources are limited, there are several ways to ensure that the project implementation team has a sufficient level of gender competence. One way would be to include gender as a competency in the selection of team members. You should also include gender-responsive activities in the terms of reference of the implementation team (e.g. undertake a gender analysis, monitor and report disaggregated figures).

It is important to note that female staff are not necessarily gender-responsive or knowledgeable about gender work, so building the whole team's knowledge may still be necessary. To this end, it would be advisable to have an orientation workshop with local staff to sensitize them on gender issues in the context of the project, as well as to inform them on how specific components of the project will address those issues. During the workshop, one could carry out a preliminary assessment of staff gender perceptions, including the challenges and opportunities seen by staff in mainstreaming gender in the project.

In any situation, it would be advisable to think about building the capacity of the international and national industrial experts on gender mainstreaming to ensure that gender equality activities are maintained after the conclusion of the project.

Working with stakeholders

It is imperative that counterparts and project stakeholders are made aware of and informed about gender inequality issues and UNIDO's commitment to addressing them. This means assessing and creating gender awareness among potential partners, such as civil society groups, government institutions and private-sector institutions.

The following are guiding questions to briefly assess partners. These questions can also be posed in focus groups or individually, collecting information from women and men separately.

Working with institutions

As part of the available scope of actions when dealing with institutions and enterprises, the introduction of a gender charter is a strategic way to promote gender equality, advance the working conditions of women and men within the organization, and also can serve as a tool for attracting recruitments.

Ideally, a gender charter should encompass at least the following dimensions:

WORK	1.	Absence of any institutionalized form of discrimination, based either on policy (formal) or practice (informal).
	2.	Absence of structural barriers (i.e. clauses in the human resource management policy) to women or men performing the same tasks if required.
	3.	Technical and working groups to be constituted with gender balance (40–60 per cent) criteria. Meetings to be adjourned if target is not met.
MONEY	4.	Equal remuneration for women and men for work of equal value.
	5.	Equal access to employee benefits (e.g equal access to employee benefits—provision for pension schemes, holiday entitlements, health insurance, etc.)
KNOWLEDGE	6.	No discrimination in access to information (e.g. career opportunities).
	7.	Equal opportunities for training and professional development.
	8.	Specific training opportunities for workers recruited under affirmative action channel.
TIME	9.	Provision for child-care facilities.
	10.	Flexibility of working time—fair overtime schedules.
	11.	Equal length of paid paternity and paid maternity leaves.
	12.	Equal duration of working life years.
VOICE	13.	Gender-balance objectives (40–60 per cent) at governance, executive/management and technical/operational levels.
	14.	Requirement of a personal bank account for issuing salaries.
HEALTH	15.	Secure channel for reporting sexual harassment and protection against retaliation.
	16.	Protection of pregnant workers and workers who have recently given birth or are breastfeeding.

Specific actions may already be in place within an organization without being grouped in a gender charter. The enactment of a gender charter has the advantage of focusing efforts and actions under one roof. In parallel, the human resource department needs to assess the feasibility of elaborating an affirmative action channel for recruitment of staff of whichever gender is underrepresented. An ethical code of conduct where it does not exist could be an offspring of the gender charter. An ethical code of conduct reinforces the protection of workers against moral and sexual harassment. Finally, the gender charter needs to be aligned to national legislation. It will benefit from support of local or international GEEW advocacy initiatives and needs to integrate industry recommendations.

A model gender charter is provided in annex V.

6. GENDER MAINSTREAMING IN PROJECT MONITORING AND EVALUATION

Essential to establishing and maintaining a gender-responsive M&E system is commitment at the decision-making level and shared responsibility among all project team members, including partners and beneficiaries of the project, on the relevance and importance of gathering data to monitor gender results.

A good M&E system should collect and report sex-disaggregated information on all project components where possible and relevant. To this end, a baseline, including targets and benchmarks, should be identified at the formulation stage in order to effectively monitor and evaluate the impact of the project on women and men. The logical framework of the project should include and build on these baselines.

Monitoring gender results

The monitoring process can be made more gender-responsive by including a gender expert in the implementation team or by making sure that the implementation partners are gender-sensitized so that data on women and men is effectively collected and monitored. However, a more strategic approach would be to allow for the monitoring function to be the shared responsibility of partners as well as women and men of the beneficiary groups, in cooperation with UNIDO. This can serve to build capacity among partners and beneficiaries, as well as strengthen the sustainability of the project.

