



TOGETHER
for a sustainable future

OCCASION

This publication has been made available to the public on the occasion of the 50th anniversary of the United Nations Industrial Development Organisation.



TOGETHER
for a sustainable future

DISCLAIMER

This document has been produced without formal United Nations editing. The designations employed and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations Industrial Development Organization (UNIDO) concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries, or its economic system or degree of development. Designations such as “developed”, “industrialized” and “developing” are intended for statistical convenience and do not necessarily express a judgment about the stage reached by a particular country or area in the development process. Mention of firm names or commercial products does not constitute an endorsement by UNIDO.

FAIR USE POLICY

Any part of this publication may be quoted and referenced for educational and research purposes without additional permission from UNIDO. However, those who make use of quoting and referencing this publication are requested to follow the Fair Use Policy of giving due credit to UNIDO.

CONTACT

Please contact publications@unido.org for further information concerning UNIDO publications.

For more information about UNIDO, please visit us at www.unido.org

20621

REFERENCE FILE

ON THE INTEGRATION OF GENDER

IN PROJECT DESIGN, MANAGEMENT

AND EVALUATION

**PART I: INTEGRATION OF GENDER IN
PROGRAMME AND PROJECT
DEVELOPMENT**

**PART II: SOURCES OF INFORMATION
ON WOMEN IN INDUSTRY**

**PART III: KEY ISSUES FOR THE
CONSIDERATION OF WOMEN
IN PRIORITY AREAS**

ANNEXES

CONTENTS

INTRODUCTION

A. INTEGRATION OF GENDER IN THE COUNTRY PROGRAMMING EXERCISE

- o Introduction
- o Section 1: Checklist for the integration of gender in country programming missions
- o Section 2: Comments on the procedure for country programming
 - 2.1 Industrial sector review missions
 - 2.1.1 Integration of gender in industrial sector review missions: Annotated terms of reference
 - 2.1.2 Integration of gender in industrial sector review missions: Annotated outline of report
 - 2.2 Programming missions
 - 2.2.1 Integration of gender in programming missions: Annotated terms of reference
 - 2.2.2 Integration of gender in programming missions: Annotated outline of report
 - 2.3 Project formulation missions
 - 2.3.1 Integration of gender in project formulation missions: Annotated terms of reference
 - 2.3.2 Integration of gender in project formulation missions: Annotated outline of report
- o Section 3: Model job description (integration of gender in country programming)

B. INTEGRATION OF GENDER IN PROJECT DESIGN

- o Introduction
- o Section 1: Checklists for the integration of gender in project design
 - 1.1 Checklist for the integration of gender in project design: Project formulation framework
 - 1.2 Checklist for the integration of gender in project design: Large-scale projects

1.3 Checklist for the integration of gender in project design: Small-scale projects

- **Section 2: Comments on the procedure for project design and drafting of project documents**
- **Section 3: Model project outline/job description**
 - 3.1 Model outline of a project taking gender into account (small- and medium-scale industry)**
 - 3.2 Model job description (integration of gender in project design)**

C. INTEGRATION OF GENDER IN MONITORING AND SELF-EVALUATION

- **Introduction**
- **Section 1: Checklist for the integration of gender in monitoring and self-evaluation**
- **Section 2: Comments on the procedure for monitoring and self-evaluation**
 - 2.1 Integration of gender in the project performance evaluation exercise: Comments on the PPER form**
 - 2.2 Integration of gender in tripartite review meetings/ monitoring visits: Comments on the agenda**
 - 2.3 Integration of gender in terminal reports: Comments on the outline**
- **Section 3: Model job description (integration of gender in the implementation of projects)**

D. INTEGRATION OF GENDER IN THE IN-DEPTH EVALUATION OF TECHNICAL CO-OPERATION PROJECTS

- **Introduction**
- **Section 1: Checklist for the integration of gender in the preparation and execution of in-depth evaluations**
- **Section 2: Comments on the procedure for in-depth evaluations**
 - 2.1 Integration of gender in in-depth evaluations: Annotated guidelines for terms of reference**
 - 2.2 Integration of gender in in-depth evaluations: Annotated guidelines for the preparation of the final report**
- **Section 3: Model job description (Integration of gender in in-depth evaluations)**

PART I

CONSIDERATION OF WOMEN IN PROGRAMME AND PROJECT DEVELOPMENT

INTRODUCTION

- A. CONSIDERATION OF WOMEN IN THE
COUNTRY PROGRAMMING EXERCISE**

- B. CONSIDERATION OF WOMEN IN PROJECT
DESIGN**

- C. CONSIDERATION OF WOMEN IN
MONITORING AND SELF-EVALUATION**

- D. CONSIDERATION OF WOMEN IN THE IN-
DEPTH EVALUATION OF TECHNICAL CO-
OPERATION
PROJECTS**

INTRODUCTION

If consideration of women in UNIDO project activities is to become fully effective, proper attention to women and men's participation patterns and assistance requirements has to be ensured at all steps of programme and project development. This includes country programming, project design, monitoring and implementation, as well as evaluation. Related procedures have to be followed particularly in the priority sectors (see UNIDO programme for the integration of women in industrial development, GC.3/CRP.3).

Guidelines and recommendations for this purpose have also been issued by the United Nations Development Programme, see Part Three of the Programme and Projects Manual (PPM), Chapter IX. Special Considerations on Projects, Section 30902, where UNDP outlines procedures which should be routinely carried out during all stages of the programming and project cycles.

The purpose of the present Part I of the Reference File is to facilitate the task of UNIDO staff in taking into account gender roles in project design, management and evaluation. To this effect, it provides a variety of guidelines, terms of reference and other tools designed to ensure the incorporation of gender in the procedures of programming and project design.

Therefore, **Part I** of the Reference File deals with the consideration of women in the following steps of programme and project development:

- The country programming exercise (*ELEMENT A*);
- Project design (*ELEMENT B*);
- Monitoring and self-evaluation (*ELEMENT C*); and
- In-depth evaluations (*ELEMENT D*). [1]

It is structured in a way that each of the above elements is composed of three sections: Section 1 contains one or more checklist(s), permitting a quick review whether major aspects of relevance have been taken into account. Section 2 provides more detailed comments on the procedures adopted in the respective steps of the programming and project cycles, and offers specific tools and guidelines to this effect. These tools constitute comments on, or annotations of existing guidelines, terms of reference, etc. They indicate areas in UNIDO programme and project development where consideration of women is most essential, and should be considered and used as complementary to the above guidelines and documents. Finally, Section 3 contains "models", i.e. model job descriptions for a consultant or expert on the integration of women in industrial development, to be attached to UNIDO missions or project teams during the respective steps of the project cycle, e.g. in project formulation (as well as a model outline of a project taking women into account).

Each of these sections or instruments contained therein may be used individually or in combination with some or all of the other tools.

[1] A further element dealing with the consideration of women in indicative programmes as carried out by the Programme Development Support Unit will be added at a later stage.

FOREWORD

(VOLUME III)

The present Reference File on the Integration of Gender in Project Design, Management and Evaluation: Promoting the Consideration of Women, which constitutes Volume III of the UNIDO Project Design Reference File, was elaborated to enhance the integration of women in UNIDO programme and project activities through the incorporation of a gender perspective. It builds on the Reference File on the Consideration of Women in Project Design, Management and Evaluation which was elaborated by the Unit for the Integration of Women into Industrial Development with the support of UNIDO consultant Ms. Corinna Küsel.

The purpose of this volume of the Reference File is to facilitate the implementation of the objectives of the UNIDO medium-term plan 1990-1995 which has committed itself to "ensure that women are more fully integrated in technical co-operation and promotion activities as well as in policy study and research programmes". This version of the Reference file attempts to introduce a gender perspective into the sector-specific guidelines and tools, on the basis of two contentions.

The first is that in order to fully integrate women into mainstream technical co-operation, it is necessary to take on a gender perspective in problem definition, and the formulation, implementation, management and evaluation of interventions. This contention is based on the experience since the UN Decade for Women (1975-85) and the resulting marginalization of a women-oriented approach to development in most countries.

The second contention is that the integration of gender into UNIDO activities will increase their effectiveness and enable better targeting of UNIDO assistance. To achieve the integration of gender into planned intervention, a gender planning approach has been developed. This is based on the rationale that because women and men have different roles and access/control of resources in society, they have different gender needs. Therefore, if technical co-operation is to meet the needs of its target groups effectively, it must take on a gender perspective along with other critical perspectives like, for example, income.

The Reference File aims at providing project designers, substantive officers, chief technical advisers, and project evaluators with practical instruments, guidelines and suggestions to adequately address gender issues in technical co-operation projects. It should be applied to programme and project development, implementation and evaluation particularly in the priority sectors for the integration of women specified in the medium-term plan: small- and medium-scale industries, agro-industries, appropriate technology, human resource development, and industrial planning.

INTRODUCTION

GENDER ISSUES IN INDUSTRY

Women's participation in the manufacturing sector of developing countries has increased significantly over the past few decades. In the majority of these countries, women are very active contributors to industrial output and value added - be it in traditional food processing activities, in the informal sector of the cities, or as workers, technicians or managers in the modern manufacturing sector. The increasing rate of female participation in industry can partly be attributed to higher levels of female education, but it is equally due to increasing pressure on women to contribute to the economic survival of their families.

Women's industrial participation relative to men's has so far tended to be characterized by unequal participation patterns, and to be concentrated at lower skill levels of formal sector manufacturing and in the informal sector. Women generally concentrate in quite a narrow range of industrial activities, mostly related to food processing, textile/garment production, or in unskilled assembly operations such as in the electronics sector. Their activities are frequently at a risk of being displaced by technological advances. Therefore, an understanding of the different roles, access/control of resources and status of women and men must be incorporated into industrial policy and planning if women are to participate in and benefit from industrialization on an equitable basis, and at the same time to enhance their contribution to industrial development and growth.

Considering gender in the development process in the context of technical co-operation projects is not a purpose in itself. It is often essential for improving project effectiveness, and is a means to use the specific skills of women, and thus to tap the full human resource potential available for industrialization. Strengthening women as well as men's productive function has a direct and significant impact on achieving overall development.

However, while the issue of integrating gender in industrial development has received increasing attention at the policy level, the practical implementation at the project level has been lagging behind. Although the number of projects which explicitly include women as well as men among their target beneficiaries has increased over the last few years, the majority of projects which would be of relevance to women's participation still fails to do so.

THE MAINSTREAMING APPROACH

The approach adopted by the UN system for enhancing women's participation in development and their contribution to economic growth has been focusing on "mainstreaming", i.e. on ensuring the consideration of women in "mainstream" development and technical co-operation projects instead of carrying out separate women-specific projects. To this end, integration of gender in technical co-operation projects implies that attention is paid to the differential participation patterns of women and men in the development process, and that these specific patterns are taken into account in the design of the project strategy.

In line with the "mainstreaming" approach, UNIDO has endeavoured to address women as part of the target group of technical co-operation projects. To this purpose, UNIDO foresees the following approaches: (1) integrated projects, which consider women as well as men in the overall design, dealing with them as an integral part of the target group; and (2) projects facilitating women's consideration through the introduction of a women-specific sub-component.

THE REFERENCE FILE

The purpose of the **Reference File on the Integration of Gender in Project Design, Management and Evaluation: Promoting the Consideration of Women** (Volume III of the Project Design Reference File) is to operationalize UNIDO's mandate for the consideration of women in technical co-operation activities. It provides tools and instruments to systematically address gender roles and differential access/control of resources in all steps of the project cycle, with specific focus on the priority sectors stipulated in the medium-term plan and the programme for the integration of women: small- and medium-scale and agro-industries, appropriate technology, human resource development, industrial planning.

The Reference File will be available to UNIDO staff at headquarters and in the field. While it may be used as a whole, it has been designed in such a way that instruments can be used independently according to need.

In this issue, small- and medium-scale industries have received special attention. Experience with the application of the tools and instruments and in-depth work on other priority areas will in the future lead to some revision of the materials and to further additions.

Using the instruments contained in the Reference File, the Project Appraisal Section will in the course of the review process assess the integration of gender in projects which address one of the priority sectors. It will equally serve as a basis for staff training, and will be used in the workshops on design and evaluation of technical co-operation projects organized by the Project Appraisal Section and the Evaluation Staff.

The Reference File on the Integration of Gender in Project Design, Management and Evaluation contains three major **Parts**:

Part I deals with the **Integration of Gender in Programme and Project Development: Element A** covers consideration of women in the country programming exercise, **Element B** deals with project design, **Element C** with monitoring and self-evaluation. The in-depth evaluation of technical co-operation projects is contained in **Element D**. Each of the elements in Part I is composed of three sections. **Section 1** contains one or more checklist(s), permitting a quick review of main aspects to be taken into account. **Section 2** provides comments on the procedures adopted in the respective steps of programming and project design. The tools presented in this section generally constitute annotations of existing guidelines, or terms of reference. Finally, **Section 3** contains model job descriptions for women in industry consultants or experts to be attached to UNIDO project teams.

Part II deals with **Sources of Information on Women in Industry**, with a view to facilitating the collection of data and information required to consider women in programme and project development. **Element A** introduces the users to sources of information available at headquarters while **Element B** discusses the collection of information on women and men in industry in the field.

Part III covers **Key Issues for the Consideration of Women in Priority Areas**. In this context, **Element A** contains issue papers dealing with specific issues and suggestions regarding such subjects as credit, training, and women in industry experts. **Element B** provides suggestions specifically related to the consideration of women in small- and medium-scale industry projects.

User's Notes offer a brief introduction into the purpose of individual tools, explain the basis they have been developed on and provide a guide for their use.

A. INTEGRATION OF GENDER IN THE COUNTRY PROGRAMMING EXERCISE

CONTENTS

INTRODUCTION

SECTION 1: CHECKLIST FOR THE INTEGRATION OF GENDER IN COUNTRY PROGRAMMING MISSIONS

SECTION 2: COMMENTS ON THE PROCEDURE FOR COUNTRY PROGRAMMING AND PROJECT FORMULATION

2.1 INDUSTRIAL SECTOR REVIEW MISSIONS

2.1.1 INTEGRATION OF GENDER IN INDUSTRIAL SECTOR REVIEW MISSIONS: ANNOTATED TERMS OF REFERENCE

2.1.2 INTEGRATION OF GENDER IN INDUSTRIAL SECTOR REVIEW MISSIONS: ANNOTATED OUTLINE OF REPORT

2.2 PROGRAMMING MISSIONS

2.2.1 INTEGRATION OF GENDER IN PROGRAMMING MISSIONS: ANNOTATED TERMS OF REFERENCE

2.2.2 INTEGRATION OF GENDER IN PROGRAMMING MISSIONS: ANNOTATED OUTLINE OF REPORT

2.3 PROJECT FORMULATION MISSIONS

2.3.1 INTEGRATION OF GENDER IN PROJECT FORMULATION MISSIONS: ANNOTATED TERMS OF REFERENCE

2.3.2 INTEGRATION OF GENDER IN PROJECT FORMULATION MISSIONS: ANNOTATED OUTLINE OF REPORT

SECTION 3: MODEL JOB DESCRIPTION (INTEGRATION OF GENDER IN COUNTRY PROGRAMMING)

INTRODUCTION

Country programming is the main medium-term planning instrument of UNDP at the country level. Its main objective is to establish the major orientations for UN intervention in line with government priorities, and to give coherence to the entire programme of technical co-operation for an individual country. Within this overall exercise, UNIDO identifies (through specialized missions) areas with a potential for industrial development, the measures required to realize that potential and the role UNIDO assistance could play in this regard.

The comparatively long-term planning approach adopted by UNDP makes it essential that any gender-specific issues and assistance requirements are assessed at the earliest stages of country and sectoral reviews, and addressed in an integral way throughout the country programme. Only in this way can the integration of a gender perspective contribute to the development of an effective programme for the advancement of technical and human resources, and consideration of women in the programme of external technical co-operation be ensured.

UNDP has in recent years strongly advocated the integration of women's assistance needs into all stages of the country programming exercise, and has developed procedures to this effect (see in particular United Nations Development Programme: Programme and Projects Manual; Special considerations on projects: Women in development (WID), February 1988; and Governing Council of the United Nations Development Programme: Women in development: Report of the Administrator, DP/1989/24).

UNIDO must therefore make sure that gender needs in development assistance are considered at all stages of the country programming exercise, i.e. in industrial sector review missions, in programming, and in project formulation missions. (Equally, mid-term reviews of ongoing country programmes and the assessment of prior experience have to review the extent to which gender issues have actually been considered during programme implementation.) This means identifying any gender-specific aspects relevant to the development of human resources for industry, and addressing any specific assistance needs in an integral way through the co-operation programme. The main principles for ensuring the integration of a gender perspective in the country programming exercise can be summarized as follows:

- Women must be regarded as an integral part of the country's human resource base for industrialization and therefore the target groups of UNIDO projects must be disaggregated on the basis of gender so that the gender needs of women and men can be met more effectively.
- It must, however, be taken into account that women face specific obstacles and constraints which tend to push them to the bottom level of the occupational hierarchy, and into the informal sector of the economy. These are due to an inferior position of women in society, legal discrimination, difficulties of access to support services to improve the performance of their productive and reproductive roles, etc.
- The country/sectoral programming exercise offers the best opportunity in which to integrate gender into development assistance from the start. In this way, gender can be considered in an integral way throughout the medium-term programme of technical co-operation, and the specific assistance needs of women, their participation and benefit at all levels of intervention (i.e. policy advice, institutional support, and direct assistance) can be ensured. To facilitate women's participation in mainstream development activities, and to fully tap their potential, women sometimes require specific support. Such special support may be needed at all levels of intervention, e.g. through advocating an equal status of women in society, legitimizing their economic participation, and facilitating their access to support institutions. Technical co-

operation projects and particularly programmes for technological upgrading should include sectors of industrial activity where women play a major role or which are of relevance to women otherwise.

- To facilitate the achievement of this aim, data and information needed for country programming exercises/sectoral reviews should be collected and analyzed in a gender-specific way, where applicable. Women and men's industrial participation patterns, their differential access/control of resources, the obstacles and constraints affecting their equal integration in industrial development and technical co-operation must be specifically assessed.
- Organizations representing women's interests can play a crucial role in setting priorities and outlining the technical co-operation required, and should be consulted at all stages of programming.
- To integrate gender into industrial assistance interventions and to enhance women's participation in industrial activities, three main approaches can be considered: (1) integrated projects which incorporate gender issues in the overall design and execution; (2) projects addressing women more specifically in their formulation and execution through the inclusion of a women-specific component; and (3) projects specifically targeting women. Care must be taken that women-specific projects do not restrict women to activities (e.g. social welfare, handicrafts production etc.) which are outside the mainstream of development. This can be detrimental as it perpetuates women's inferior position in the economy.

To facilitate dealing with gender needs in development assistance in the context of the overall country programming procedure, tools for the consideration of women in the exercise have been prepared. They are based on the Director-General's Bulletin UNIDO/DG/B.32, 11 August 1986, Internal guidelines for country programming missions. These guidelines advise UNIDO staff on the steps to be followed when undertaking country programming missions, and include model terms of reference for industrial sector review missions, programming and project formulation missions as well as model outlines for the preparation of the corresponding reports.

Accordingly, **Element A** of the Reference File contains:

- A **checklist** for the preparation and organization of country programming missions (**SECTION 1**);
- **Comments on the procedure for country programming**, i.e. annotated terms of reference and annotated report outlines recommending specific steps to be taken for integrating gender into development assistance in the different types of programming missions (**SECTION 2**);
- A **model job description** for a consultant on the integration of gender in industrial development to collect data facilitating the consideration of women in the country programme (**SECTION 3**).

For more detailed recommendations regarding the collection of gender-sensitive information see Part II on sources of information on women and men in industry. More specific advice regarding the integration of gender in project design is comprised in element B of the present Part I as well as in Part III, containing related issue papers.

SECTION 1:

CHECKLIST FOR THE INTEGRATION OF GENDER IN COUNTRY PROGRAMMING MISSIONS

USER'S NOTES

This checklist is based on the outline of action to be taken in the preparation and organization of programming missions which is contained in the Director-General's Bulletin UNIDO/DG/B.32; see there for detailed explanations on the general procedure.

PREPARATION

- Do the terms of reference for the mission incorporate a gender perspective? Has women and men's social and economic role in the specific country been considered and dealt with in the preparation of the country analysis? Does the consolidated brief contain information on women and men's participation patterns in the manufacturing sector and their socio-economic status, and on specific gender needs in development assistance? Have the relevant issues been included in the terms of reference?
- Do the terms of reference for the job description of the team leader include the need for gender sensitivity or gender competence? Has it been made sure that one member of the team (e.g. a human resource specialist) is familiar with gender/women in industry issues (possibly a national consultant) been included in the team, where required?
- Has the team leader or a member of the team been briefed by the Unit for the Integration of Women? Have consultations taken place (where appropriate) with the Unit for the Integration of Women regarding the identification of specific gender needs in development assistance, or concepts to integrate gender into the programme of technical co-operation for the specific country?
- Has the Country Information Data Base on Women in Industry been consulted, the Country Information Notes on Women in Industry been obtained and considered in reviewing the country information available? (Regarding basic data on women and men's role in the manufacturing sector and on their socio-economic status; information on relevant organizations; and on women-relevant technical co-operation activities.)

DATA COLLECTION PROCESS

For gender diagnosis and gender consultation:

- Has the mission collected information on women and men's overall role in the economy, and socio-cultural patterns influencing their participation?
- Has the mission consulted relevant institutions and organizations at the country level which can inform and advise on the particular gender needs of women which development assistance could address?

In particular:

- The UNDP focal point on women;
- The governmental co-ordinating ministry/department for women's affairs;

- Other government ministries/departments where there is gender competence or a commitment to gender issues
- The main organization(s) representing the interests of women in industry (particularly in the private sector), e.g. a women entrepreneurs' association, or a women's committee in the chamber of commerce and industry.

- Have issues related to women and men's participation in the manufacturing sector been addressed as an integral part of overall consultations?

- Were women adequately represented in meetings with end-users/target beneficiaries/the private sector?

ISSUES TO BE REVIEWED

- Has the mission analysed the role and resources of women and men in the economy, and socio-cultural patterns influencing their participation?

- Has an assessment been made of women and men's roles and differential access/control of resources in the manufacturing sector?

- Has the impact of overall industrial policy, and of growth and restructuring trends on women and men's role in industry been assessed?

- Has the content and effectiveness of the national policy for the advancement of women been reviewed, particularly that relating to its role as an asset or constraint in the integration of gender into industrial development activities?

- Have the particular obstacles and constraints affecting women's integration in the manufacturing sector and the gender needs of women in development assistance been identified along with those of men?

- Have areas with particular potential for enhancing women's industrial participation been identified, e.g. in the informal sector, or new areas for women's involvement?

- Has the effectiveness of the institutional framework dealing with industrial development been assessed in terms of its commitment and capacity to integrate gender as an issue in industrial development? Do they represent assets or constraints in the integration of gender in future industrial policy formulation and implementation?

- Has the effectiveness of the institutional framework for the advancement of women been assessed, i.e. the government national machinery and private sector industry-relevant women's organizations, in particular related to their role as an asset or constraint in integrating gender into industrial development activities?

- Have priority sectors for the integration of gender in industrial development and for UNIDO intervention been identified?

- Has the above analysis been integrated into the overall review?

- Have the main areas been identified, for integrating gender into the design of technical co-operation projects, for specific sub-components to be integrated into a larger project, and for women-specific projects?

INDUSTRIAL SECTOR REVIEW

- Has the industrial sector review mission provided a gender integrated conceptual framework which includes strategies and technical co-operation activities for enhancing women and men's roles?

PROGRAMMING

- Does the overall programme of technical co-operation elaborated by the programming mission take into account the gender needs of women and men in development assistance (through integrated projects, sub-components for women, or women-specific projects)?

PROJECT FORMULATION

- Does the technical co-operation project take into account the gender needs of women and men in development assistance, and does it contain any specific activities/measures required to ensure that women benefit from the project on an equal basis with men?

SECTION 2:

COMMENTS ON THE PROCEDURE FOR COUNTRY PROGRAMMING AND PROJECT FORMULATION

- 2.1 INDUSTRIAL SECTOR REVIEW MISSIONS
 - 2.1.1 INTEGRATION OF GENDER IN INDUSTRIAL SECTOR REVIEW MISSIONS: ANNOTATED TERMS OF REFERENCE
 - 2.1.2 INTEGRATION OF GENDER IN INDUSTRIAL SECTOR REVIEW MISSIONS: ANNOTATED OUTLINE OF REPORT

- 2.2 PROGRAMMING MISSIONS
 - 2.2.1 INTEGRATION OF GENDER IN PROGRAMMING MISSIONS: ANNOTATED TERMS OF REFERENCE
 - 2.2.2 INTEGRATION OF GENDER IN PROGRAMMING MISSIONS: ANNOTATED OUTLINE OF REPORT

- 2.3 PROJECT FORMULATION MISSIONS
 - 2.3.1 INTEGRATION OF GENDER IN PROJECT FORMULATION MISSIONS: ANNOTATED TERMS OF REFERENCE
 - 2.3.2 INTEGRATION OF GENDER IN PROJECT FORMULATION MISSIONS: ANNOTATED OUTLINE OF REPORT

USER'S NOTES

The comments on the procedure for country programming follow the structure outlined in the Director-General's Bulletin UNIDO/DG/B.32, 11 August 1986, Internal guidelines for country programming missions, Annexes I, II and III. They indicate areas in the terms of reference and the execution of country programming missions as well as in the preparation of the report, for the integration of a gender perspective into intervention in the industrial sector.

*Headings contained in the original terms of reference are **bold and underlined**, original annotations (mostly shortened) are presented in normal print, comments on gender-specific issues to be considered in the missions are **bold**, and specific questions and illustrations are printed in italics.*

2.1 INDUSTRIAL SECTOR REVIEW MISSIONS

USER'S NOTES

Following Annex I of UNIDO/DGIB.32, comments are made on how to integrate gender into terms of reference and reports of industrial sector review missions.

2.1.1 INTEGRATION OF GENDER IN INDUSTRIAL SECTOR REVIEW MISSIONS: ANNOTATED TERMS OF REFERENCE

Purpose

The purpose of the industrial sector review mission is essentially to provide a policy-oriented analytical basis for country programming purposes (through an analysis of major industrial development trends and the relevant policy framework, with a view to identifying the range and form of required national and external assistance).

The review of major industrial development trends and of the relevant policy framework should include a gender diagnosis of women and men's industrial participation patterns, of the country's industrial policy and of the national policy for women in development. Thus, the country programme will be able to provide a conceptual framework which integrates a gender perspective from the outset, including strategies for enhancing the consideration and participation of women in the industrial sector.

Add, for example, in the terms of reference:

The Government is emphasizing the integration of women/gender into the mainstream of development. In its country programming exercise UNIDO will therefore identify areas of particular gender concern in the manufacturing sector, select priority sectors for enhancing and upgrading the participation of women and men, and outline measures required to ensure that women as well as men fully benefit from technical co-operation.

Scope

The mission will carry out a general review of the status and pattern of industrial development in the country. It will analyze the current industrial structure and identify the broad development prospects and main bottlenecks and problem areas in various manufacturing branches. It will also study the national priorities, policies and institutional framework for industry.

To ensure consideration of specific gender needs in development co-operation, the mission should collect, wherever possible, data disaggregated by gender, and undertake a gender diagnosis of women and men's role, access/control of resources, participation patterns and constraints in the different sectors reviewed, as well as of policies and the institutional framework, including those for the advancement of women. On this basis, it will be able to identify priority areas where gender issues are critical for the promotion of women and their integration into manufacturing activities and into UNIDO interventions.

Main areas of information which should be collected include the following:

Basic socio-economic data and information differentiated by gender, for example data on population, labour force and employment, main patterns of women and men's economic participation (per type of economic activity; informal/formal economy; rural/urban sector);

- *Information on basic structures and trends in the manufacturing sector specified by gender; women and men's overall and sectoral participation rates, occupational and ownership patterns;*
- *Impact of overall and sub-sectoral industrial policies and industrial growth and restructuring patterns on women and men's role and status in the manufacturing sector;*
- *National policies for the advancement of women, their focus and sectoral priorities and their linkage with overall policies;*
- *The relevant institutional framework of the advancement of women, i.e. the national machinery; private sector industry-relevant women's organizations, such as women entrepreneurs' associations; industry and trade associations, and other relevant private sector organizations.*

On the basis of its analysis of industrial structures, trends, policies, emerging challenges and perceptions of governments, the mission will indicate priority areas that may require external assistance to supplement future national efforts.

On the basis of the above analysis, priority areas for strengthening the integration of gender in the manufacturing sector as well as gender-specific obstacles and constraints that need to be addressed (as an integral part of overall technical co-operation or through women-specific projects) will be indicated.

Examine for example:

- *Key industrial sub-sectors where a gender perspective is relevant to their future development, reviewing in particular the UNIDO priority sectors for the integration of women;*
- *Major factors influencing women and men's integration in economic and industrial activities (e.g. legal and social status, education); specific obstacles and constraints affecting women's role in the sub-sector as entrepreneurs and as workers/employees (access to training, technology, institutional support services, credit, child care) ;*
- *Potential for enhancing women as well as men's participation in the priority sectors, women's equal access to education and training, relevant skills of women available, production activities of women suitable for upgrading, and new areas with the potential for enhancing women's involvement;*
- *Specific activities required to reach women as a target group within the country programme, such as:*
 - *Improvement of women's access to institutional services;*
 - *Strengthening of the vocational training system;*
 - *Improving women's access to credit, etc.*

In preparing the mission, the team should take into account the data available from the Unit for the Integration of Women in the Country Information Data Base/Notes on Women in Industry (see Part II; Element A. In-House Information; Section 1).

Consultations in the field

Gender issues in the industrial sector should be addressed in the standard discussions and consultations with government and the private sector. In addition, the mission is expected to keep close contact with the UNDP focal point on women in the respective UNDP country office, with the UNIFEM adviser, where available, with the governmental co-ordinating ministry/department for women's issues, and/or with any other body representing the interests of women in industry.

2.1.2 INTEGRATION OF GENDER IN INDUSTRIAL SECTOR REVIEW MISSIONS: ANNOTATED OUTLINE OF REPORT

While most of the factual information is contained in the industrial development reviews of IPP/REG, the task of the review mission is to acquire supplementary data, information and views on development and assistance objectives, and to identify areas where technical co-operation may be desirable.

Basic socio-economic data on women in industry are frequently available in the Country Information Data Base on Women in Industry/the Country Information Notes prepared by the Women's Unit. Missions, however, play an essential role in complementing the information, identifying relevant co-operating agencies, and in determining specific priority areas and assistance needs to facilitate women and men's equal participation in the industrial sector.

I. GENERAL ECONOMIC BACKGROUND

A short introductory chapter will summarize the main features of the country's economy.

Data and information provided in the chapter should be gender-differentiated wherever possible, and should comprise any specific and relevant information on women and men's role in society and economy.

Include for example:

- *National policies and institutions involved in industrial development and the extent to which their activities have gender implications;*
- *National policies and institutions for the advancement of women;*
- *Population, labour force and employment data specified by sex;*
- *Education and training data differentiated by sex;*
- *Main patterns of women and men's economic integration, e.g. by economic sector, role in formal/informal economy, urban/rural areas;*
- *Women and men's comparative social and legal status, religious and ethnic patterns, and the implications for their economic roles.*

II. ANALYSIS OF RESOURCES

In this chapter, on the basis of data available, an assessment will be made of resource bases that have a direct or indirect bearing on the country's industrial development.

Women constitute an essential part of the country's human resource base. Due to the fact that gender-specific obstacles and constraints may influence the availability of female labour force and its patterns of participation in industry, gender-specific aspects will need to be specifically identified and to be taken into account in the analysis.

Assess:

- *Women and men's role and access/control of resources in the traditional division of labour;*
- *Impact of women and men's educational/social/legal status on their role in the economy.*

III. THE COUNTRY'S MANUFACTURING SECTOR

This chapter will deal with the country's industrial sector: current conditions, structure and recent trends, and existing industrial strategies, policies and supporting institutional framework.

This chapter should include an assessment of conditions and trends characterizing women and men's roles, a review of the impact of industrial policy on their participation in the manufacturing sector, and an analysis of any other factors which determine women and men's current and potential contribution to the country's industrial development.

Examine:

- *Participation of women and men in the industrial sector, overall and by branch, main occupational patterns (e.g. concentration in formal/informal sector, modern/traditional branches);*
- *Women and men's role and access/control of resources in the informal sector, crafts and cottage industry, and possibilities to maintain or to upgrade their roles without women losing out;*
- *Impact of overall and sectoral policies and growth trends on women and men's role and status in manufacturing.*
- *Constraints and assets affecting the integration of gender in industrial policy and activities (e.g. nature of policy, capacity of planners, attitudes, legal and social status of women and men, education and training of women and men)*

IV. AN ASSESSMENT OF PROSPECTS FOR THE MANUFACTURING SECTOR

In this chapter, the following matters will be dealt with:

- (a) Long-term perspectives for industrial development;
- (b) The main constraints on industrial development;
- (c) Linkages with agriculture, technology and manpower development;
- (d) Priority areas where external inputs are required to supplement national efforts.

Discuss also the potential of increasing women as well as men's contribution to industrial development, and assess main requirements to address and overcome constraints affecting their roles in the manufacturing sector. Identify in particular areas where specialized intervention can overcome obstacles and constraints to women's equal participation in industry.

Discuss:

- *Improving linkages with agriculture (where women normally play a major role);*
- *Promoting women as well as men's involvement in priority sectors, and upgrading women's traditional production activities;*
- *Main constraints affecting women and men's participation in the manufacturing sector;*
- *Priority intervention areas to overcome these obstacles, and to improve women's role and status, e.g.:*
 - *Policy changes to improve women's legal and social status;*
 - *Gender planning training for policy makers and programme implementors*
 - *Programmes to facilitate women's access to education and training;*
 - *Activities to improve women's access to formal credit, or specialized credit programmes;*
 - *Improvement of women's access to institutional support.*

V. IDENTIFICATION OF AREAS WHERE EXTERNAL SUPPORT MAY BE NEEDED

Within the overall outline of technical co-operation activities, identify and point out explicitly the need for projects integrating gender, projects with a sub-component specifically addressing women, and women-specific projects.