Part of monitoring and evaluation includes the systematization of good practices. This includes the regular

assessment and reporting of gender-sensitive indicators and gender results in progress reports.

Evaluating gender results

As with monitoring, the evaluation process can be made more gender-responsive by including a gender expert as part of the evaluation team or by making sure that the evaluator's terms of reference specify the need for some gender expertise.

Any explicit gender components of the project (e.g. gender objectives, outcomes or outputs) will be a good reference point to evaluate. To this end, gender-specific evaluation questions should be identified and integrated into the terms of reference of the project's evaluation in line with the UNIDO Evaluation Group's guidelines on integrating gender into evaluations.[35] Moreover, it would be beneficial to integrate an evaluation component that identifies good practices and lessons learned from the intervention with regard to gender equality and the empowerment of women.

Even if the project does not explicitly address gender issues, it could still be evaluated against gender criteria. This is because gender awareness can be implicit in the decision-making that went into project planning and implementation (e.g. "soft issues" such as gender or beneficiary participation can be subsumed in projects).

The box opposite is a quick checklist to ensure a gender-responsive evaluation.

GENDER-RESPONSIVE EVALUATION[a]

- Evaluation methodology and tools integrate gender (e.g. participatory methods of data collection, gender-sensitive questions and indicators)
- Evaluation terms of reference are engendered (e.g. gender issues are integrated into evaluation's objectives, explicit reference to gender and gender-specific evaluation questions are included)
- Evaluators or evaluation teams demonstrate gender competency and gender balance
- Evaluation report is written from a gender perspective (e.g. report explicitly presents methodology as engendered, includes data and analysis on results for women and men)
- Evaluation report uses gender-sensitive language (e.g. the terms women and men are equally used, no sexist stereotypes)

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[a] International Service for National Agricultural Research (ISNAR), 2001. Available at: http://www.seachangecop.org/sites/default/files/documents/2001%2006%20FAO%20Engendered%20Logframe%20Approach.pdf.

- Commitments of stakeholders to contribute to gender equality;
- Good practices in women's empowerment and gender equality as experienced by the partners or by others in areas related to the project.

Communicating gender results

Disseminating gender results in a way that is understandable and useful for different stakeholders is one of the main challenges for gender mainstreaming. Usually, there is a general information gap and lack of understanding among partners on:

- The situation in the field from a gender perspective;
- Government or organizational mandates for gender equality;
- Policies and programmes targeting gender equality;
- Efforts of stakeholders and other actors in promoting gender equality;

Gender results should be integrated into the regular means of communication (e.g. newsletters, progress reports or social media channels, website) to promote information sharing and contribute to awareness-building and advocacy efforts. Alongside this, it would be beneficial to consider communicating gender results in specific reports developed to highlight the gender dimensions of the intervention. Other possible means to communicate information on gender issues and results are through workshops, e-discussions or the dissemination of case studies and success stories.

It is important for the communication team to be aware of bridging the information gap to suit the different types of stakeholders (e.g. donors, policymakers, entrepreneurs, project staff, etc.) through using channels adapted to their specific needs and realities, as well as adopting gender-sensitive language.

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[35] International Service for National Agricultural Research (ISNAR), 2001. Available at: www.fao.org/sd/dim_pe1/pe1_040702_en.htm

ANNEXES

ANNEX I. TERMS OF REFERENCE FOR GENDER EXPERT FOR PROJECT FORMULATION

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

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

Title:	Gender Expert for Project Formulation[a]
Main duty station and location:	
Mission/s to:	
Start of contract (EOD):	
End of contract (COB):	
Number of working days:	

ORGANIZATIONAL CONTEXT

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

PROJECT CONTEXT

Briefly provide the context of the project.

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[a] As a first step to identifying Gender Experts, contact the following: UNIDO Human Resources Management and UNIDO Gender Team; United Nations agencies or NGOs focused on women, women's groups or associations in the region of intervention.