2.2 PROGRAMMING MISSIONS

USER'S NOTES

Following Annex II of UNIDO/DG/B.32, comments are made in the following on how to integrate gender in terms of reference and reports of programming missions.

2.2.1 INTEGRATION OF GENDER IN PROGRAMMING MISSIONS: ANNOTATED TERMS OF REFERENCE

Purpose

Programming missions will develop and define an integrated programme of technical co-operation projects in the industrial sector that UNIDO could implement in co-operation with the government concerned. The work will be based on the results of a sectoral review and/or on an analysis of national economic objectives and existing resource constraints as perceived by the government.

A sectoral review that includes an assessment of women and men's participation patterns in the sector, and the constraints they face, will permit gender needs in development assistance to be addressed in an integrated manner within the overall programme of technical co-operation projects.

Add for example in the terms of reference:

The mission will examine in detail specific patterns and constraints characterizing women and men's role and access/control of resources in the manufacturing sector, and aim at identifying any specific measures required to facilitate the integration of gender in the technical co-operation programme proposed.

Scope

The mission will, in close co-operation with the government, define priority needs for external technical co-operation in the industrial sector.

The mission will develop a number of project profiles, taking into account:

- (a) Priorities and main objectives as identified by the government;
- (b) Ongoing projects and existing project proposals;
- (c) The socio-economic situation in the country, including the national resources available;
- (d) UNIDO capabilities and strengths.

As part of these tasks, the mission should undertake a gender diagnosis of government priorities, take into account specific policies for the integration of women into economic development, and identify gender needs in development assistance. It will propose specific activities and policy measures to ensure that women and men receive full benefit from the technical co-operation provided. This may be ensured through gender integrated projects, women's sub-components in larger projects or through women-specific projects.

Such specific activities might include:

- Gender planning training for policy makers and programme implementors in the recipient country
- Explicitly targeting women and men in integrated projects;
- Proposals for policy changes to improve women's legal and social status in the context of gender relations in the host country;
- Measures to facilitate women's access to education and training;
- Activities to improve women's access to credit, or special programmes;
- Assistance to improve women's access to support institutions.

Consultations in the field

Issues pertinent to the integration of gender in the industrial sector should be an integral part of overall discussions and consultations with government ministries/departments. Contacts with end-users/target beneficiaries/the private sector are recommended wherever feasible and should ensure adequate representation of women. The mission is expected to keep close contact with the UNDP focal point on women in the UNDP country office, with the governmental co-ordinating ministry/department for women's issues, and/or with any other body representing the interests of women in industry.

2.2.2 INTEGRATION OF GENDER IN PROGRAMMING MISSIONS: ANNOTATED OUTLINE OF REPORT

I. SUMMARY OF THE INDUSTRIAL SECTOR REVIEW

Resource availability, structure of industry, main policies, strategies, etc. for industrial development, government priorities.

Include a summary of main factors of relevance to women and men's role in the industrial sector, participation patterns, obstacles, and areas with potential for enhancing women and men's role, as well as related government policies.

Include for example:

- *Basic socio-economic data and information differentiated by gender, such as data on population, labour force and employment, assessing main patterns of women and men's economic participation (per branch of economic activity; informal/formal economy; rural/urban sector);*
- *Information on basic structures in the manufacturing sector differentiated by gender: determining women and men's overall and sectoral participation rates, occupational patterns (e.g. women and men's role in the formal/informal manufacturing sector, modern and traditional branches); assessing women and men's differential access/control to resources in the manufacturing sector;*
- *Main constraints affecting women and men's participation in the manufacturing sector;*
- *Gender diagnosis of national policies affecting economic participation of women and men, their overall focus and sectoral priorities;*
- *The impact of overall and sub-sectoral industrial policies and overall industrial growth and restructuring patterns on women and men's role, status and access/control of resources in the manufacturing sector;*
- *National policies for the advancement of women, their overall focus and sectoral priorities.*

II. SECTORAL AND SUB-SECTORAL DEVELOPMENT CONSTRAINTS

Identification of major constraints to the achievement of government targets in priority areas both general, for the sector as a whole, and sub-sectoral.

Assess the impact of sectoral and sub-sectoral development constraints on women and men's industrial participation, and identify any specific problems which affect women's role and status in the manufacturing sector as well as their access to support institutions.

Discuss:

- *The impact of sectoral and sub-sectoral development patterns on women and men's role in the manufacturing sector;*
- *The effect of overall and industrial policies on women and men's role and status in the sector;*
- *Major constraints affecting women and men's integration in economic and industrial activities (e.g. legal and social status, education, household responsibilities etc.);*
- *Weaknesses in the institutional support system, including the extent of gender-blind staff, procedures and eligibility criteria;*
- *Gender-aware identification of priority intervention areas, including those for overcoming women's main obstacles to participation in industry and for improving their role and status.*

Identification of the constraints that can be overcome with external technical co-operation.

Identify those constraints to the integration of gender in industrial policy, and to women and men's industrial participation that may be overcome with external technical co-operation and propose specific strategies and activities to this effect.

Such specific activities might include:

- *Gender planning training for policy-makers and programme implementors*
- *Guidelines to disaggregate target groups for industrial development by gender*
- *Proposals for policy changes to improve women's legal and social status in the context of gender relations in the host country;*
- *Programmes to facilitate women's access to education and training;*
- *Activities to improve women's access to formal credit, or specialized credit programmes;*
- *Improvement of women's access to institutional support;*
- *Upgrading of women's informal sector production activities.*

III. PROJECT PROFILES WITH CLASSIFICATION OF PRIORITIES, INCLUDING SUMMARY OF BACKGROUND AND JUSTIFICATION

Point out how it will be ensured that gender will be integrated into project activities, and how women and men will benefit from the projects proposed. Outline the need for projects fully integrating gender, for projects with a sub-component addressing women, and for women-specific projects.

For example, in a small-industry institution-building project, the following might be suggested:

- *Co-operation with the local women entrepreneurs' association, any other group representing the interests of women in industry or any other groups who supply factors of production or distribution which affect women's productive activity (eg middlemen, raw material suppliers);*
- *A quota establishing a minimum participation of women in training programmes;*
- *A complementary credit guarantee programme to ensure women equal access to credit;*
- *A women in development/gender desk, focal point or network to ensure that a gender perspective will be integrated into the policy and procedures of those institutions providing support services, including monitoring that women fully benefit from the services provided by the institution.*

IV. DISCUSSION OF FINANCING ALTERNATIVES FOR THE ABOVE PROJECTS

The commitment to mainstreaming gender implies that gender aware projects will be funded as a normal part of programme funding. It may in some instances be necessary to obtain additional resources to fund women's components in large-scale projects or women-specific projects. Discuss therefore, if applicable, funding possibilities for women-specific activities with UNIDO's Unit for the Integration of Women into Industrial Development which can be of assistance in negotiating such funds.

Women-specific projects or activities may, for example, be funded by:

- *UNIFEM, the United Nations Development Fund for Women;*
- *Special purpose donors (Industrial Development Fund or Trust Fund), who are increasingly emphasizing the need for integrating women into overall projects;*
- *In selected cases requiring small amounts (e.g. attachment of a women in industry specialist to a programming mission), the Unit for the Integration of Women into Industrial Development may have access to resources.*

2.3 PROJECT FORMULATION MISSIONS

USER'S NOTES

Following Annex III of UNIDO/DG/B.32, comments are made on how to integrate gender in the terms of reference and reports of project formulation missions.

2.3.1 INTEGRATION OF GENDER IN PROJECT FORMULATION MISSIONS: ANNOTATED TERMS OF REFERENCE

Purpose

The mission will study the problems identified in the (sub-)sector concerned and, on the basis of the request/project profile already agreed, design a technical co-operation project and formulate a full draft project document.

It must be ensured particularly at this stage of project formulation that gender needs in development assistance are fully identified and taken into account. The mission will suggest and outline any activities and measures to ensure that gender is integrated into the project, and that women and men fully benefit from the project.

Scope

The mission will study the sector or sub-sector concerned to obtain all the relevant data. Government and industry officials, as well as the United Nations staff concerned, will be interviewed and project idea(s) discussed. The mission will then:

- (a) Define the problem that needs to be solved or alleviated;
- (b) Determine the approach to be taken;
- (c) Design a project and formulate a full project document.

On the basis of the analysis of gender-specific relevant data and an assessment of women and men's participation patterns in the sector, the mission will identify specific obstacles and constraints and determine gender needs in development assistance. Where required, specific measures to target women or a women-component to be integrated into the project design will be suggested.

If additional information is required that cannot be obtained, the mission will define the information needed and suggest ways in which it can be obtained.

If it has not been possible in previous steps or during the formulation mission to collect all gender-specific data required and to assess women and men's role and constraints in sufficient depth, provisions for subsequent collection of the necessary information must be made. A specific mission/study by an industry expert with gender competence could be foreseen, or the collection of the required data at the outset of project implementation. Data on differential participation patterns and assistance needs of men and women are essential for gender-sensitive project design, and effectiveness of the project.

Consultations in the field

Gender issues should be an integral part of overall discussions with government ministries/departments or any other body dealing with industrial development. The mission is also expected to contact the UNDP focal point on women in the UNDP country office, the governmental co-ordinating ministry/department for women's affairs, and any other body representing the interests of women in industry.

2.3.2 INTEGRATION OF GENDER IN PROJECT FORMULATION MISSIONS: ANNOTATED OUTLINE OF REPORT

I. INTRODUCTION AND BACKGROUND

It should be indicated what the gender issues are in the sub-sector addressed by the project, and in which way the mission has dealt with the matter and did a gender diagnosis of the manufacturing sector.

II. SUMMARY OF MAJOR DISCUSSIONS AND ISSUES, INCLUDING A REVIEW OF THE MAIN ASSUMPTIONS AND CRITICAL EXTERNAL FACTORS

On the basis of an analysis of relevant gender-specific data and an assessment of women and men's role, access/control of resources and participation patterns in the sector, the report should summarize findings, where appropriate in gender disaggregated terms and outline corresponding assistance requirements. This includes any findings on obstacles and constraints affecting women's participation, and the corresponding assistance requirements.

III. RECOMMENDATIONS, INCLUDING MODALITIES AND TIMING OF FURTHER DEVELOPMENT OF THE PROJECT DESIGN AND START OF IMPLEMENTATION

The recommendations should outline any gender-specific concepts and activities which will have to be built into the project to ensure that gender is fully integrated into it and that women and men fully participate in, and benefit from the project. Show where and how to integrate gender into the project strategy and activities, or if applicable, recommend modalities for a project sub-component specifically targeting women.

In designing a small- and medium-scale industry project, for example, objectives for reaching women as part of the target group according to their share and role in the sector addressed should be identified. The approach suggested to achieve these objectives may include, for example, the sensitization and training of staff, and advertisements specifically addressing women, or, if required, the establishment of a women/gender in industry desk or network in the institution to be established (see also Part III).

SECTION 3:

MODEL JOB DESCRIPTION (INTEGRATION OF GENDER IN COUNTRY PROGRAMMING)

USER'S NOTES

This model job description is intended as a practical guide for UNIDO staff planning to attach a consultant who is a specialist in industrial development with gender competence, to a country programming mission.

Post title: (National or international) consultant on the integration of gender in industrial development, to participate in UNIDO industrial sector review/programming mission

Duration: (Should correspond to the duration of the programming mission)

Date required:

Duty station:

Purpose of project: The objective of the mission is to identify, collect and analyze information on women and men's role, differential access/control of resources, participation patterns and constraints in industry, with a view to ensuring the consideration and integration of gender in the country programme of technical co-operation drawn up, and thus to contribute to the preparation of a fully integrated programme for the development of technical and human resources in the country.

Duties: As a member of the programming mission team and in co-operation with the team leader, the consultant will be expected to:

1. Identify women and men's role and access/control of resources as part of the target group to be addressed by the programme of technical co-operation for the industrial sector, on the basis of an assessment of women and men's role, differential access/control of resources participation patterns and assistance needs.
2. Identify gender disaggregated obstacles and constraints to women and men's participation in the manufacturing sector and relevant sub-sectors, and discuss how this will affect their participation in project activities planned.
3. On this basis, elaborate recommendations on how to incorporate gender in the manufacturing sector, and propose specific measures which can ensure that women as well as men will be targeted by and benefit from the programme of technical co-operation and specific projects elaborated.

Specifically, the consultant will be required to:

- Compile basic socio-economic data differentiated by gender, for example on population, labour force and employment, assessing key characteristics of women and men's economic participation (per branch of economic activity: informal/formal sector, rural/urban economy).
- Collect information on the roles and resources of women and men in the manufacturing sector, e.g. total and relative participation rates; income levels; occupational and ownership patterns; role and status in employment and entrepreneurship; role in the formal/informal sector, modern/traditional branches of industry; assessing particularly women and men's role in the informal, crafts and cottage industry sector.
- Identify factors affecting women's participation in industry in the context of gender relations, such as legal status; socio-cultural, religious and attitudinal biases; and educational constraints.
- In the context of gender relations, examine specific obstacles and constraints affecting women participation in the manufacturing sector as entrepreneurs (access to training, technology, institutional support services, finance/credit, etc.), and as workers/employees.
- Assess industrial and sub-sectoral policies and overall growth trends with regard to their impact on women and men.
- Appraise the policy for the advancement of women, its main focus and sectoral priorities, and assess whether it is linked with and reflected in overall and industrial development policies.
- Review gender issues in the institutional framework related to industrial development, e.g. extent of gender blindness among policy makers and programme implementors, procedures and practice in government and private sector.
- Review the institutional framework related to the advancement of women, i.e. the national machinery for the advancement of women (women's ministry or department); private sector industry-relevant women's organizations, women entrepreneurs' associations, industry and trade associations and NGOs, etc. Examine related relevant programmes/projects which may contribute to facilitating women's access to the sector. Identify those agencies which can play a role in strengthening women's participation in the manufacturing sector.
- Identify and assess key industrial sub-sectors of relevance for future national development by gender; examine in terms of the UNIDO priority sectors for the integration of women.
- Evaluate factors affecting human resource availability in the key sectors by gender, e.g. involvement in education and training by sex; industry relevant skills available by sex etc
- Anticipate and assess technological developments and related future skill requirements, examining their impact on women and men's participation in the sub-sector.

- Identify current production activities of women (including in the informal sector) suitable for upgrading; and identify new areas with the potential for enhancing women's involvement. Recommend any required interventions.

- Recommend any specific activities required to reach women as a target group within the country programme, such as improvement of women's access to institutional services, strengthening of the vocational training system, ensuring women's access to credit, etc.

- Advise on strategies to reach women as a target group within specific UNIDO projects elaborated by the mission, e.g. through fully integrating their assistance needs into project design, through introducing women-specific sub-components in larger projects, or through women-specific projects in selected cases. Point out any specific women in industry expertise which may be required in the implementation of the programme and of specific projects.

In addition to consultation with line ministries dealing with industrial development, the consultant will be required to closely co-operate with the UNDP focal point on women, the national machinery for the advancement of women and relevant NGOs. The assignment includes compilation of secondary data and information available with government agencies, multi- and bilateral agencies, international and national NGOs. Where required, primary data and/or area-based information will be collected.

The consultant is expected to contribute to the preparation of a consolidated final report on mission findings to be submitted to UNIDO, UNDP and the government. He/she will also prepare an individual final report, which includes a written gender diagnosis in the sub-sector (based on tasks outlined above) and recommendations on measures to be followed by UNIDO projects to integrate gender, thereby enhancing women's role.

Qualifications: Incumbent should be a macro-economist or (industrial) economist or socio-economist with in-depth experience both in industry and women in development/gender issues. Field experience in technical co-operation projects in the industrial sector and/or sectoral research and data collection essential. Specific knowledge of the integration of women/gender in industry, and of manufacturing sub-sectors relevant to women's participation an asset.

Language:

B. INTEGRATION OF GENDER IN PROJECT DESIGN

CONTENTS

INTRODUCTION

SECTION 1: CHECKLISTS FOR THE INTEGRATION OF GENDER IN PROJECT DESIGN

- 1.1 CHECKLIST FOR THE INTEGRATION OF GENDER IN PROJECT DESIGN: PROJECT FORMULATION FRAMEWORK**
- 1.2 CHECKLIST FOR THE INTEGRATION OF GENDER IN PROJECT DESIGN: LARGE-SCALE PROJECTS**
- 1.3 CHECKLIST FOR THE INTEGRATION OF GENDER IN PROJECT DESIGN: SMALL-SCALE PROJECTS**

SECTION 2: COMMENTS ON THE PROCEDURE FOR PROJECT DESIGN AND DRAFTING OF PROJECT DOCUMENTS

SECTION 3: MODEL PROJECT OUTLINE/JOB DESCRIPTION

- 3.1 MODEL OUTLINE OF A PROJECT TAKING GENDER INTO ACCOUNT (SMALL- AND MEDIUM-SCALE INDUSTRY)**
- 3.2 MODEL JOB DESCRIPTION (INTEGRATION OF GENDER IN PROJECT DESIGN)**

INTRODUCTION

Project design or development comprises three main stages, i.e. project identification, project formulation and project appraisal, involving different organizational units in UNIDO, governments, and UNDP. The identification of a constraint or problem is the first step. This takes place during the country programming exercise or through contacts between headquarters and the field. The formulation of a project then entails collecting and analyzing background information, designing the project document, and critically reviewing the project throughout the formulation process, so as to ensure its relevance, technical and socio-economic soundness as well as its impact. The project appraisal as a last step reviews the draft project document as to its relevance, feasibility and potential effectiveness, and proposes changes where required (see Director-General's Bulletin UNIDO/DG/B.40, 15 January 1987, Internal guidelines for project development).