DUTIES

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

Duties	Concrete/measurable outputs	Expected duration	Location
• Review relevant UNIDO documents on the requirements for gender mainstreaming, including UNIDO's Policy on Gender Equality and the Empowerment of Women (2009) and UNIDO's Guide on Gender Mainstreaming Environmental Management projects (2015). • Conduct a detailed gender analysis as guided by UNIDO's Guide on Gender Mainstreaming Environmental Management projects (2015), particularly emphasizing gender division of labour, control of resources and technologies, women's and men's needs and preferences, and opportunities for and constraints on women's participation.	• In-depth gender analysis is conducted	10+ days	Field-based
• Assess and identify potential gender-differentiated impacts of the project.	• Impacts and risks are identified		
• Collect sex-disaggregated baseline data that could be used to monitor potential gender impacts.	• Baseline is established		
• Identify government agencies, NGOs, community-based organizations and women's associations or groups whose work focuses on gender and environmental management that can be utilized during project preparation and implementation. Assess their capacity.	• Relevant government agencies, NGOs, community-based organizations and women's associations or groups in-country are identified and consulted		
• Based on gender analysis, develop a plan of action that identifies opportunities and entry points for mainstreaming gender into the project. The plan of action for gender mainstreaming should mirror the project's log frame and include the development of gender-specific project components, gender-responsive targets and indicators, timelines, assigned responsibilities and implementation arrangements. • Provide cost estimates for the implementation of the plan of action for gender mainstreaming.	• Plan of action for gender mainstreaming is developed and costs of implementation are estimated	5 days	Home-based
• Integrate relevant gender components from the plan of action for gender mainstreaming in the project document, including cost estimates for its implementation.	• Project document is gender-mainstreamed		
• Prepare terms of reference for gender specialist to implement the gender-responsive components of the project.	• ToR for gender specialist for project implementation are finalized		

REQUIRED COMPETENCIES

Core values

1. Integrity
2. Professionalism
3. Respect for diversity

Core competencies

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

Managerial competencies (as applicable)

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

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education

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

Technical and functional experience

The Gender Expert should have:

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

Languages

Fluency in written and spoken English is required.

ANNEX II. TERMS OF REFERENCE FOR GENDER EXPERT FOR PROJECT IMPLEMENTATION

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

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

Title:	Gender Expert for Project Implementation[a]
Main duty station and location:	
Mission/s to:	
Start of contract (EOD):	
End of contract (COB):	
Number of working days:	

ORGANIZATIONAL CONTEXT

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

PROJECT CONTEXT

Briefly provide the context of the project.

---

[a] As a first step to identifying gender experts, contact the following: UNIDO Human Resources Management and UNIDO Gender Team; United Nations agencies or NGOs focused on women, women's groups or associations in the region of intervention.

DUTIES

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

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

REQUIRED COMPETENCIES

Core values

1. Integrity
2. Professionalism
3. Respect for diversity

Core competencies

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

Managerial competencies (as applicable)

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

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education

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

Technical and functional experience

The Gender Expert should have:

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

Languages

Fluency in written and spoken English is required.
Local language would be an asset.

ANNEX III.   GENDER ANALYSIS AT THE REGIONAL/COUNTRY LEVEL

A gender analysis should start at the regional/country level, addressing the national contexts that frame the project's area of intervention.

At the national level, the context analysis has many dimensions: social, economic, political, and cultural and environmental. This analysis will determine the conditions, limitations and opportunities to implement the project, while being aware of gender inequalities in place.

The data published by the United Nations is a good source of information for specific gender indicators at the national level. They include the Gender-related Development Index (GDI) and the Gender Empowerment Measure (GEM), which were introduced in 1995 in the Human Development Report published by the United Nations Development Programme (UNDP).[a] Other useful data include the Gender Inequality Index (GII), the Women's Economic Opportunity Index (WEOI) and the Global Gender Gap Index (GGI). There is also gender information at the country level in a database that collects human rights data at www.universalhumanrightsindex.org. Gender violence-related information at the country level may also be found at this website. Additionally, in many countries, indicators are being nationalized and data is collected in relation to their national needs by national bureaus of statistics and ministries of industry, trade, economy, labour and/or social affairs.

The following checklist provides some key questions for gender analysis at the regional/country level.

GENDER ANALYSIS AT THE REGIONAL/ NATIONAL LEVEL

Guiding questions

Policy framework analysis

- What are the legally binding international and regional human rights instruments, commitments and polices that have been signed by the country? (e.g. CEDAW; as a quick resource, refer to the universal human rights index: www.universalhumanrightsindex.org)

- Are there any government programmes relevant to the project that address gender inequalities?

- Are there any relevant gender indicators that are regularly monitored at the national level, e.g. by the National Bureau of Statistics or by an agency responsible for reporting on national development plans?

Political and empowerment framework analysis

- What is the percentage of seats that women and men hold in parliament and in decision-making ministerial and regional posts, and particularly in the ministry/ agency responsible for your project?

- What is the percentage of men/women in high-paying positions in the project sector?

- What is the percentage of women in professional, technical, managerial and administrative jobs in the country?

- Are there relevant civil society organizations or international agencies that work in the sector of intervention with a gender equality or women's empowerment perspective?

Labour-market framework analysis

- What is the division of labour between women and men in the country?

- What is the percentage of women in professional, technical, managerial and administrative jobs in the country?

- Are there gender gaps in income for equal work among women and men in the country?

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[a] The GDI identifies gender gaps in life expectancy, education and incomes. The GEM is based on estimates of women's relative economic income, participations in high-paying positions with economic power and access to professional and parliamentary positions. It is indicative of the relative empowerment of women in a given country.

Economic and financial framework analysis

- What is the percentage of women in relation to men who have access to land tenure and credit in the country?
- What is the availability of outreach programmes to women that target the provision of business development and/or financial services through government initiatives, private lenders and others in general, and relevant to the sectors/ localities of the project?

Social and cultural framework analysis

- What are the social or cultural values, norms, attitudes and beliefs in relation to gender equality?

- Are there gaps in literacy levels between women and men (rural/urban)?
- What are the enrolment rates for primary, secondary and tertiary education?
- Are there gender gaps in access to health?
- What is the level of gender-based violence in the country?

Environmental and industry framework analysis

- What are the key country-level gender issues related to environmental sustainability and to industry that the project must be aware of, and could possibly deal with?
- Are there policies on environmental management/ green industry related to the intervention? Are these policies gender-mainstreamed?

ANNEX IV. GENDER ANALYSIS AT THE SECTORAL LEVEL

It is crucial to have a good understanding of the differences between women and men in order to not only understand and prioritize gender issues, but also to effectively identify the sector for intervention that will make the most sustainable impact.

There are considerable differences in the availability of information by sector in relation to gender. Fields such as governance, environment and rural development may offer more information than sectors such as industry, transport and infrastructure. Often, dispersed information is available in decentralized offices, municipal or district plans and even in documents produced by the private sector. When written information is not available, interviews with key informants, meetings and even workshops may be employed to gather information. The box below provides some key questions for gender analysis at the sectoral level.

The sectoral context review will equip you with useful arguments to successfully discuss gender mainstreaming of your projects with counterparts and stakeholders.

GENDER ANALYSIS AT THE SECTORAL LEVEL

Guiding questions

General framework analysis

- Are there sector policies supporting or causing gender inequalities?

- Is there a gender focal point in the counterpart ministry?

- What is the most common division of labour by gender in the industry? Are there wage gaps between women and men working in the sector of the project?

- How many small and medium enterprises are owned or managed by women in the sector?

- What are the barriers/challenges that reinforce gender inequalities? How might this affect different groups' abilities to participate in environmental management project interventions?

- Are there any similar environmental management projects currently being implemented that address gender issues?

- Will women's workloads increase/decrease as a result of innovation and changes in technology? If their workload is decreased, will this involve loss of income?

- How can women's awareness of rights, entitlements and opportunities be raised?

- Does the project contribute to the education, training and professional development of women in sustainable energy?

- Which activities address non-traditional roles of women, such as marketing and promotion of women in STEM (science, technology, engineering and mathematics) fields of education?

- Does the project design make clear its commitment to contributing to gender equality (e.g. in the objectives, specific outputs and indicators)?

ANNEX V.   MODEL GENDER CHARTER

[Institution's name]

GENDER CHARTER

[creation/revision date]

A charter for gender equality and the empowerment of women aiming at the full participation of men and women in all spheres of our institution without discrimination.

PREAMBLE

1. [Institution's name] recognizes that gender discrimination is a serious threat to human development, both at personal level and for society in general. Its ubiquitous repercussions on the economy are disastrous.

2. [Institution's name] commits to pursue the goal of gender equality and empowerment of women at all levels of its organisation, including service delivery to end-users/consumers, with the objective of creating a stronger and more prosperous institution.