Consideration of gender needs in development assistance at the project design stage is an essential precondition for ensuring that women as well as men will be reached by a project, according to their roles in the target group, and will benefit fairly from the project outputs. Collection of information must therefore include gender-specific data, and women and men's role and participation patterns in the sub-sector must be assessed. Project appraisal plays a role of utmost importance in verifying that gender needs in development assistance have been properly addressed.

Project formulation missions or preparatory assistance projects assume particular importance here. They must pay particular attention to collecting gender-specific data and to assessing women and men's participation patterns and assistance requirements in the context of their overall analysis of the sector. In projects with a particular gender relevance, the attachment of an industry expert with WID/gender competence to a project formulation mission or to a preparatory assistance project could ensure proper attention to gender concerns (see Part II, in particular element B). In certain cases, funding to this effect may be secured through the Unit for the Integration of Women.

If a project formulation mission is not possible, some gender-specific data can be obtained from the Country Information Notes on Women in Industry, compiled by the Unit for the Integration of Women into Industrial Development (see Part II, element A); or the UNDP field office/the UCD or UNIDO JPO may be requested to supply the required information; in selected cases, a specific mission of an industry expert with WID/gender competence may be necessary.

To assist UNIDO staff in the integration of gender in project design, the present **Element B** of the Reference File contains:

- **Checklists** for the integration of gender in project design (for the project formulation framework, large-scale projects and small-scale projects) (*SECTION 1*);
- **Comments on the UNIDO guidelines for project design and drafting of project documents** indicating areas and considerations relevant for the integration of gender (*SECTION 2*);
- **A model outline** for a project taking gender into account (in the small- and medium-scale industry sector) and a model job description for a industry consultant with WID/gender competence, collecting data and information on women and men in industry and facilitating the integration of gender in project design (*SECTION 3*).

The individual tools and instruments contained in this part are based on and comment on different guidelines and checklists issued mainly by the Evaluation Staff and the Project Appraisal Section (see also user's notes in the individual sections).

Regarding gender-relevant considerations in the process of project identification see also under element A, Integration of Gender in the Country Programming Exercise. Mechanisms for the integration of gender in the process of monitoring and self-evaluation as well as in in-depth evaluations of projects are contained in the respective elements C and D of the Reference File. Detailed explanations of concepts and strategies to integrate gender in project activities are found in Part III.

SECTION 1:

CHECKLISTS FOR THE INTEGRATION OF GENDER IN PROJECT DESIGN

- 1.1 CHECKLIST FOR THE INTEGRATION OF GENDER IN PROJECT DESIGN:
PROJECT FORMULATION FRAMEWORK**
- 1.2 CHECKLIST FOR THE INTEGRATION OF GENDER IN PROJECT DESIGN: LARGE-
SCALE PROJECTS**
- 1.3 CHECKLIST FOR THE INTEGRATION OF GENDER IN PROJECT DESIGN: SMALL-
SCALE PROJECTS**

USER'S NOTES

These checklists for the integration of gender in project design are based on the checklists which have been prepared and are used by the UNIDO Project Appraisal Section. The Appraisal Section agreed to integrate the checklists for the integration of gender in project design into their overall checklists and to apply them in the appraisal of projects in the UNIDO priority sectors for the integration of gender. UNIDO staff concerned with the drafting of project documents should use them as sample questions and quick reference to assess the integration of gender.

1.1 CHECKLIST FOR THE INTEGRATION OF GENDER IN PROJECT DESIGN: PROJECT FORMULATION FRAMEWORK

A. Development problem to be addressed

1. Is an assessment of the roles of women and men and their differential access and control of resources in the sector included in the description of the development problem at the subsectoral level?
2. Does the analysis of the problem to be addressed by the project indicate specific gender issues, including obstacles and constraints affecting women's participation?

B. Concerned parties and target beneficiaries

1. Were the gender needs of women and men in the target group adequately identified? Were relevant organizations, including those of women, consulted during the identification of the development problem?
2. Have the beneficiaries been disaggregated by sex, and has the role and status of women and men in the target beneficiaries been adequately described?

C. Pre-project and end-of-project status

1. Has women's present situation been adequately described in the context of gender relations, particularly in relation to specific obstacles and constraints affecting their integration into the sector?
2. In the expected end-of-project situation - is it defined how the project will contribute to solving specific obstacles faced by women?

D. Special considerations

1. Has special consideration been given to the role of women in the context of gender relations and to co-operation with NGOs, and is this linked with and reflected in the other parts of the project document?
2. Have any potential negative gender effects of the project been identified?

E. Related technical assistance activities

Have linkages been identified with other gender integrated programmes/projects or those of relevance to women in industry financed by UN or non-UN funds, including non-governmental organizations? Have they been described?

F. Development objective

2. Has gender explicit government policy or government policy for women in development been mentioned?

G. Major Elements

1. Immediate objectives

Will the project:

- Establish or strengthen a permanent national organization, or part of one, to perform specific tasks (**institution-building**)?
 - Has it been ensured that the institution's male and female staff will get access to gender planning training?
 - Has it been ensured that women as well as men will be targeted by the institution to be built up and that they will benefit from the services to be provided?
- Analyze a specific situation and prepare a detailed report (**direct support**)?
 - Has it been ensured that information on women and men's role and differential access/control of resources in the sector will be included and considered in the analysis?
- Provide direct services to industry (**direct support**)?
 - Are the beneficiaries disaggregated by sex?
- Train a specific number of personnel in a specific subject (**training**)?
 - Have women as well as men been targeted for the proposed training?
- Develop or adapt products and/or production technology (**experimental**)?
 - Is it foreseen to consult the end-users of the technology (women or men) to take their needs into consideration in the proposed adaptation?
- Test economic and/or technical viability of a product or production process on a pilot scale (**pilot**)?
 - Will women and men's role and their differential access/control of resources in the process be taken into account/will the potential impact of the technical innovation on women and men be assessed?

2. Outputs

Institution-building:

- Have provisions been made to ensure that women as well as men will benefit from the different kinds of services to be provided?
- Have women been specifically considered among the end-users or clients for whom the services are meant?

Direct support:

- Do the outputs contribute to improvements in the role and resources of women relative to men, in line with their specific problems and corresponding assistance needs?

Training:

- Is it stated how many women and men will be trained, up to which level, and in what subject?

3. Activities

- Do the steps to be taken by the project staff to produce the intended output(s) consider women and men's roles and access/control of resources, and make provisions for ensuring their equitable participation?
- Are specific technical/substantive steps to be undertaken by project personnel to reach/include women given where necessary?

H. Project strategy

1. Have women and/or women's organizations been included among the direct recipients, where applicable?
2. If assistance is provided through a co-operating partner, does it state how the benefits will reach female as well as male target beneficiaries?
3. Are there implementation arrangements designed to address/reach female as well as male target beneficiaries?
4. If applicable, were any alternative strategies or implementation arrangements for including/reaching women considered?

I. Host country commitment

1. Is any evidence given of the Government's or host institution's commitment to support activities designed to integrate gender or to include/address women?
2. In the case of projects including women/gender in development expertise - have any arrangements been made for staff that has been trained/counterpart staff to remain in their posts where required?

J. Risks

Are there any risks which may affect the integration of gender into the project outputs/activities?

K. Inputs

1. Have provisions been made to include industry experts (male or female) with gender competence in the project personnel where necessary?
2. Have provisions been made to include female staff in the project personnel where necessary?

1.2 CHECKLIST FOR THE INTEGRATION OF GENDER IN PROJECT DESIGN: LARGE-SCALE PROJECTS

A. Context

1. Does the description of the (sub-)sector include an assessment of women and men's roles and relations, and of key features characterizing their participation patterns?
2. Are the explicit gender commitments in the host country policy described? Is the host country policy on women in development described?
3. Are related projects or other parallel activities of relevance to the integration of gender or women in industry mentioned?
4. Is the relevant institutional framework concerned with gender issues or dealing specifically with women in industry described?

B. Justification

Is the following explained:

1. The specific obstacles faced by women in the context of a gender diagnosis of the problem to be addressed?
2. How the project will contribute to solving the specific obstacles faced by women as well as men in the expected end-of-project situation?
3. The share and position of women and/or women's organizations among the target beneficiaries?
4. Specific arrangements within the project strategy and the institutional set-up to integrate a gender perspective and to reach women as well as men adequately?
5. The policy of UNDP/UNIDO on women in development?
6. Special consideration of women and co-operation with NGOs, and is it linked with and reflected in the other parts of the project document?
7. Co-ordination arrangements with industry-relevant organizations, including women's organizations and relevant NGOs?
8. An assessment of the capacity of the counterpart with regard to an adequate gender competence to address gender issues?

C. Development objective

Has gender explicit government policy and/or government policy on women in development been mentioned?

D. Immediate objective(s), outputs, activities

(a) Immediate objective(s)

Will the project:

- Establish or strengthen a permanent national organization, or part of one, to perform specific tasks (**institution-building**)?
 - Has it been ensured that the institution's male and female staff will get access to gender planning training?
 - Has it been ensured that women as well as men will be targeted by the institution to be built up and that they will benefit from the services to be provided?
- Analyze a specific situation and prepare a detailed report (**direct support**)?
 - Has it been ensured that information on women and men's roles and differential access/control of resources in the sector will be included and considered in the analysis?
- Provide direct services to industry (**direct support**)?
 - Are the beneficiaries disaggregated by sex?
- Train a specific number of personnel in a specific subject (**training**)?
 - Have women as well as men been targeted for the proposed training?
- Develop or adapt products and/or production technology (**experimental**)?
 - Is it foreseen to consult the end-users of the technology (men or women)/to take their needs into consideration in the proposed adaptation?
- Test economic and/or technical viability of a product or production process on a pilot scale (**pilot**)?
 - Will women and men's roles and differential access/control of resources in the process be taken into account/will the potential impact of the technical innovation on women and men be assessed?

(b) Outputs

Institution-building:

- Have provisions been made to ensure that women as well as men will benefit from the different kinds of services to be provided?
- Have women been specifically included among the end-users or clients for whom the services are meant?

Direct support:

- Do the outputs contribute to improvements in the roles and resources of women as well as men, in line with their specific problems and corresponding assistance needs?

Training:

- Is it stated how many women and men will be trained, up to which level, and in what subject?

(c) Activities [1]

- Do the steps to be taken by the project staff to produce the intended output(s) consider women and men's roles and access/control of resources, and make provisions for ensuring their equitable participation?
- Are specific technical/substantive steps to be undertaken by project personnel to reach/include women indicated where necessary?

E. Inputs

- Have provisions been made to include industry experts with gender competence in the project personnel where necessary?
- Have provisions been made to include female staff in the project personnel where necessary?
- For fellowships/study tours, have provisions been made to include women as well as men?

F. Risks

Are any risks which may affect the integration of gender into the project outputs/activities listed and described?

[1] Tasks required to ensure the integration of women must be reflected in the job description of the CTA and of other national and international project staff as appropriate.

1.3 CHECKLIST FOR THE INTEGRATION OF GENDER IN PROJECT DESIGN: SMALL-SCALE PROJECTS

I. Background and Justification

Does this section include:

- An assessment of women and men's roles and relations in the description of the (sub-)sector concerned, including key characteristics of their participation patterns?
- An assessment of specific constraints affecting women in the context of gender relations and the problem to be addressed?
- A review of industry-relevant organisations, including those which are women-specific, in terms of their gender competence in skills and procedures in the light of their possible involvement in the institutional set-up of the project?
- Reference to any related relevant projects?

Does it explain:

- How the project will contribute to the solution of the identified constraints faced by women in the context of gender relations?
- How women as well as men will benefit from the project and how the project will reach these women?
- Whether special consideration has been given to gender issues and co-operation with NGOs, and is this linked with and reflected in the other parts of the project document?

II. The Project

(a) Project objective

Will the project:

- Establish or strengthen a permanent national organization, or part of one, to perform specific tasks (**institution-building**)?
 - Has it been ensured that the institution's male and female staff will get access to gender planning training?
 - Has it been ensured that women as well as men will be targeted by the institution to be built up and that they will benefit from the services to be provided?
- Analyze a specific situation and prepare a detailed report (**direct support**)?

Has it been ensured that information on women and men's roles and differential access/control of resources in the sector will be included and considered in the analysis?

- Provide direct services to industry (**direct support**)?
 - Are the beneficiaries disaggregated by sex?
- Train a specific number of personnel in a specific subject (**training**)?
 - Have women as well as men been targeted for the proposed training?
- Develop or adapt products and/or production technology (**experimental**)?
 - Is it foreseen to consult the end-users of the technology (men or women)/to take their needs into consideration in the proposed adaptation?
- Test economic and/or technical viability of a product or production process on a pilot scale (**pilot**)?
 - Will women and men's roles and differential access/control of resources in the process be taken into account/will the potential impact of the technical innovation on women and men be assessed?

(b) Outputs

Institution-building:

- Have provisions been made to ensure that women will benefit from the different kinds of services to be provided?
- Have women been specifically included among the end-users or clients for whom the services are meant?

Direct support:

- Do the outputs contribute to improvements in the roles and resources of women as well as men, in line with their specific problems and corresponding assistance needs?

Training:

- Is it stated how many women and men will be trained, up to which level, and in what subject?

(c) Activities [1]

- Do the steps to be taken by the project staff to produce the intended output(s) consider women and men's roles and access/control of resources, or make provisions for ensuring their equitable participation?
- Are specific technical/substantive steps to be undertaken by project personnel to reach/include women given where necessary?

[1] Tasks required to ensure the integration of women must be reflected in the job description of the CTA and of other national and international project staff as appropriate.

(d) Inputs

- Have provisions been made to include industry experts with gender competence in the project personnel where required?
- Have provisions been made to include female staff in the project personnel where necessary?
- For fellowships/study tours, have provisions been made to include women as well as men?

SECTION 2:

COMMENTS ON THE PROCEDURE FOR PROJECT DESIGN AND DRAFTING OF PROJECT DOCUMENTS

USER'S NOTES

These comments are based on the UNIDO Guidelines for Project Design and Drafting of Project Documents (project document for large-scale/UNDP projects).

The purpose of these comments is to make suggestions where in the project document and in which gender needs must be integrated into development assistance requirements. While the comments are in principle of a generic nature and to be applied to all UNIDO priority sectors for the integration of gender, examples and illustrations are taken from selected intervention areas, in particular the small- and medium-scale industry sector. Questions from the checklist for large-scale projects (see in SECTION 1, under 1.2) have been included in the comments.

*Headings which are both **bold and underlined** are taken from the standard UNDP/UNIDO project document format. checklist questions are printed in **bold**, annotations in normal print, and examples in italics.*

Part A. Context

1. Description of (sub-)sector

Does this section include an assessment of women and men's roles and relations and of key features characterizing their participation patterns?

Data comprised in the overall description of the (sub-)sector concerned should be presented in a gender-specific way (differentiating data, such as employment and training statistics, as well as qualitative information by gender). This should include an assessment of women and men's participation in the manufacturing sector and of their role in the (sub-)sector, and of any specific problems affecting women's participation in the context of gender relations in the (sub-)sector.

In designing, for example, a project to promote small- and medium-scale industry with adequate reference to gender issues, such information should include overall and sectoral participation rates of women and men in small- and medium-scale industries, an assessment of women and men's occupational patterns, their representation in micro- and small-scale, informal/formal, traditional/modern, rural/urban industries, and a short review of problems affecting women's participation in the context of gender relations in the sector, e.g. education/ training, access to technology and credit.

2. Host country strategy

**Are the explicit gender commitment in the host country policy described?
Is the host country policy on women in development described?**

Many governments over the last few years have incorporated specific references to gender issues in their industrial policies, or those policies which have a bearing on the roles and resources of women and men and which affect their performance as productive workers (e.g. education, child care policies). In addition, since 1975, most governments have adopted a national policy for the advancement of women. This policy and its main focus (e.g. integration of women into mainstream development) should be taken into account in the design of the project and be referred to explicitly.

3. Related technical assistance programme

Are related projects or other parallel activities of relevance to the integration of gender or women in industry mentioned?

Relevant in this context are all activities which implement an overt gender integrated strategy or contribute to facilitating women's access to manufacturing activities (general or women-specific projects). Reference should be made not only to the multilateral but also to the bilateral technical assistance programme and to activities of NGOs.

Examples would be projects promoting women's income-generating activities which may constitute an entry-point to industrial entrepreneurship; complementary support schemes of relevance to women's participation in the sub-sector, such as vocational training programmes, credit schemes (in general, or specifically addressing women and their problems of access to credit, e.g. a subsidiary of Women's World Banking), etc.

4. Institutional framework for (sub-)sector

Is the relevant institutional framework concerned with gender issues or dealing specifically with women in industry described?

An institutional structure for the advancement of women (usually referred to as the national machinery for the advancement of women), i.e. a women's ministry or department for women's affairs as well as in some cases focal points on women in major line ministries has been set up in virtually all countries. They co-ordinate programmes specifically targeting women and ensure that women are integrated in overall development activities. They should therefore be consulted in all projects having a bearing on women. There may also be gender competent or committed professionals in line ministries who are not part of women-specific structures, but are in strategic policy and programme positions. They are also important assets and should be involved in consultations.

Private sector industry-specific women's associations, such as women entrepreneurs' associations, women's committees in national chambers of commerce and industry, etc. exist in many countries, and are of particular relevance to UNIDO activities.

There are several examples of women's organizations with an explicit formal sector-oriented outlook, which must be considered an essential part of the national institutional infrastructure for small and medium industries of their respective countries. Typical, to name just a few, would be the Sri Lankan Women's Chamber of Industry and Commerce, the Women Entrepreneurs Association of Nepal, or the Women Entrepreneurship Committee in the Federation of Nepalese Chambers of Commerce and Industry.

In many cases, the UNIDO Women's Unit or the WID focal point in the local UNDP office have scrutinized the existing organizations, and can advise on sources of information and/or suitable partner organizations.

Part B. Justification

1. Problem to be addressed; the present situation

Does this section analyze specific obstacles faced by women in the context of a gender diagnosis of the problem to be addressed?

This section should include an assessment of any specific obstacles which affect women's participation in the sub-sector - in the overall context of a gender diagnosis of the problem to be addressed and on a general basis. Specific gender diagnosis of and reference to such problems is necessary as women's social and legal position and resulting disadvantages may negatively affect their role, position and access/control to resources in the industrial sector, and need to be taken into account explicitly in the analysis of the problem to be addressed and in the design of the project strategy.

Access to credit, for example, a general problem for small-scale entrepreneurs, tends to affect women much more severely than men: Their access to finance is restricted by a legal framework which in many countries does not give women equal inheritance rights and/or the right to hold land-titles, making it almost impossible for women to meet the banks' collateral requirements. Banks also tend to consider women as higher risk-borrowers, or not creditworthy at all - ironically, it is a fact that female entrepreneurs show better repayment rates than male ones.

Therefore factors which can negatively affect women's participation in the sub-sector need to be carefully assessed in the context of gender relations, such as the socio-cultural climate, religious norms and the role of women in the family, attitudinal factors, legal status of women, literacy/numeracy rates, access to finance and credit, and in particular women's access to sector-relevant support institutions.

2. Expected end-of-project situation

Does this section explain how the project will contribute to solving the specific obstacles faced by women as well as men?

The description of the expected end-of-project situation must make clear, how at the end of the project women's specific problems will have been addressed in the context of what the project is designed to achieve, and how women's access to the benefits of the project will have been ensured. In particular, it must be spelt out how, after a gender diagnosis of the problem, the project will have responded to the specific impact of the overall problem and/or the specific constraints affecting women's industrial participation, and how conditions of women's industrial participation and their status in the sub-sector will have been improved relative to that of men.

For example, to respond to women's specific credit problems, the banking system may have been sensitized to improving the conditions for credit to women, a specific credit scheme or a loan association targeting women may have been set up, or a linkage to Women's World Banking been established. Another example would be a small industries development organization (SIDO) which has set up training programmes in sectors relevant to women and in line with women's needs, or has included a women in development officer (as has happened in Tanzania), and has thus reached a proportionate number of women among their beneficiaries. A real case was an entrepreneurship development project in the Philippines (of the Institutional Infrastructure Branch) which was to prepare pilot training programmes for rural women, designed to address their specific assistance needs.

3. Target beneficiaries

Is the share and position of women and/or women's organizations among the target beneficiaries indicated?

Looking at the groups who will utilize the results of the project, not only direct recipients should be included, but final beneficiaries (differentiated by gender) should also explicitly be taken into account. A target group-oriented gender-sensitive approach to project design, entailing a detailed assessment of the composition and of specific characteristics and assistance needs of the target group constitutes a key to enhancing adequate consideration of the gender needs of women as well as men.

Women's organizations (e.g. women entrepreneurs' associations) as well as 'mixed' organisations who are committed to the inclusion and active participation of women, can be of considerable importance in reaching women as a target group and should be included among the direct recipients of project assistance.

4. Project strategy and institutional arrangements

Have specific arrangements been made within the project strategy and the institutional set-up to take gender into account and to reach women as well as men adequately?

In line with the above analysis of women and men's roles and differential access/control of resources in the sub-sector and of specific problems affecting their participation, it is in this section that the strategy to address women as well as men as project beneficiaries must be outlined. Industrial participation patterns which differ by gender, and constraints specifically affecting women's industrial participation notably influence the strategy of the project designed to ensure that the entire target group will be reached. To fully reach/address women as an integral part of the target group, specific measures/concepts etc. (depending on project type) may be needed.

Research on women's participation in entrepreneurial training programmes shows, for example, that certain concepts need to be adapted in order to adequately reach women as a target group. This can include training schedules being adapted to women's main working hours, or mobile training units to reach rural women. Special mechanisms may be required to address women's credit problems, as often a large share of women trained does not succeed in obtaining a loan and therefore in setting up an enterprise. A review of women and men's role, of participation patterns and constraints should therefore be foreseen in all projects of the priority sectors (either preceding or during project execution), assessing the need to adapt services to the specific gender needs of women and men in development assistance.

5. Reasons for assistance from UNDP/UNIDO

Is the policy of UNDP/UNIDO on women in development referred to?

UNDP and UNIDO have a strong mandate to integrate women into mainstream (general) development projects - this may be referred to here, underlining the importance of specific measures designed to ensure women's participation.

6. Special considerations

Has special consideration been given to women and the cooperation with NGOs in women-specific projects, and is it linked with and reflected in the other parts of the project document?

While a gender perspective should be integrated under all headings of the project document, this may be a place to emphasize the relevance of considering women-specific projects. Special consideration of women must, however, be reflected in the other parts of the document, particularly under project strategy, outputs and activities, where specific measures can be outlined taking the specific gender needs of women in development assistance into account and adequately targeting them.

Co-operation with relevant NGOs and private sector associations constitutes often an important element in efforts to specifically target women, and may therefore also be emphasized in this paragraph.

7. Co-ordination arrangements

Have co-ordination arrangements with industry-relevant organizations, including women's organizations and relevant NGOs been included in the institutional set-up?

The institutional framework and relevant projects which were described beforehand should be integrated into the arrangements for co-ordination. Co-operation with non-governmental organizations is often an important means to reach women as a target group, and to address their specific assistance needs.

For example, if a steering committee is set up, the national women entrepreneurs' association should be included. In rural areas, the national machinery or national women's organizations may be effective and useful partners for reaching potential women entrepreneurs, as they frequently have a decentralized structure including training centres, production groups, extension workers, etc. reaching out to remote areas.

8. Counterpart support capacity

Has an assessment of the capacity of the counterpart with regard to adequately addressing gender/women's issues been made?

The counterpart organization is essential to fully reach women as well as men as a target group. This makes it necessary to review staffing and working structures for factors limiting its capacity to fully address gender issues. This may then call for action to increase the number of female staff in the institution, and to train male and female staff to strengthen their gender competence. Specific action by the counterpart/co-operating institution may also then call for the inclusion of industry experts with gender competence or for a need to co-operate with gender sensitive non-governmental organizations. (Certain project outputs may also be sub-contracted to local NGOs).

Issues which must be assessed in this context are for example the target group of an institution (e.g. rural/urban, micro-/small-/or medium-scale entrepreneurs by gender), conditions of access by gender, sex composition of staff, and other factors which may affect women and men's participation in a specific institution. A small industry development organization, for example, may be encouraged to adopt an explicit mandate to target women, and, ideally, should have a training programme for all staff members to increase gender competence to provide gender-sensitized advisory services.

Part C. Development objective

Has the gender explicit government policy and/or government policy on women in development been mentioned in the case of women-specific projects?

In women-specific projects, the government policy for the integration of women in development contained in the national development plan should be explicitly referred to in the development objective.

In other projects, when defining the government development target, government industrial or other policy with specific references to gender issues which have a bearing on the performance of women and men as productive workers (e.g. credit, training, education, child care policies), as well as national policy for the advancement of women should be made explicit to make sure that the project is contributing to its realization.

The development objective of one project to set up Business Advisory Services for Women, for example, reads as follows: "The Government of Malawi is strongly committed to accelerating the transition of the economy toward industrialization, particularly to stimulating small and medium-scale domestic enterprise development, and to enhancing the direct participation of women in the modern economy - both of which objectives this project fully supports. The Government, being aware of women's role in the country's development, has embarked on providing the supportive environment facilitating women to take up their roles as entrepreneurs and producers."

Part D. Immediate objective(s), outputs and activities

To ensure full consideration of differential gender roles and access-control of resources, and adequate integration of gender needs in development assistance in all aspects of the project cycle, appropriate mechanisms need to be built into all elements of part D. In particular, gender needs must be fully reflected in outputs and activities. Selected projects of the priority sectors for the integration of gender (industrial planning, human resource development, small- and medium-scale

and agro-industries, appropriate technology) may need to be addressed under immediate objectives.

To ensure that gender needs are fully addressed in this key part of the project document, the following questions (differentiated by project function) must therefore be asked during project formulation:

If the project is to establish or strengthen a permanent national organization, or part of one, to perform specific tasks (institution-building)

- has it been ensured that there is a gender competence in the organization?
- has it been ensured that women as well as men will be targeted by the institution to be built up and that they will benefit from the services to be provided?

To ensure that women as well as men are adequately targeted by the institution and will fully benefit, an immediate objective may read as follows: "Establishment of an ... institution providing services to small industrial entrepreneurs (a minimum of ... percent of the benefiting clients being women)".

If the project is to analyze a specific situation and prepare a detailed report (direct support) - has it been ensured that information on women and men's role, differential access/control of resources and participation in the sector will be included and considered in the analysis?

A direct support immediate objective might read: "Enable the Government of ... to decide on effective rural industrialization strategies which take account of gender issues in human resource development and consider the productive role of women as well as men."

If the project is to provide direct services to industry (direct support) - are women as well as men included among the beneficiaries?

If the project is to train a specific number of personnel in a specific subject (training) - have women as well as men been targeted for the proposed training?

If the project is to develop or adapt products and/or production technology (experimental) - is it foreseen to consult the end-users of the technology (men or women) to take their needs into consideration in the proposed adaptation?

An immediate objective could be: "To develop a prototype of a locally reproducible rice mill which corresponds to the needs and working habits of the future users (rural women, who will be consulted and involved in field-tests)."

If the project is to test economic and/or technical viability of a product or production process on a pilot scale (pilot) - will women's as well as men's role and differential access/control to resources in the process be taken into account/will the potential impact of the technical innovation on women and men be assessed?

Outputs

Institution-building:

Have provisions been made to ensure that women and men will benefit equitably from the different kinds of services to be provided?

Have women been specifically included among the end-users or clients for whom the services are meant?

Quantified outputs must ensure a proportionate participation of women (e.g. one third) among beneficiaries and/or include specific services addressing women.

Examples of such outputs in institution-building projects may be:

- "A fully operational unit (focal point for the integration of women) which will develop special mechanisms and activities to target women, and will ensure that they benefit from the overall services of the organization."
- "An operating business advisory service for small entrepreneurs. Proportionate participation of women (a minimum of ... percent of beneficiaries) will be ensured by sensitizing and training officers in WID/gender-issues."

Direct support:

Do the outputs contribute to improvements in the role and resources of women, in line with their specific problems and corresponding assistance needs in the context of gender relations?

Outputs may be for example:

- "A study assessing in detail the role and resources of women and men in small- and medium-scale industries, their specific problems and corresponding assistance needs."
- "A revolving fund scheme designed to address female small-scale lenders who otherwise do not have access to the formal credit system."

Training:

Is it stated how many women and men will be trained, up to which level, and in what subject?

Direct training projects should in their outputs specify the number of women and men trained.

Experimental or pilot projects adopting a technology, or assessing the viability of a production process should in their outputs foresee a review of the roles and resources of women and men in the specific process/technology.

Women are often users of equipment particularly in agriculture and food processing. Efforts to improve technologies have often resulted in tools mismatched to women's traditional working habits, or led to men taking over the activities concerned. Consulting women as end-users during the development of technologies, and training them in their use and maintenance is therefore a precondition for the success of such technical innovations.

Activities

Do the steps to be taken by the project staff to produce the intended output(s) consider the women and men's role and access/control of resources, and make provisions for ensuring their equitable participation?

Are specific technical/substantive steps to be undertaken by project personnel to reach/include women indicated where necessary?

The differential participation patterns of women relative to men, their specific problems of integration in economic activities and of benefiting from support services must be explicitly

addressed by the activities. Depending on the project type, this may mean specifically referring to/addressing women in general activities, or may require specific steps to target women.

Activities may include for example:

- *A detailed study of women and men's participation patterns, problems and constraints;*
- *Analysis of possible obstacles to women's participation in the context of gender relations in the institution to be built up;*
- *Elaboration of concepts how to specifically address women and reach them as target beneficiaries;*
- *Implementation of activities to integrate a gender competence in counterpart institutions e.g. a gender planning training programme for all staff members*
- *Implementation of women-specific support concepts, e.g. inclusion of women in development expert/officer in staff.*

Part E. Inputs

Have provisions been made to include an industry expert with gender competence in the project personnel where required?

Have provisions been made to include female staff in the project personnel where required?

For fellowships/study tours, have provisions been made to include women as well as men?

Adequately addressing gender issues and properly implementing the activities outlined above, can be considerably facilitated by including female staff (who may not be gender aware but have an understanding of women's issues) and/or industry experts with gender competence in the project, a concept which has already been applied and tested by UNIDO in a number of countries. Depending on the type of project, an international expert (possibly in split missions), a national expert or an associate expert in industrial development with a WID/gender competence may be included. It is, however, extremely important that the job description of the CTA includes the integration of gender.

Wherever specific industry experts with gender competence is required in project implementation, such staff should also be represented among the counterpart personnel. National professionals with WID/gender-expertise are essential to make sure that local conditions are properly taken into consideration and that specific activities designed to reach women as well as men are carried on after the end of the technical assistance (thus enhancing sustainability).

In small- and medium-scale industry projects, it may be proposed to the government to provide one national staff in charge of the activities to reach women (WID-officer/WID-desk). Extension workers should be trained in WID/gender issues.

Sub-contracting of certain project activities to local NGOs may be an effective strategy to better reach certain target groups, in particular women.

Care should also be taken to ensure that women are adequately represented among the trainees for fellowships.

Part F. Risks

Are any risks which may affect the integration of gender into the project outputs/activities listed and described?

A major risk may be for example that due to socio-cultural or other factors, it will not be possible to reach women to the extent desired. Depending on the country-specific situation, complementary strategies need to be foreseen.

Part II. Project reviews, reporting and evaluation

When gender issues have been addressed in the substantial parts of the project document, the implementation of measures reflecting gender needs in development assistance will have to be reviewed in all steps of monitoring and evaluation, i.e. in the project performance evaluation report (PPER), tripartite review meetings, and in-depth evaluations. However, even if gender needs were not dealt with during project design to the extent desirable, project reviews and evaluations should address the question whether women as well as men could participate in and benefit from the project according to their role and access/control of resources within the target group.

Questions to be raised in the project performance evaluation reports and during tripartite review meetings are suggested in element C.. Monitoring and Self-Evaluation for Gender-Sensitive Project Management. Questions to be considered in in-depth evaluations can be found in element D. of the Reference File.

SECTION 3:

MODEL PROJECT OUTLINE/JOB DESCRIPTION

- 3.1 MODEL OUTLINE OF A PROJECT TAKING GENDER INTO ACCOUNT (SMALL- AND MEDIUM-SCALE INDUSTRY)
- 3.2 MODEL JOB DESCRIPTION (INTEGRATION OF GENDER IN PROJECT DESIGN)

USER'S NOTES

This section is intended to give practical examples and models, (1) of the main elements of a project which takes gender into account; (2) of a job description of an industry consultant with gender competence. This model job description has the aim to facilitate the task of UNIDO desk officers wishing to attach such a consultant to a project formulation mission.

3.1 MODEL OUTLINE OF A PROJECT TAKING GENDER INTO ACCOUNT (SMALL- AND MEDIUM-SCALE INDUSTRY)

Development objective

To promote the development of micro- and small-scale enterprises to increase self-reliance in the production of essential goods and to create employment.

Immediate objective

To strengthen the Small Industry Development Organization (SIDO) to provide integrated services to micro- and small-scale entrepreneurs (according to their identified assistance needs). Services will comprise entrepreneurial, managerial and technical training, consultancy services, and a complementary credit programme. The objective is to improve SIDO's services in such a way that at least 30 per cent of the graduates (of which at least one-third women) will be able to start their own business.

Outputs

Output 1: An integrated entrepreneurship training programme established so that SIDO will be capable of selecting and training individuals in such a way that at least 30 per cent of them (of these at least one-third women) can be expected to start their own businesses.