3. To this end, [Institution's name] has developed the following Core values and Principles and has defined Roles & responsibilities to ensure their implementation, monitoring and evaluation.

CORE VALUES

4. [Institution's name]'s staff adheres to the following core values:
   - Equal rights for women and men
   - Equal access to resources and career opportunities for women and men
   - Ability to positively contribute and influence the institution's life for all

PRINCIPLES

5. [Institution's name] has adopted the following principles to guide its daily activities:

WORK

A. Absence of any institutionalized form of discrimination, either based on policy (formal) or practice (informal).

B. Absence of structural barriers (i.e. clauses in the human resource management policy) to performing the same tasks if required.
C. Technical and working groups to be constituted with gender balance (40–60 per cent) criteria. Meetings to be adjourned if target is not met.

REMUNERATION

D. Equal remuneration for women and men for work of equal value.
E. Equal access to employee benefits (e.g. provision for housekeeper allowances, pension schemes).

KNOWLEDGE RESOURCES

F. No discrimination in access to information (e.g. career opportunities).
G. Equal opportunities for training and professional development.
H. Specific training opportunities for workers recruited under affirmative action channel.

TIME

I. Provision for child-care facilities.
J. Flexibility of working time – fair overtime schedules.
K. Equal length of paid paternity and paid maternity leaves.
L. Equal duration of working life years.

VOICE

M. Gender-balance objectives (40–60 per cent) at governance, executive/management and technical/operational levels.
N. Requirement of a personal bank account for issuing salaries.

HEALTH

O. Secure channel for reporting sexual harassment and protection against retaliation.

P. Protection of pregnant workers and workers who have recently given birth or are breastfeeding.

<div style="background-color:#c5d9a0; padding: 4px;">**ROLES & RESPONSIBILITIES**</div>

6. **Governance board** advises the Gender charter committee in relation to gender equality objectives and indicators; advocates for gender equality at institutional level and with stakeholders.

7. **Gender charter committee** sets annual gender equality and empowerment of women objectives and indicators; is responsible for the monitoring and evaluation of achievements; has delegated authority to investigate cases of gender discrimination and sexual harassment; is composed of representatives of all departments and gender focal points; reports annually to shareholders or public authorities.

8. **Gender focal points** are responsible for the implementation of the Gender charter; ensure that the Gender charter's core values are taken into consideration within all levels of management and operations.

9. **All staff** have the ethical responsibility for the advancement of gender equality objectives within [Institution's name] and contributing to a safe working environment for all their colleagues.

ANNEX VI. ETHICAL CODE OF CONDUCT

The Convention on the elimination of all forms of discrimination against women (CEDAW) defines discrimination against women as "any distinction, exclusion or restriction made on the basis of gender which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field".[a]

In their daily work, inspection and verification officers may face decisions that have moral and ethical implications, which may restrict or broaden women's opportunities, contribute to further discrimination or not. In order to support their activities, UNIDO's assistance needs to be conditioned to the adherence of the following rights and obligations of traders and officials:[b]

ETHICAL CODE OF CONDUCT

1. All individuals shall be able to undergo inspection or verification procedures or cross international borders without verbal or physical abuse or harassment, including but not limited to sexual and gender-based violence.

2. Inspections or verifications, including border inspections, shall be processed in an efficient and timely manner without discrimination. A receipt must be provided to the trader for any payment made and the payment properly recorded.

3. Only officials of the approved agencies shall be present during inspection or verification procedures or at the border, and all verification or inspection officials shall wear uniforms or identification badges that indicate their respective agency.

4. All duties, fees, and taxes and the basis for their calculation shall be publicly available prior to the inspection or verification and at border control posts. Any change to duties, fees, and taxes must be publicly announced, with reasonable time allowed for traders to prepare before their application. No unpublished fees or charges shall be demanded during the inspection or verification procedure.

5. Documentary requirements shall be clearly stated and publicly available prior to the inspection or verification and at border control posts. Any change in required documentation must be publicly announced, with reasonable time allowed for traders to prepare before implementation. Simplified procedures should be applied to small traders.

6. Traders should be aware of their rights and obligations when undergoing inspection or verification or crossing international borders. Traders must present required documentation and pay appropriate duties if required and obtain a receipt for any payments made to an official. Traders shall not attempt to bribe any official to avoid payment of duties or to obtain preferential treatment in any way, including avoiding queues.