Output 2: A technical skills training programme established which is in line with market demand and combined with (elements of) the entrepreneurship training programme so that at least 30 per cent of its graduates will be able to go into business. Trades will be selected in such a way that women's production activities are addressed to an equal extent to those of men and are being upgraded to meet economic requirements.

Output 3: A consultancy service capable of delivering professional technical and managerial advice to SIDO graduates and clients. Proportionate participation of women will be ensured by sensitizing and training officers in women/gender in development issues.

Output 4: A loan fund of US\$ 250,000 for SIDO graduates who do not have sufficient collateral for bank financing, in particular women. (Specific mechanisms will make sure that women benefit from loans available to an equal extent, i.e. corresponding to their involvement in training.)

Activities

- Assessment of needs of target group (with attention to identifying specific needs of potential women entrepreneurs);
- Elaboration of training programmes and modalities for consultancy service and loan fund; design of specific mechanisms to reach women;
- Implementation and field-test, reviewing women as well as men's conditions of access;
- Institutionalization of overall programmes and of specific concepts for reaching women as well as men.

Inputs

- Small-scale industry expert (CTA);
- Training adviser;
- Credit expert (in split missions);
- Industry expert with gender competence (in split missions), one national WID/gender-expert;
- National counterparts to all experts.

3.2 MODEL JOB DESCRIPTION (INTEGRATION OF GENDER IN PROJECT DESIGN)

Post title: (National or international) consultant on the integration of gender in industrial development, to facilitate the consideration of gender in project design

Duration: (Should correspond to the duration of the project formulation mission)

Date required:

Duty station:

Purpose of project:

The objective of the mission is to identify, collect and analyze information on women and men's roles, differential access/control of resources, participation patterns and constraints in industry, with a view to facilitating the integration of gender in project design and thus to assist in the integration of gender needs in development assistance requirements in a project to promote the development of the sub-sector (to be specified) in (country to be specified).

Duties: Within the framework of the project formulation mission, the consultant is expected to:

1. Disaggregate the target group addressed by the project on the basis of gender, assessing women and men's roles, differential access/control of resources, participation patterns and gender needs in assistance in the sub-sector.
2. Identify obstacles and constraints to women participation in the sub-sector addressed in the context of gender relations, and discuss how these will affect their participation in the project.
3. On this basis, elaborate recommendations on how to incorporate gender in the sector, and specify measures which can ensure that women as well as men will be targeted by and benefit from the project.

Specifically, the consultant will be required to:

- Compile basic socio-economic data on the role of women and men in industry, assessing their differential access/control of resources, key characteristics of their industrial participation. e.g. overall/sectoral participation rates, occupational patterns, role in informal/formal, traditional/modern, rural/urban sectors.

- Collect specific information on the roles and resources of women and men in the sub-sector, e.g. total and relative participation rates, occupational patterns, role and status in employment and entrepreneurship (formal/informal sector), income levels.

- Identify factors affecting women's participation in industry in the context of gender relations, such as legal status; socio-cultural, religious and attitudinal biases; and educational constraints.

- In the context of gender relations, examine specific obstacles and constraints affecting women's participation in the sub-sector as entrepreneurs (access to training, technology, institutional support services, finance/credit, etc.), and as workers/employees.
- Assess industrial and sub-sectoral policies as to their impact on women and men; appraise the policy for the advancement of women, its main focus and sectoral priorities, and its linkage with overall and industrial development policies.
- Review the institutional framework, i.e. the national machinery dealing with industrial development and the extent to which it recognizes gender as an issue: the national machinery for the advancement of women (women's ministry or department); private sector industry-relevant women's organizations, women entrepreneurs' associations, industry and trade associations and NGOs, etc. Examine related relevant programmes which may contribute to integrating gender or facilitating women's access to the sector, and identify agencies which can be of relevance to the project.
- Examine anticipated technological developments and related skill requirements, assessing their impact on women and men's participation/integration in the sub-sector.
- Assess the potential for women and men's participation in the sub-sector, evaluating human resource availability by gender; involvement of women and men in education and training; sub-sector relevant skills of women and men available, etc.
- Identify current production activities of women (e.g. in the informal sector) suitable for upgrading, and identify new areas with the potential for enhancing women's involvement. Recommend any required interventions.
- Recommend any specific activities required to reach women as a target group of project activities, and to address specific obstacles and constraints they face in their integration in the sub-sector in the context of gender relations, e.g. through integrating gender needs in development assistance in the project or through a women-specific sub-component. Point out any industry expert with gender competence required.

In addition to consultation with line ministries dealing with industrial development, the consultant will be required to closely co-operate with the UNDP focal point on women, the national machinery and relevant NGOs. The assignment includes compilation of secondary data and information available with government agencies, multi- and bilateral agencies, international and national NGOs. Where required, primary data and/or area-based information will be collected. At the end of the assignment, the consultant will prepare a detailed final report, including a written gender diagnosis in the sub-sector (based on tasks outlined above) and inputs into the project document regarding specific measures to be taken by the project to integrate gender issues.

C. INTEGRATION OF GENDER IN MONITORING AND SELF-EVALUATION

CONTENTS

INTRODUCTION

SECTION 1: CHECKLIST FOR THE INTEGRATION OF GENDER IN MONITORING AND SELF-EVALUATION

SECTION 2: COMMENTS ON THE PROCEDURE FOR MONITORING AND SELF-EVALUATION

2.1 INTEGRATION OF GENDER IN THE PROJECT PERFORMANCE EVALUATION EXERCISE: COMMENTS ON THE PPER FORM

2.2 INTEGRATION OF GENDER IN TRIPARTITE REVIEW MEETINGS/ MONITORING VISITS: COMMENTS ON THE AGENDA

2.3 INTEGRATION OF GENDER IN TERMINAL REPORTS: COMMENTS ON THE OUTLINE

SECTION 3: MODEL JOB DESCRIPTION (INTEGRATION OF GENDER IN THE IMPLEMENTATION OF PROJECTS)

INTRODUCTION

Monitoring and self-evaluation of project implementation are two sides of a process to ensure smooth execution of a project according to set objectives, and which are therefore considered jointly in the following section. [1] Monitoring and self-evaluation both aim at maintaining quality, effectiveness and impact of UNIDO technical co-operation activities by supplying timely analytical information to all management levels on project achievements and problems (Handbook for UNIDO Field Staff, IO.36(SPEC.), 11 September 1989, p.59). Main instruments for monitoring and self-evaluation are the Project Performance Evaluation Report (PPER), Tripartite Review Meetings (TPR) as well as irregular monitoring visits; and terminal project reporting.

The Project Performance Evaluation Report, PPER, is mandatory for specific projects (generally, of a duration of more than 24 months, and with a budget beyond US\$ 400,000). The purpose of the project performance evaluation exercise is to record and analyze the progress of a project as a monitoring exercise by project management (self-evaluation). Its main focus is on assessing the attainment of outputs and implementation of activities as stipulated in the project document. It is a formalized exercise following a standardized format agreed upon between UNDP and UNIDO.

Tripartite review meetings (mandatory for projects with a budget of US\$ 400,000 or more) are one of the main instruments for monitoring a project in progress. They involve the three parties concerned (recipient government, donor and executing agency), and offer the possibility to consider project objectives and outputs, progress towards them and the need for any change of action to ensure project achievements. Terminal tripartite reviews consider the implementation of the project as a whole, paying particular attention to whether it has produced the outputs foreseen and achieved its objectives; and decide whether any action is still necessary in order to increase these achievements. While TPRs and the subsequent reports do not have to follow a set structure, an agenda has been suggested by UNIDO.

Terminal reports are required under certain conditions. Their purpose is to convey to the government and the donor the principal results of a project as well as its most important findings. UNIDO proposes a structure for the preparation of terminal reports (see Handbook for UNIDO Field Staff, p.59).

Monitoring the integration of gender in project implementation needs to be an integral part of the project management process, particularly in those projects addressing a UNIDO priority sector for the integration of gender (industrial planning and human resource development, small- and medium-scale industry, agro-industries, and appropriate technology). A monitoring self-evaluation process using gender-sensitive criteria should ensure that women as well as men are addressed as project beneficiaries/end-users according to their representation in the target group, that the need for developing specific mechanisms to reach them is assessed/monitored, and that the development and implementation of such specific activities is supervised. To this purpose, comments on the procedures adopted for monitoring and self-evaluation will show areas where particular attention should be given to gender issues.

[1] In-depth evaluation, which is a much more profound exercise, and subject to very specific modalities, will be dealt with separately in the next section.

Two cases need to be distinguished:

(1) Integration of gender was built into the design of the project: Monitoring and self-evaluation will then review whether activities to reach women as well as men as part of the target group are implemented as foreseen, and whether they contribute to reaching objectives envisaged for the effective integration of gender.

(2) No specific integration of gender was foreseen in the project design: It will still have to be assessed in the monitoring/self-evaluation process (particularly in the UNIDO priority sectors for the integration of women) what the women and men's roles and differential access/control to resources in the sector concerned is, what women's participation in the project should be, if women are able to participate accordingly, and/or if any specific measures are required to reach them.

In the following, tools are presented which can assist project managers and backstopping officers in assessing women as well as men's effective participation in technical assistance projects. This comprises:

- A **checklist** with overall questions which may be addressed in monitoring the integration of gender in the implementation of projects. These can be guiding questions for project staff as well as UCDs or JPOs wishing to assess whether sufficient attention was given to gender needs in development assistance, and for UNIDO officers attending tripartite review meetings or undertaking monitoring visits (*SECTION 1*):
- **Comments on the procedure for monitoring and self-evaluation.** They include comments on the form for the project performance evaluation report, on the agenda for tripartite review meetings, and on the outline for terminal project reports (the two latter are contained in the Handbook for UNIDO Field Staff) (*SECTION 2*):
- Finally, a **model job description** for a industry adviser with gender competence who may be attached to a project during implementation. The attachment of such an adviser (national or international expert) can be proposed if the monitoring exercise reveals that insufficient attention has been given to gender issues (*SECTION 2*).

For other concepts which may be introduced to ensure attention to gender needs in development assistance see in particular Part III.

SECTION 1:

CHECKLIST FOR THE INTEGRATION OF GENDER IN MONITORING AND SELF-EVALUATION

USER'S NOTES

This checklist is supplied as guide and reference in assessing the consideration of women in project implementation and is recommended for use by project staff, UCDs, JPOs and backstopping officers.

- What is women and men's role and access/control of resources in the sub-sector? In which way are they affected by the implementation of the project?
- Is sufficient data available on women and men's role in the sector, their access/control of resources, their status and participation patterns?
- Have socio-cultural factors, obstacles and constraints affecting women's participation in industry in the context of gender relations been specifically identified?
- Has an assessment been made of the potential for enhancing women as well as men's industrial participation?
- Do the project activities/approach reflect the above information? Does the project foresee and/or has it implemented any specific activities/ schemes to ensure that women are reached as part of the target group?
- Is the project co-operating/co-ordinating with industry-relevant women's organizations and relevant NGOs? Are they targeted and included in project execution, where applicable?
- Is the project co-operating with related projects or other parallel activities of relevance to gender issues in industry?
- Have women been included among technical co-operation personnel? Are they represented among counterpart personnel? Are women and men personnel gender aware or have a gender/WID competence?
- If activities to address gender issue were foreseen, do they reach the objective envisaged?
- Does the project reach women as equal, adequate part of beneficiaries/ end-users? Are they participating in training activities? Are they able to benefit from the project?
- Has the government been made aware of gender roles and relations, and been sensitized to the need to promote women as well as men in industrial participation? Have measures to improve women's status in the context of gender relations been advocated and/or introduced?
- Has the institution been sensitized to consider women as well as men as part of its target group, and has a capability for properly targeting and reaching women been established?

- Does the project ultimately contribute to improving women's role and status relative to men's in the sector?
- If the project has a (potential) negative impact on women's role and status in the sector, have any compensatory activities been designed?
- Have provisions been made to ensure the sustainability of the measures designed to ensure that women as well as men are adequately targeted and reached beyond the duration of project activities?

SECTION 2:

COMMENTS ON THE PROCEDURE FOR MONITORING AND SELF-EVALUATION

- 2.1 INTEGRATION OF GENDER IN THE PROJECT PERFORMANCE EVALUATION EXERCISE: COMMENTS ON THE PPER FORM
- 2.2 INTEGRATION OF GENDER IN TRIPARTITE REVIEW MEETINGS/MONITORING VISITS: COMMENTS ON THE AGENDA
- 2.3 INTEGRATION OF GENDER IN TERMINAL REPORTS: COMMENTS ON THE OUTLINE

USER'S NOTES

The main instruments for monitoring and self-evaluation are the Project Performance Evaluation Report (PPER), Tripartite Review Meetings (TPR), irregular monitoring visits, and terminal project reporting. In the following, examples will show some areas where gender issues should be dealt with in monitoring and self-evaluation.

*Headings contained in the original standard documents are **bold and underlined**, original annotations are presented in normal print (some annotations contained in the PPER are shown in small print), comments on gender-specific issues to be considered are **bold**, and specific questions and illustrations are printed in italics.*

2.1 CONSIDERATION OF WOMEN IN THE PROJECT PERFORMANCE EVALUATION EXERCISE: COMMENTS ON THE PPER FORM

USER'S NOTES

In projects where gender issues were considered in outputs and activities, the implementation of these activities can be expected to be assessed as an integral part of the procedure. However, even if gender is not addressed explicitly in the project document, some of the questions contained in the PPER (especially in the statistical part) ask for a differentiation by gender; in a few other questions, gender-specific indications appear necessary, particularly in the UNIDO priority sectors for the integration of gender. In the following, overall questions which should be kept in mind in completing the PPER form will be pointed out, and areas will be indicated where integration of gender in the project performance evaluation report is possible.

Overall Questions Which Should Be Reviewed in the PPER:

- A. Are target groups disaggregated by gender by the project and do women as well as men (as part of the end-user group) effectively benefit from project outputs?
- B. Which factors may result in a differential access for women and men to project benefits?
- C. Are project personnel gender sensitive or gender/WID competent?
- D. What is the role of women among project personnel?

Areas in the PPER Where Reference to Gender Should Be Integrated:

Example 1: in Part III: Evaluation of Project Performance - Outputs

- 1.B. Describe planned magnitude, kind and quality of institution-building output when completed
- 2.A. Describe current status of each of the items listed in 1.B. in specific or quantified terms

Under: (f) End users/marketing of services

For which end-users or clients are the services meant; how large is the current market/demand; how is the demand for the services to be stimulated; and how will feedback information on the quality and utilization of services be obtained and used:

Assess specifically whether women as well as men have been explicitly included among the end-users/clients of institutional services, and how their access to the institution will be ensured (also in future).

This may also imply a need for gender competent staff and female staff (who, like male staff, may not be gender competent), to be covered under:

(b) Permanent national staff required (type and qualifications)

Example 2: in Part III: Evaluation of Project Performance - Outputs

As part of question B. To what extent and by whom is the output being used?

Record which individuals or groups are making use of this output and describe how they use it. If the output is being used in a way originally not foreseen, this should also be described and commented on.

Assess specifically whether disaggregating target group on the basis of gender (e.g. women entrepreneurs' associations) has so far enable women as well as men to make use of the output. If they are not taking full advantage from the outputs according to their roles, analyze reasons for that.

Example 3: in Part IV: Evaluation of Project Performance - Objectives

Under the questions:

5.A. Who are or will be the beneficiaries of the project?

B. Explain how they are or will be benefiting from the project.

... has it already been stipulated in the instructions on the reverse side to (d) Indicate the proportion of women among the beneficiaries.

Comply with this instruction, and assess explicitly the role and share of women among the beneficiaries. Make sure that women as well as men are and will be benefiting from the project, specify how they are to benefit, and state any problems which might affect their participation as compared to men.

Example 4: also in Part IV: Evaluation of Project Performance - Objectives

Asks under question:

6. Has the project had any significant unforeseen effects, either positive or negative? If so, explain briefly.

Determine specifically the impact of the project on women and men. Technical assistance may often have a differential impact on women and men; a negative impact is frequently brought about by changes in the division of labour caused by projects which do not consider women's role and status in a sector. On the other hand, technical assistance can lead to an improvement of women's social and economic status, if it gives due consideration to their specific role in the sector in the context of gender relations.

Example 5: in Part V: Statistical Summary of Project Implementation

Under the questions:

V.3. Technical co-operation personnel

Nationally recruited project personnel: Name, sex and nationality of incumbent

Internationally recruited project personnel: Name, sex and nationality of incumbent

4. Government project personnel: Name and sex of incumbent

5. Training: Name and sex of fellow(s)

The indication of sex should be complied with as stipulated. Involvement of women as actors in project execution is an important indicator of, and at the same time, an essential vehicle to, women's participation in, and benefit from the project. Female project personnel

and staff in institutions undoubtedly facilitate women's access to institutions and serve as an important role model. However, it must be recognized that both women and men can be gender-blind, lack gender competence and therefore be in need of training to acquire gender planning skills.

2.2 INTEGRATION OF GENDER IN TRIPARTITE REVIEW MEETINGS/MONITORING VISITS: COMMENTS ON THE AGENDA

USER'S NOTES

Tripartite review meetings do not follow a strictly determined structure, the irregular monitoring visits even less. The Handbook for UNIDO Field Staff (IO.36(SPEC.), 11 September 1989, p.62) proposes, however, an agenda for TPRs. In the following, suggestions will be given for questions regarding the integration of gender in the execution of the project which can be addressed under the different agenda items.

(a) Follow-Up of Any Previous Review

(b) Project Concept and Design

Assess the suitability of the project concept and design for reaching women as well as men as an integral part of the target group.

For example:

- *In the light of the information now available, does the project document adequately reflect women and men's roles and differential access/control of resources in the sector?*
- *Has the project concept properly taken into account gender needs, and obstacles and constraints which might negatively affect women's access to services built up, and their benefit from project outputs?*
- *Has an approach/strategy been foreseen where required, in order to adequately reach women as well as men?*

(c) Progress

Discuss, whether the project has made progress towards achieving an involvement of women as well as men as part of the target group; respectively, whether the overall project progress did integrate gender adequately.

For example:

- *Are any specific activities designed to ensure women's equal participation in the project implemented as foreseen/required?*
- *Are women and/or women's organizations involved in, and are they benefiting from the project on an equitable basis relative to men?*
- *Are there any specific factors in the context of gender relations which restrict women's participation in, and ability to benefit from project activities?*

(d) Operational Issues

Discuss, whether there are any operational matters concerning the integration of gender, women's involvement in the project and/or women as project staff.

Determine:

- *What is the extent of gender competence among male and female project personnel?*
- *What is the share of women among project/government staff?*

(e) Work Plan

(f) Decisions and Recommendations

Identify any salient matters concerning the integration of gender in the project, and formulate detailed recommendations for ensuring that women as well as men benefit from the project.

For example:

- *Is there any need to reorient project activities in order to better reach women as part of the target group?*
- *Are there any specific activities required which, in the context of gender relations, can ensure integration/participation of women in the project?*
- *What is necessary to ensure that the organization/institution assisted will integrate gender issues, target women as well as men and that women will benefit equitably from the services provided?*

(g) Need for Evaluation

If an in-depth evaluation is considered necessary, stipulate which questions should be addressed regarding the integration of gender issues in the project.

2.3 INTEGRATION OF GENDER IN TERMINAL REPORTS: COMMENTS ON THE OUTLINE

USER'S NOTES

In projects with a specific focus on gender issues in industry, terminal reports can be expected to refer to related issues in sufficient detail. It is, however, recommended that all terminal reports, at least in the UNIDO priority sectors for the integration of gender, give some consideration to the question whether and to what extent they have been able to reach women as well as men as part of the target group. In the following, suggestions are made to show some major areas in the report structure where gender-specific considerations can and should be discussed.

(1) Development Problem and Immediate Problems Attacked

Specify whether the gender impact of the development problem and the immediate problems was assessed during project design or implementation, and whether specific problems and constraints related to women's equal participation in the manufacturing sector were addressed by the project.

Summarize:

- *Women and men's role and main participation characteristics, including their access/control of resources, in the sub-sector addressed;*
- *Major constraints in the context of gender relations affecting women's integration in the sub-sector, and their involvement in project activities;*
- *Project strategies/activities developed to address these constraints.*

(2) Principal Results and Problems Encountered

Point out any specific problems or results related to the incorporation of gender in the project, and specify whether women as well as men benefit from the project.

Review in particular:

- *To what extent were women as well as men or women's organizations involved in project activities? Point out:*
 - *Participation rates in training programmes by gender;*
 - *Women's access to credit or other support programmes relative to men;*
 - *Women's access to technologies developed relative to that of men.*
- *If no, what were the main problems which caused this? Refer to:*
 - *Overall socio-cultural constraints;*
 - *Overall economic factors;*
 - *Factors within the institution assisted/co-operating;*
 - *Reasons within project execution.*
- *If yes, what were the main positive factors in this regard?*

(3) **Objectives Achieved or Soon Likely to be Achieved**

Examine whether, in the context of gender relations, the project has contributed to, or is likely to contribute to improving women's role and enhancing their status in the sector addressed.

(4) **Findings and Lessons Learned**

Specify, among others in relation to the above analysis, any particular findings regarding the integration of gender in the project and the sub-sector addressed, and extract more general lessons concerning gender integration in this type of project, if possible.

For example:

- *What were the main factors favourable or unfavourable to women's involvement in the project?*
- *From which particular activities did women benefit specifically? From which did men benefit specifically?*
- *Was there any negative impact of the project on women and/or men?*
- *Will the project have a lasting effect on women as well as men's ability to participate in the sector and to benefit from the institution supported?*
- *What could have been done differently to better integrate gender?*

(5) **Recommendations**

Point out any specific recommendations for follow-up activities etc. which are required in order to strengthen the integration of gender in the sector.

For example:

- *Are there any specific follow-up activities/projects required to strengthen the integration of gender in the sector?*
- *What should UNIDO do in a possible follow-up project to maintain the results of the present project, and to better integrate gender?*
- *What should the counterpart institution or the institution assisted do to strengthen gender integration, and improve women as well as men's access to support services?*
- *What should the government do to create a conducive environment for the integration of gender in industry, and, in the context of gender relations, to improve women's role and status in the sector?*
- *What should UNDP do (in addition to UNIDO) to improve women's access relative to men to the manufacturing sector (e.g. complementary education or training programmes)?*

SECTION 3:

MODEL JOB DESCRIPTION (INTEGRATION OF GENDER IN THE IMPLEMENTATION OF PROJECTS)

USER'S NOTES

This model job description is intended as a practical guide for UNIDO staff planning to attach a industry adviser with gender competence to the implementation phase of a project.

Post title: (National or international) adviser in the integration of gender in industrial development, to be attached to (project to be specified)

Duration:

Date required:

Duty station:

Purpose of project:

The objective of attaching a industry adviser with gender competence to the project is to ensure that attention be given to women and men's roles, access/control of resources, participation patterns and assistance requirements in all relevant activities of the project. Based on an analysis of obstacles and constraints affecting women and men's differential participation in the formal industrial sector and their access to institutional support, a plan of action to integrate women in, and contribution to the manufacturing sector/sub-sector addressed will be developed.

Duties: Under the general supervision of the chief technical adviser [1] and in close co-operation with the international and national staff of the project, the expert will be expected to:

1. Ensure that data collection and analyses undertaken by the project are conducted in a gender-specific way, and that any project activities and programmes take into account women and men's roles, access/control of resources, participation patterns and assistance needs.
2. Examine in detail women and men's role, position and access/control of resources in the sector, and identify obstacles and constraints affecting their participation in the sector/in the project.
3. On the basis of the above, and in close co-operation with relevant organizations, prepare a plan of action addressing obstacles and constraints affecting women and men's differential participation in the manufacturing sector, outlining specific activities (for execution by the project and by the government) to strengthen the integration of gender, and thereby enhance women's role and status in the sector.

[1] The job description of the CTA must include reference to the integration of women.

Specifically, the expert will be required to:

- Within overall sub-sectoral studies, ensure the collection of gender-specific data, and assess differential roles, resources and participation patterns of women and men in different industrial branches.
- Examine in detail women and men's role and access/control of resources in the manufacturing sector/the sub-sector addressed by the project, examining total and relative participation rates, income levels, occupational and ownership patterns, role and status of women and men in employment and entrepreneurship, role in formal/informal sector, modern/traditional branches.
- Identify key industrial sectors/areas of particular relevance to women's industrial participation, with particular attention to assessing women's role in micro-, small- and medium-scale industries and in other UNIDO priority sectors for the integration of women.
- Identify factors determining women's participation in industry in the context of gender relations, such as legal status, socio-cultural and religious norms, traditional division of labour, and any obstacles and constraints affecting women and men's role and status in the formal industrial sector (as entrepreneurs and as employees/workers).
- Assess existing industry-related support systems and promotional schemes in the area of training, credit, extension services etc. with regard to their effectiveness in reaching women as well as men as part of the target group, and in facilitating their integration into industrial development.
- In institution-building projects, assess in particular the institution assisted for its attention to integrating gender issues, and its responsiveness to gender needs.
- In the context of gender relations in the host country, examine the policy and legislative framework of relevance to women's participation in the industrial sector, appraising the national policy for the advancement of women, and assessing industrial and sub-sectoral policies with regard to their impact on women and men's roles in the industrial sector.
- Establish a close co-ordination and co-operate with relevant (governmental and non-governmental) gender competent and women's organizations, i.e. gender competent networks in line ministries, the national machinery for the advancement of women, and industry-related women's groups, such as women entrepreneurs' associations, women's committees in the national chamber of commerce and industry.
- In close co-operation with the project management, all governmental departments concerned and relevant women's organizations, prepare a plan of action for integrating gender in the overall industrial development of the country, and in particular in the sub-sector and the institutional framework promoted by the project.
- Suggest policy measures designed to creating a conducive policy framework for women as well as men's industrial participation, advocating women's equal access to property and land-titles, and the elimination of any discriminatory procedures in official dealings.

- Work out recommendations for strategies and activities to ensure that the overall outputs of the project respond to women as well as men's specific constraints and assistance needs, and ensure an adequate consideration of women's and men's roles, access/control of resources and participation patterns in the project strategy, and in policies and support measures developed.

- In particular, propose strategies and make recommendations to ensure women as well as men's access and full attention to their needs within the industrial support structure, e.g. ensuring women as well as men's access to credit, vocational training, and extension services.

- In close co-operation with the above-mentioned organizations, prepare projects, schemes and activities to strengthen the integration of gender in the industrial sector/the sub-sector concerned.

Qualifications: Incumbent should be a macro-economist or (industrial) economist or socio-economist with in-depth experience in industry and women/gender in development issues. Specific knowledge of/experience in the industrial sub-sector(s) addressed, and gender roles in the sector, field experience in technical co-operation projects in the industrial sector and/or sectoral research essential.

Languages:

Background information:

D. INTEGRATION OF GENDER IN THE IN-DEPTH EVALUATION OF TECHNICAL CO-OPERATION PROJECTS

CONTENTS

INTRODUCTION

SECTION 1: CHECKLIST FOR THE INTEGRATION OF GENDER IN THE PREPARATION AND EXECUTION OF IN-DEPTH EVALUATIONS

SECTION 2: COMMENTS ON THE PROCEDURE FOR IN-DEPTH EVALUATIONS

**2.1 INTEGRATION OF GENDER IN IN-DEPTH EVALUATIONS:
ANNOTATED GUIDELINES FOR TERMS OF REFERENCE**

**2.2 INTEGRATION OF GENDER IN IN-DEPTH EVALUATIONS:
ANNOTATED GUIDELINES FOR THE PREPARATION OF THE FINAL
REPORT**

SECTION 3: MODEL JOB DESCRIPTION (INTEGRATION OF GENDER IN IN-DEPTH EVALUATIONS)

INTRODUCTION

In-depth evaluations of technical co-operation projects have been accorded an important role in the UNIDO project cycle, in particular to enhance effectiveness and efficiency of implementation, and to improve the impact and relevance of projects. In-depth evaluations are concerned mainly with the results and objectives of a project and less with its inputs and administrative or financial aspects. They are also an important learning and action-oriented tool, intended to give feedback for improving future projects.

Evaluations can therefore also be an important instrument to enhance the consideration of gender issues in UNIDO technical co-operation and the effectiveness of projects in reaching women as well as men as part of the target group: at least in the UNIDO priority sectors for the integration of gender (industrial planning and human resource development, small- and medium-scale industry, agro-industries, and appropriate technology), every in-depth evaluation should assess whether women as well as men were adequately considered in project design and implementation, and what the actual impact on the roles, resources and status of women and men was. On this basis, overall conclusions can be drawn on the gender-sensitivity of the project design, and the appropriateness of implementation strategies. Evaluations could thus increasingly become a tool to systematically gather and analyze experience on mechanisms and strategies to address gender issues in project design and implementation, permitting reformulation and replication of concepts. This is especially important for strengthening UNIDO's experience with concepts for integrating gender.

Exchange of information and consultations between the Evaluation Staff and the Women's Unit before an evaluation takes place should clarify what the gender issues are in the project, and which gender-related considerations should be included in the terms of reference and be addressed in the evaluation. (Projects of particular relevance to women may be a sector where women constitute a major part of the labour force, but also sectors where they are concerned in other ways by the results of project, e.g. as end-users of agricultural tools.) For projects which are particularly relevant to women in industry, the Women's Unit may prepare a short brief on women and men's role in the country and sector concerned (women and men's role in the project, if data is available) and propose specific issues to be dealt with by the evaluation mission.

In evaluating projects, two main cases have to be distinguished:

(1) In projects which explicitly took gender into account and included activities specifically addressing gender, the evaluation will review whether those activities were implemented as planned, whether the objectives envisaged were reached, and whether the specific problems to be addressed were solved. It may also address whether the project concept has fully reflected gender needs in development assistance and whether project strategies designed and implemented were adequate or need revision.

(2) In projects which did not explicitly consider and address gender, but where gender issues emerged as relevant, the evaluation will show whether the project was effective in dealing with these issues, whether women and men could benefit to an adequate extent from the project, and/or how the project should be reoriented to better target women as well as men.

To facilitate integration of gender in in-depth evaluation exercises, the following tools have been prepared:

- A checklist addressing the main steps to be taken in the preparation and execution of in-depth evaluations as well as main issues to be reviewed (*SECTION 1*);

- **Comments on the procedure for in-depth evaluation exercises**, following the UNIDO guidelines for terms of reference and the preparation of the final report, based on Director-General's Bulletin UNIDO/DG/B.106, 18 April 1989, In-depth evaluation of technical co-operation projects, Annexes I and II (*SECTION 2*);
- A **model job description** for an industry consultant with gender competence to be attached to an in-depth evaluation mission (*SECTION 3*).

SECTION 1:

CHECKLIST FOR THE INTEGRATION OF GENDER IN THE PREPARATION AND EXECUTION OF IN-DEPTH EVALUATIONS

USER'S NOTES

This checklist represents a summary reference to main steps and issues to consider in addressing gender concerns in the in-depth evaluation of projects.

PREPARATION

- Has the Unit for the Integration of Women into Industrial Development been consulted on the the gender issues in the project?
- Has it been decided (jointly by the Evaluation Staff and the Women's Unit) whether gender is an issue in the project, and whether related questions should be included in the terms of reference?
- In the case of projects where gender has been incorporated, have specific questions regarding women and men's participation in, and benefit from the project been included in the terms of reference? Has it been stated where integration of gender is to be a specific item within the overall evaluation process?
- Has the mission or a member of it been briefed by the Unit for the Integration of Women into Industrial Development, if appropriate?
- In the case of projects where gender has been incorporated, has it been ensured that at least one representative with familiarity/experience in gender issues in industrial development is included in the team?

DATA COLLECTION PROCESS

- Has the mission consulted relevant institutions and organizations at the country level, which can inform and advise on gender needs in development assistance?

In particular:

- The UNDP focal point on women;
 - The governmental co-ordinating ministry/department for women's issues;
 - The government co-ordinating ministry/department for industrial development where there are gender sensitive or competent personnel;
 - The main organization(s) representing the interests of women in industry (particularly in the private sector), e.g. women entrepreneurs' association, women's committee in the chamber of commerce and industry;
- Were women adequately represented in meetings with end-users/target beneficiaries/the private sector?

- Have issues related to the integration of gender in the manufacturing sector also been discussed as an integral part of overall consultations?

MAIN ISSUES TO BE REVIEWED

- Has the roles and resources of women and men in the sub-sector, their participation patterns and constraints been assessed and/or the impact of the project on women and men been determined, either during the project design stage or at the outset of project implementation?
- Has the outcome of this assessment been reflected in the design of the project, i.e. in its strategy, activities, outputs?
- Has the project foreseen and/or implemented any specific activities/ schemes etc. to ensure that women as well as men are reached as part of the target group? What was the sex composition of the target group? Is this representative of the sex composition of the sub-sector?
- Has the project identified and established contacts with any organizations representing women's interests? Have women and/or their organizations been involved in the design and implementation of the project/have they been consulted in the development of concepts/technologies etc.?
- Have women who have participated in project activities been able to benefit from the project (e.g. have women who participated in a training programme been able to apply their acquired skills afterwards, e.g. in a government post, in private sector employment, or in establishing an enterprise)?
- If women could not adequately benefit from the project, have any specific remedial or compensatory activities/measures been taken?
- Has the project contributed to improving women's role, status and access/control of resources in the sector relative to that of men; in particular, has the project addressed sectors and technologies of relevance to women, and has it contributed to upgrading women's production activities, in line with technological developments?
- Has it been assessed whether the project has had any negative impact on women's role, status and access/control of resources in the sector relative to that of men, and if yes, have any compensatory activities been designed?

PREPARATION OF FINAL REPORT

- Have issues regarding women and men's role and access/control of resources in the project and the sub-sector been addressed? Have the overall analysis of the final report and the recommendations paid attention to women as well as men's participation in, and benefits from the project?
- Have overall lessons been drawn from experience gathered with concepts and approaches for the integration of gender in the project strategy?

DEBRIEFING

- Has a debriefing of the evaluation team or a member of it with the Unit for the Integration of Women into Industrial Development taken place, where appropriate?

.

.

.

.