In addition, supporting the implementation of Integrated Management System (IMS) certification within conformity assessment bodies allows for increased transparency and acts as a signal for responsible management towards end users. UNIDO needs to actively support the demand for IMS implementation and certification, especially within the legal metrology and inspection services areas.

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[a] Convention on the elimination of all forms of discrimination against women, New York, 18 December 1979, art. 1. Available at: http://www.ohchr.org/en/ProfessionalInterest/pages/cedaw.aspx.

[b] World Bank (2013): Women and trade in Africa: realizing the potential. Available at: http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2013/11/08/000442464_20131108144416/Rendered/PDF/825200WP0Women00Box379865B00PUBLIC0.pdf.

ANNEX VII.   GENDER-RESPONSIVE TRAININGS

The following check-list will help project staff ensure gender equality concerns are taken into consideration when organizing trainings:[a]

CHECKIST FOR THE ORGANIZATION OF TRAININGS

Before the training:

1. Training objectives take into consideration gender interests.

2. GEEW outputs and indicators are set.

3. Trainers receive GEEW awareness briefing and relevant UNIDO GEEW material.

4. The training site is located in an accessible, central area, with easy commutation facilities.

5. The training schedules provide for commutation time and arrangements to suit women participants.

6. Call for participation is widely disseminated, using both female and male-oriented communication channels.

7. Training material is screened for gender sensitive data, language and illustrations and proposed activities are checked for cultural, religious or ethnic bias.

During the training:

8. Trainers provide room for men and women to engage equally.

9. Trainers allow for non-dominant views to be expressed.

10. Sex-disaggregated data is collected, including participants' feedbacks and experiences.

After the training:

11. The achievement of GEEW outputs and indicators is evaluated.

12. The trainers' performance in relation to gender sensitivity is assessed.

13. Feedbacks and experiences of female and male participants are taken into consideration.

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[a] Additional Resources:
UICN (2000): Seek and ye shall find. Creating participatory appraisals with a gender perspective. Available at: www.genderandenvironment.org/generoyambiente.org/index.php/en/knowledge-center/doc_download/1785-module-2-seek-and-ye-shall-find-participatory-appraisals-with-a-gender-equity-perspective.
SDC (2005): Gender and Training: Mainstreaming gender equality and the planning, realisation, and evaluation of training programmes. Available at: www.sdc-gender-development.net/en/Home/Publications/document.php?itemID=4260&langID=1.
UNESCO (1999): Guidelines on gender-neutral language. Available at: unesdoc.unesco.org/images/0011/001149/114950mo.pdf.

ANNEX VIII. UNIDO EVALUATION GROUP GUIDE FOR INTEGRATING GENDER INTO EVALUATIONS OF UNIDO PROJECTS AND PROGRAMMES

GUIDANCE ON INTEGRATING GENDER IN EVALUATIONS OF UNIDO PROJECTS AND PROGRAMMES

Introduction

Gender equality is internationally recognized as a goal of development and is fundamental to sustainable growth and poverty reduction. The *UNIDO Policy on Gender Equality and the Empowerment of Women* and its addendum, issued respectively in April 2009 and May 2010 (UNIDO/DGB(M).110 and UNIDO/DGB(M).110/Add.1) provides the overall guidelines for establishing a gender mainstreaming strategy and action plans to guide the process of addressing gender issues in the Organization's industrial development interventions.

According to the *UNIDO Policy on Gender Equality and the Empowerment of Women*:

Gender equality refers to the equal rights, responsibilities and opportunities of women and men and girls and boys Equality does not suggest that women and men become "the same", but that women's and men's rights, responsibilities and opportunities do not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. It is therefore not a "women's issue". On the contrary, it concerns and should fully engage both men and women and is a precondition for, and an indicator of, sustainable people-centred development.

Empowerment of women signifies women gaining power and control over their own lives. It involves awareness raising, building of self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions that reinforce and perpetuate gender discrimination and inequality.

Gender parity signifies equal numbers of men and women at all levels of an institution or organization, particularly at senior and decision-making levels.

UNIDO projects/programmes can be divided into two categories: 1) Those where promotion of gender equality is one of the key aspects of the project/programme; and 2) Those where there is limited or no attempted integration of gender.

The *Guide* at hand[a] proposes key issues for evaluation managers and evaluators to consider when incorporating gender issues in UNIDO evaluations of both categories. Evaluation managers/evaluators should select relevant questions depending on the type of interventions.

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[a] Bibliography:
United Nations Industrial Development Organization (UNIDO), "Policy on gender equality and the empowerment of women". UNIDO/DGB(M).110 (April 2009) and UNIDO/DGB(M).110/Add.1 (May 2010).
United Nations Evaluation Group (UNEG) (2009), "Integrating Human Rights and Gender Equality Perspectives in Evaluations in the UN system".
Canadian International Development Agency (CIDA) (2008), "How to Perform Evaluations—Gender Equality".
International Labour Organization (ILO) (2007), "Considering Gender in Monitoring and Evaluation of Projects".
United Nations Educational, Scientific and Cultural Organization (UNESCO) (1997), "Checklist for the Integration of Gender Equality Issues in the Evaluation of UNESCO's Programmes".

Gender-responsive evaluation questions

The questions below will help evaluation managers/evaluators to mainstream gender issues in their evaluations.

1. **Design**
   - Is the project/programme in line with UNIDO[b] and national policies on gender equality and the empowerment of women?
   - Were gender issues identified at the formulation stage?
   - Did the project/programme design adequately consider the gender dimensions in its interventions? If so, how?
   - Were adequate resources (e.g. funds, staff time, methodology, experts) allocated to address gender concerns?
   - To what extent were the needs and priorities of women, girls, boys and men reflected in the design?
   - Was a gender analysis included in a baseline study or needs assessment (if any)?
   - If the project/programme is people-centred, were target beneficiaries clearly identified and disaggregated by sex, age, race, ethnicity and socio-economic group?
   - If the project/programme promotes gender equality and/or women's empowerment, was gender equality reflected in its objective/s? To what extent are output/outcome indicators gender-disaggregated?

2. **Implementation management**
   - Did project monitoring and self-evaluation collect and analyse gender-disaggregated data? Were decisions and recommendations based on the analyses? If so, how?
   - Were gender concerns reflected in the criteria to select beneficiaries? If so, how?
   - How gender-balanced was the composition of the project management team, the Steering Committee, experts and consultants and the beneficiaries?
   - If the project/programme promotes gender equality and/or women's empowerment, did the project/programme monitor, assess and report on its gender-related objective/s

3. **Results**
   - Have women and men benefited equally from the project's interventions? Do the results affect women and men differently? If so, why and how? How are the results likely to affect gender relations (e.g. division of labour, decision-making authority)?
   - In the case of a project/programme with gender-related objective/s, to what extent has the project/programme achieved the objective/s? To what extent has the project/programme reduced gender disparities and enhanced women's empowerment?
   - How have the gender-related results contributed to the overall results of the project/programme?
   - To what extent were the project's/programme's stakeholders aware of the project's/programme's gender-related objectives or interventions (if any)? To what extent are female and male stakeholders satisfied with the gender-related results?
   - To what extent are the gender equality-related results likely to endure after project/programme completion?

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[b] Once the gender mainstreaming strategy and action plans to guide the process of addressing gender issues in industrial development interventions are developed, the project/programme should align to the strategy or action plans.

Making evaluations gender-mainstreamed

Gender issues should be considered in all steps of the evaluation process. Evaluation managers and evaluators are encouraged to use the following checklists for mainstreaming gender in UNIDO evaluations.

1. **Preparing terms of reference (ToR)**

   - Gender issues should be mainstreamed in the ToR (e.g. scope, stakeholder involvement, team members, accountabilities, responsibilities, deliverables).

   - The ToR includes specific questions for gender assessments.

   - Responsibilities for assessing gender results are clearly designated.

2. **Recruiting consultants**

   - The evaluation team leader has the capacity to integrate gender concerns into evaluation findings, conclusions and recommendations.

   - Evaluation team members have sufficient gender expertise and/or a gender specialist is included in the team.[c] If not, the evaluation team should receive a proper briefing on relevant gender issues to be addressed in the evaluation.

   - The evaluation team is gender-balanced

3. **Conducting the evaluation (e.g. surveying, data collection, interviewing in the field, analysis)**

   - Tools, methods and gender equality indicators are identified and used to collect and analyse gender-disaggregated data and information (from both the desk review and field visit).

   - The interviewing sample is representative of target groups (e.g. sex, age, ethnicity, race and socio-economic groups).

   - Appropriate time and resources are allocated to assess gender equality results

4. **Report writing (recommendations and lessons learned)**

   - Gender equality-related results are presented with evidence.

   - Factors contributing to (or hindering) the achievement of gender equality results are identified (from formulation, actual implementation and management).

   - Answers for specific gender questions raised in the ToR are provided.

   - Recommendations/lessons to improve project/programme performance on gender are included in the evaluation report, if appropriate.

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[c] Experience from other organizations indicates that the assessment of gender equality brings an additional dimension to traditional evaluation and requires additional time and resources.

ANNEX IX.   GENDER GLOSSARY

Gender analysis: is the collection and analysis of sex-disaggregated information. Women and men both perform different roles. This leads to women and men having different experience, knowledge, skills and needs. Gender analysis explores these differences so policies, programs and projects can identify and meet the different needs of women and men. Gender analysis also facilitates the strategic use of distinct knowledge and skills possessed by women and men.

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

Gender blindness: is the failure to recognize that gender is an essential determinant of social outcomes impacting on projects and policies. A gender blind approach assumes gender is not an influencing factor in projects, programs or policy. Thus, gender-neutral approaches often run the risk of reinforcing existing gender-based discrimination or responding to male priorities, especially in societies where the power and decision-making is predominately done by men.

Gender competence: is the knowledge and the ability to recognize this and to deal with ensuring that discriminatory structures are changed and new and diverse development opportunities are opened to all genders. Moreover, gender competence includes knowledge about gender policies, strategies, and approaches as well as the tools and use of gender mainstreaming.

Gender equality: refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development.[a]

Gender equity: is the process of being fair to women and men, girls and boys. It refers to differential treatment that is fair and positively addresses a bias or disadvantage that is due to gender roles or norms or differences between the sexes. It is about the fair and just treatment of both sexes that takes into account the different needs of the women and men, cultural barriers and (past) discrimination of the specific group.

Gender mainstreaming: is a globally accepted strategy for promoting gender equality. Mainstreaming involves ensuring that gender perspectives and attention to the goal of gender equality are central to all activities. Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of mainstreaming is to achieve gender equality.[b]

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[a] The Office of the Special Adviser to the Secretary-General on Gender Issues and Advancement of Women (UN OSAGI).

[b] United Nations Economic and Social Council (ECOSOC) (1997).

Gender neutral: Gender is not considered relevant to development outcome. Gender norms, roles and relations are not affected (worsened or improved).

Gender-responsive results: are changes that respond to the inequities in the lives of women or men within a given social setting and aim to remedy these inequities.

Gender sensitive: considers gender norms, roles and relations but does not address inequality generated by unequal norms, roles or relations. While it indicates gender awareness, no remedial action is developed.

Gender specific: considers gender norms, roles and relations for women and men and how they affect access to and control over resources, and considers women's and men's specific needs. It intentionally targets and benefits a specific group of women or men to achieve certain policy or program goals or meet certain needs.

Sex-disaggregated data: is data that is collected and presented separately on women and men. Sex describes the biological and physiological differences that distinguish females, males and intersex.

Women's economic empowerment: A woman is economically empowered when she has both the ability to succeed and advance economically and the power to make and act on economic decisions. To succeed and advance economically, women need the skills and resources to compete in markets, as well as fair and equal access to economic institutions. To have the power and agency to benefit from economic activities, women need to have the ability to make and act on decisions and control resources and profits.[c]

Women's empowerment: is about the process by which women who have been denied the ability to make strategic life choices acquire such an ability. The ability to exercise choice incorporates three inter-related dimensions: resources (defined broadly to include not only access, but also future claims, to both material and human and social resources); agency (including processes of decision making as well as less measurable manifestations of agency such as negotiations); and achievements (well-being outcomes).[d]

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[c] Kabeer, N. (1999): Resources, Agency, Achievements: Reflections on the measurements of Women's Empowerment, *Development and Change* Vol. 30.

[d] Understanding and Measuring Women's Economic Empowerment, International Center for Research on Women (ICRW) (2011).

INCLUSIVE
SUSTAINABLE
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INDUSTRIAL DEVELOPMENT ORGANIZATION

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