SECTION 2:

COMMENTS ON THE PROCEDURE FOR IN-DEPTH EVALUATIONS

- 2.1 INTEGRATION OF GENDER IN IN-DEPTH EVALUATIONS:
ANNOTATED GUIDELINES FOR TERMS OF REFERENCE

- 2.2 INTEGRATION OF GENDER IN IN-DEPTH EVALUATIONS:
ANNOTATED GUIDELINES FOR THE PREPARATION OF THE FINAL REPORT

UCER'S NOTES

The following comments on the procedures for in-depth evaluations follow the structure outlined in the Annexes I and II to the Director-General's Bulletin UNIDO/DG/B.106, 18 April 1989: In-depth evaluation of technical co-operation projects. They recommend areas in the terms of reference, the execution of in-depth evaluations and in the preparation of the final report, where specific attention should be given to gender issues in the sector and in the project, and suggest specific questions for consideration.

*Headings contained in the original terms of reference are **bold and underlined**, original annotations (which have mostly been shortened) are presented in normal print, comments on gender-specific issues to be considered in the missions are **bold**, and specific questions and illustrations are printed in italics.*

2.1 INTEGRATION OF GENDER IN IN-DEPTH EVALUATIONS: ANNOTATED GUIDELINES FOR TERMS OF REFERENCE

I. BACKGROUND

Project

Give a brief summary of government development objectives in the sector concerned, with reference to the National Development Plan, problems addressed by the project, approach of the project and a summary of project history.

Indicate (on the basis of consultations with the Unit for the Integration of Women into Industrial Development) whether and in which regard the project was of relevance to the integration of gender in the manufacturing sector and/or the sub-sector addressed, and whether and in which way gender issues were actually included in the design and/or implementation of the project.

Evaluation

Indicate why the in-depth evaluation is being undertaken and who the main users will be of the findings and recommendations of the evaluation.

State where the overall evaluation process should specifically integrate gender.

II. SCOPE, PURPOSE AND METHODS OF THE EVALUATION

In accordance with the provisions of the UNDP Policies and Procedures Manual (PPM), the primary purposes of the in-depth evaluation are as follows:

(a) To assess the achievements of the project against its objectives and expected outputs, including a re-examination of the project design:

If gender issues were considered in project design, review whether and to which extent outputs and activities regarding the integration of gender have been implemented and whether related objectives have been achieved. If gender was not considered in the project design, assess whether if it has been incorporated the project would have been more effective, or whether, given the gender issues in the sub-sector, it should have been explicitly addressed.

Assess for example:

- *What are the roles and resources of women and men in the sector addressed?*
- *Has gender roles in the sector been assessed and taken adequately into account in the implementation of the project?*
- *What is the absolute and relative representation of women and their organizations among the project end-users/beneficiaries? Have women benefited from the project to an adequate extent? Are women targeted and reached by the institution which has been built up (for institution-building projects)?*
- *Has the project contributed to improving women's role and access/control of resources relative to men in the sector?*

- *What could the project have done (at different steps of design and implementation) to target and equitably reach women and men?*
- *What can be done at the present stage to reorient the project if necessary and to ensure that gender issues will still be able to be integrated?*

(b) To identify and assess the factors that have facilitated the achievement of the project's objectives, as well as those factors that have impeded the fulfilment of those objectives:

Identify in detail gender-specific obstacles and constraints which may have impeded equal participation of women and men in the project, and their benefit from the outputs; and identify factors which were favourable to the integration of gender into the project (and may be replicated).

Discuss for example:

- *Which obstacles and constraints exist that affect women's participation in the context of gender relations in the industrial sector and/or the sub-sector addressed?*
- *Have there been any obstacles that have limited women's participation in, and benefit from project activities relative to those of men? Have there been factors that may have prevented women relative to men from being reached by the institution built up, and from benefiting from services provided (in institution-building projects)?*
- *Is there any negative impact of the project on women and men's relative role, status and access/control of resources in the sector? If so, have any compensatory mechanisms been introduced?*
- *In which areas of the sector and in which activities of the project have women mainly taken part? In which areas of the sector and in which activities have men mainly taken part?*
- *Which factors and/or activities have favoured women's participation in the project? Which factors and/or activities have favoured men's participation in the project? Is the result equitable? If yes, are they replicable?*

(c) To examine the extent to which the results of the project have contributed towards increasing government capability to ... (capabilities to be built up).

Assess whether the project has led to an awareness of the government/ institution concerned of gender issues in industry and specific constraints to its integration in the sector, and whether a capability to properly address gender issues has been created.

Discuss:

- *Has the government been made aware of gender role, and been sensitized to the need to promote the integration of gender in industrial development? Have measures to improve women's status relative to men's been advocated and/or introduced (e.g. in policy advice activities)?*
- *Has the institution been sensitized to disaggregate its target group on the basis of gender, and has a capability for properly targeting and reaching women as well as men been established (e.g. in institution-building activities)? Have mechanisms been created to facilitate women's participation in, and their benefit from the structures built up on an equitable basis to men (e.g. through the creation of gender competence; through a women's desk)?*
- *Have these structures/capabilities been institutionalized and has their sustainability been ensured?*

As part of the above-mentioned tasks, the mission will also review whether the approach utilized in the project has led to optimum results, or whether another approach could have improved the results.

Assess systematically whether the project - in its design and implementation - took women and men's role and access/control of resources in the sector concerned as well as specific obstacles and constraints affecting their participation adequately into account, or whether gender considerations ought to have changed the approach of the project.

Discuss for example:

- *Did a lack of consideration of gender needs have an impact on the overall success and effectiveness of the project?*
- *Are there any factors which might prevent women as well as men from benefiting from the results of the project in the future?*
- *Is there any observable negative impact of the project on women and men's role and status in the sector now or in the foreseeable future?*

III. COMPOSITION OF THE MISSION

At least one member of the team should be thoroughly briefed by the Unit for the Integration of Women. This is essential if the evaluation is to assess the implementation and impact of gender considerations. In gender integrated projects or projects with a particularly strong relevance to women, specialized gender competence in industry development is required.

IV. CONSULTATIONS IN THE FIELD

Issues pertinent to gender integration must be an integral part of overall discussions. The mission is also expected to contact the UNDP focal point on women in the respective UNDP country office, the governmental co-ordinating ministry or department dealing with women's affairs, and/or any other body representing the interests of women in industry. Contacts with end-users should ensure adequate representation of women.

V. TIMETABLE AND REPORT OF THE MISSION

Briefing and debriefing at UNIDO headquarters should include, where possible, consultations with the Unit for the Integration of Women. Presentation and discussion of results in the field must involve officials of the main governmental and/or private sector organization(s) which can represent the interests of women in industry.

2.2 INTEGRATION OF GENDER IN IN-DEPTH EVALUATIONS: ANNOTATED GUIDELINES FOR THE PREPARATION OF THE FINAL REPORT

SUMMARY OF THE IN-DEPTH PROJECT EVALUATION

Include here major findings of the in-depth evaluation regarding the integration of gender in project activities, main recommendations for a reorientation of the project, where applicable, and the main lessons regarding strategies for future projects in the sector.

INTRODUCTION

Include whether and in which regard the project was relevant to the integration of gender in the manufacturing sector and/or sub-sector addressed, referring to gender role in the sub-sector, any gender explicit policy for industrial development and the national policy for the advancement of women. Indicate whether and in which way gender issues were actually included in the design and/or implementation of the project. State questions which were addressed in the evaluation report regarding the integration of gender.

I. PROJECT CONCEPT AND DESIGN

A. Socio-economic and institutional context of the project

A critical review should be made of the socio-economic setting of the project at the time it was formulated and approved, and the significant developments that have influenced the situation during the implementation of the project.

Discuss the roles and resources of women and men, and/or industry-relevant women's organizations in the socio-economic context of the project, and, on this basis, review critically whether gender was adequately taken into account in its design and implementation.

Discuss in particular:

- *Women and men's role, status and access/control of resources in the sub-sector addressed by the project, participation rates and occupational patterns;*
- *Obstacles and constraints which negatively affect women's participation relative to men's in the sector (reviewing if women in the context of gender relations in the host country were affected in a particular way by the overall development problem; problems related to women's social and legal status, access of women to support institutions, credit, education, and technology);*
- *Impact of overall and sectoral policies and industrial growth patterns on women and men's roles and resources in the sector;*
- *National policies for the advancement of women, overall focus and sectoral priorities; main targets for the integration of women in the industrial sector; linkage with overall policies;*
- *Institutional infrastructure of relevance to the integration of gender in industry, i.e. the national machinery for industrial development and the extent to which gender has been explicitly incorporated in procedures, training etc; the national machinery for the advancement of women, and in particular any industry-related women's organizations, such as women entrepreneurs' associations, etc.*
- *Projects which may help to facilitate women as well as men's access to manufacturing.*

B. Project document

Discuss the extent to which the problem to be dealt with by the project was clearly defined in the project document, and whether the targets set were realistic. Also, discuss the technical approach to the problem given in the project document and its suitability, stating whether the project design was appropriate to the situation.

Discuss the intended beneficiaries of the project. State whether they and the means of reaching them were clearly defined, and how they would profit from the project.

Review also, whether the design and approach of the project has considered gender issues according to gender roles and relations in the socio-economic setting and the conditions of the industrial sub-sector, and whether it has reflected any gender-specific problems for industrial participation. Discuss in particular if the strategy and any specific activities required to reach women as well as men as part of the target beneficiaries were clearly defined, and were appropriate to the situation.

II. PROJECT IMPLEMENTATION

A. Delivery of inputs

If any inputs (in terms of UN experts and/or counterparts) were specifically foreseen for integrating gender, assess whether they have been delivered as foreseen.

B. Implementation of activities

Give a description of the activities of the project team, referring to the project document. Serious problems that may have developed during the implementation of the project should be discussed.

Assess whether women as well as men were able to participate equitably in, and benefit from the implementation of project activities. Identify in particular any serious problems that may have developed with regard to the effectiveness of the project in integrating gender issues, including reaching women as an equal part of the target group.

Discuss for example:

- *Have women's role in the sub-sector and any specific constraints limiting their participation relative to men been assessed with a view to identifying any specific assistance needs?*
- *Have project activities targeted and reached women to an extent corresponding to their role in the sector relative to men?*
- *Have any specific activities to address and reach women been designed, if necessary?*
- *Have there been any particular problems in reaching women relative to men, or concerning their ability to benefit from the project (e.g. were women as well as men who participated in project activities able to use their acquired skills afterwards)?*

III. PROJECT RESULTS AND ACHIEVEMENT OF OBJECTIVES

A. Outputs

Describe the different types of outputs both in quantity and in quality. These results should be compared with the outputs as given in the project document or the latest revision, and major differences between planned and actual outputs explained.

Assess whether any outputs directly related to the integration of gender have been implemented as planned; review in particular whether women as well as men have been reached by, and been able to benefit from the outputs achieved.

Discuss:

- *Have women as well as men been included among the beneficiaries and have gender needs been taken into account in the implementation of the outputs?*
- *Has information on women and men's role, access/control of resources and participation in the sector been included and considered in the analysis (e.g. in studies/reports)?*
- *Did women have adequate access relative to men to the services built up, and are they represented among the beneficiaries of the institution (in institution-building projects)? Differentiate for example the number of people by sex who benefited from different institutional services.*

Example: If an output is an advisory service for small-scale producers to upgrade their activities, it must be assumed that women are significantly represented in the target group, even if they were not explicitly mentioned. It must therefore be assessed whether (1) they were included to an adequate extent among the clients, (2) sectors addressed were women-relevant, and (3) women could benefit from the services.

B. Achievement of the immediate objective

Analyze how and to what extent the immediate objective has been or is likely to be achieved, and to what extent the project activities and the above-mentioned outputs have contributed to this. Specific attention should be paid to the likelihood that the current situation can be sustained or developed further after external assistance has ended. In case the project has had important effects not foreseen and not so far discussed in the report, they should be discussed here.

Analyze whether women as well as men will be able to benefit to an adequate extent from the achievement of immediate objectives. Discuss whether it will be possible to sustain positive effects. Identify any negative impact the project may have had on the income and employment situation of women relative to men, and on the gender division of work.

Review:

- *Has the project contributed to improving women and men's role, access/control to resources and status in the sector equitably? Has it successfully upgraded their production activities?*
- *Is the organizational set-up adapted to the specific gender needs of women as well as men?*
- *Have contacts been made with related industry-relevant organizations?*
- *Will the results of the project be sustainable? Will women as well as men in the future also be able to benefit from the project results?*
- *Has the project had any negative impact on women and men's roles, access/control of resources and status in the sector, and if so, have compensatory activities been designed?*

C. Contribution to the achievement of the development objective

A short analysis of the relation of the government development priorities given in the development objective to the results of the project.

Assess the project's contribution to the overall national policy for industrial development. Assess the project's contribution to the overall national policy for the advancement of women. Discuss whether the project has made a contribution to furthering women as well as men's participation in industrial activities.

IV. CONCLUSIONS

The conclusions arrived at in the evaluation in regard to the formulation, implementation and results of the project should be stated succinctly, based as far as possible on the findings and analysis of the project and its environment.

Draw explicit conclusions with regard to the success or problems of the project in reaching women as well as men as part of the target group.

Example: An evaluation of a small industry project might for example reveal that women, though they participated in training activities, are not able to set up a business afterwards (as they cannot fulfil banks' collateral requirements) or that they are not reached by business advisory services (e.g. due to a gender bias of male extension workers, or to the fact that male staff are socially not permitted to talk singly to women).

V. RECOMMENDATIONS

Recommendations should, as far as possible, be related to the conclusions.

As above; as long as gender-sensitive elements are not sufficiently reflected in the design of projects, in-depth evaluations have an important function in recommending reorientations of the project and remedial measures, to make sure that women benefit more adequately.

Example: This may involve the establishment of linkages to a credit scheme for women in industry, training to make extension workers more gender-sensitive, or the use of female extension workers.

VI. LESSONS LEARNED

Any experience gained from the evaluation should be stated.

Identify any lessons which have been learnt regarding ways to ensure the integration of gender in UNIDO projects. Gathering of further experience in this field and learning from the lessons of past projects is crucial, particularly now that UNIDO is making an effort to more actively integrate gender into its projects, and requires strengthening of its capacity to employ concepts and approaches in this field.

SECTION 3:

MODEL JOB DESCRIPTION (INTEGRATION OF GENDER IN IN-DEPTH EVALUATIONS)

USER'S NOTES

This model job description may serve as practical guide for UNIDO staff intending to attach a consultant with gender competence in industrial development to the in-depth evaluation of a project.

Post title: Consultant on the integration of gender in industrial development, to participate in the in-depth evaluation of (project to be specified)

Duration: (Should correspond to the duration of the overall evaluation mission)

Date required:

Duty station:

Purpose of project:

The purpose of attaching a consultant with gender competence in industrial development to the evaluation mission is to assess systematically whether in the design and the implementation of the project sufficient attention was given to women and men's roles, access/control of resources and industrial participation patterns, and to gather further experience on appropriate mechanisms and strategies for addressing gender issues within UNIDO projects.

Duties: The consultant will be a full-fledged member of the overall evaluation team and will ensure specific attention to gender-relevant issues. He/she is expected to:

1. Assess whether gender issues were adequately considered in the design and implementation of the project, and propose corresponding reorientations of the project strategy where required and possible.
2. Examine the overall impact of the project on women and men's role, position and access/control of resources in the manufacturing sector/the sub-sector addressed by the project.
3. Assess the suitability of the project strategy/concepts applied to address women as well as men as part of the target group, and subsequently advise on the reformulation and/or replication of concepts in the future.

Specifically, the consultant will be required to:

- Examine women and men's role, access/control of resources and status in the sub-sector addressed by the project, participation rates and occupational and ownership patterns, and identify obstacles and constraints which may negatively affect their participation in the sector.

- Review whether women and men's role and participation patterns in the sector have been assessed and the potential impact of the project on women and men been determined, and whether the results have been taken into account in the implementation of the project.

- Identify whether the project has foreseen and/or implemented any specific activities/schemes to integrate gender issues into the project, including ensuring that women are reached as part of the target group, and whether women's organizations and/or other NGOs have been involved in the design and implementation of the project.

- Discuss whether women as well as men were adequately targeted by the institution built up, and assess the absolute and relative representation of women and their organizations among the project end-users/beneficiaries.

- Analyze whether women as well as men were able to fully benefit from the project, e.g. whether they were able to find access to employment or self-employment/entrepreneurial activities after participating in the project.

- Assess whether the project has contributed to improving women's role relative to men's in the sector, e.g. through upgrading women's production activities. If women were not able to fully benefit from the project, review whether any compensatory measures have been taken.

- Analyze whether the project has duly taken into account and addressed sectors/activities of relevance to women.

- Assess whether there is any observable negative impact of the project on women and men's participation and status in the sector; if yes, review whether any compensatory measures have been taken.

- Examine whether the results and a positive impact of the project on women and men will be sustainable; and whether mechanisms to integrate gender issues have been institutionalized.

Qualifications: Incumbent should be a macro-economist or (industrial) economist or socio-economist with in-depth experience in industry and women/gender in development issues. Specific knowledge of/experience in the industrial sub-sector(s) addressed, and gender role in the sector, field experience in technical assistance projects in the industrial sector and/or sectoral research essential.

Languages:

Background information: