

**UNIDO and BIT workshop:**  
Gender Mainstreaming and Gender  
Equality and Women's Empowerment  
(GEWE)  
in Private Sector Development (PSD)

20 January 2014

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# Overview

- I. Introductions and Objectives
- II. General Concepts and Background on Gender
- III. UNIDO, BIT Branch and Gender
- IV. Gender Mainstreaming in Projects Step by Step:
  - I. Preparation;
  - II. Formulation;
  - III. Implementation;
  - IV. Monitoring, Evaluation & Reporting
- V. Resources
- VI. Evaluation & Conclusion



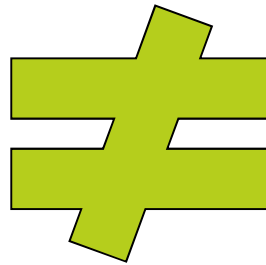
# Objectives

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- **To contribute to a common understanding of concepts and terms on gender mainstreaming in BIT projects**
- **To provide guidelines on gender mainstreaming within the project cycle in BIT**
- **To identify ways for improving our skills on gender mainstreaming**

# Sex and Gender

SEX
✓ Biologically determined from birth
✓ Static (is not normally changed)
✓ Culturally and historically independent



GENDER
✓ Social factors, not from birth
✓ Culturally determined
✓ Dynamic
✓ Has to do with power relations
✓ Can be changed

*Sex is NATURAL from birth.  
Gender is NATURALISED  
through the standardization of cultural*



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# What is Gender Mainstreaming?

**Gender Mainstreaming** is the strategy for making women's as well as men's concerns and experiences an integral dimension of policies, programmes and projects. The process of assessing the implications for women and men of any planned action.

**Gender Equality** is the goal.

**Gender Equity** refers to fairness of benefits & outcomes.

# Gender Equality as the RIGHT thing

- Aligned to UN-CEDAW
- International Labour Conventions
  - ✓ Equal pay
  - ✓ Discrimination
  - ✓ Maternity protection
  - ✓ Workers with family responsibilities
- Regional Protocols (AU, SADC)
- Women's Empowerment Principles



# Women's Empowerment Principles\* (5)

## Enterprise Development, Supply Chain and Marketing Practices

- Expand business relationships with women-owned enterprises, including small businesses, and women entrepreneurs
- Support gender-sensitive solutions to credit and lending barriers
- Ask business partners and peers to respect the company's commitment to advancing equality and inclusion
- Respect the dignity of women in all marketing and other company materials
- Ensure that company products, services and facilities are not used for human trafficking and/or labour or sexual exploitation

\* Signed by 672 Global CEOs – as at 17 Jan. 2014



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# Examples of WEP actions

## Company Examples

- Recognizing the expanding role of women entrepreneurs, a large UK-based bank\* launched specialized financial services, microfinance opportunities and business loans and also provides an online resource center for women entrepreneurs running small and medium-sized enterprises.
- A Swedish manufacturer helps women producers of raw materials in developing countries to trade directly with the manufacturer, thus improving their income by reducing the number of intermediaries in the supply chain.

\*Note also, Global Banking Alliance for Women



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# Gender Equality as the SMART thing

## The “business case” for Gender Equality

### World Bank:

- Gender and Economic Growth studies
- Women, Business and the Law (2014) – survey of 143 countries
- Enterprising Women & Empowering Women (2013) – based on 43 Sub-Saharan countries

Removing gender inequalities in Uganda would lead to 2 percentage point increase in GDP.



**GENDER EQUALITY IS SMART ECONOMICS**

### IMF:

- Women, Work and the Economy. Macroeconomic gains from Gender Equality (2013)

GDP per capita losses attributable to gender gaps in the labour market have been estimated at up to 27% in certain regions.

### OECD:

- Closing the Gender Gap: Act Now (2012) – Education, Employment and Entrepreneurship (**see**



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# Gender Equality as the SMART thing

- Commonwealth 10<sup>th</sup> Women Affairs Ministers Meeting (Dhaka), 2013
    - ✧ Women's Leadership for Enterprise
  - UNIDO 15, Lima, December 2013
    - LDC Ministerial Round Table
    - Empowering Women: Fostering Entrepreneurship
- Great that it happened ...**

**? but imagine if UNIDO didn't hold these events ...**



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# UNIDO as a UN agency

- UN as rights-based organization
- UNIDO and MDGs, and post-2015 (SDGs?)
  - Leave no one behind ...
- UN Global Compact – and Private Sector Development (PSD)
  - Corporate Social Responsibility (CSR)
  - Women’s Empowerment Principles (with UN Women)
- UNIDO and UN Country Teams
  - UNCT Performance Indicators on Gender



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# UNIDO's Inclusive Sustainable Industrial Development (ISID)

Let's unpack theme from Gender perspective ...

- “INCLUSIVE”
  - ✓ Partnerships – with wide range of stakeholders
    - ✓ Partners for Prosperity
  - ✓ **Leave no-one behind (2015 onwards)**
  - ✓ Women and Men, etc.
- “SUSTAINABLE”
  - ✓ Longer-term; Viable; Environmentally sound
  - ✓ Building institutional capacities ...
- “INDUSTRIAL DEVELOPMENT”
  - ✓ **Real** jobs in the **Real** Economy
  - ✓ Enhancing technology applications, productivity, efficiency, competitiveness, profitability ... **for all**

# UNIDO Gender policy

- UNIDO Gender Policy (April 2009)
  - Recognition of “...Gender Equality and Empowerment of Women has a significant impact on sustained economic growth and sustainable industrial development.”
- January’s 2013 Directive
  - All project managers to include gender analysis in formulating new projects
  - All directors to incorporate gender responsive goals in work plans 2013
- UNIDO Gender Strategy (2011-2013)
  - – updated 2013
- 2014: Creation of a Gender Unit
  - Gender Officer in place since 2013

# Gender & Private Sector Development (PSD)

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- Women and Men have different access to and control over economic resources
- Differences in employment and pay
- Women and Men have different roles, perceptions and opportunities in contributing to and benefiting from PSD support services
- Women under-represented or excluded from PSD policy development, decision-making processes and forums
- Women under-represented in mainstream business and employers' organizations

# BIT and Gender

*Your projects that work to **strengthen Private Sector Development and its support services** can ....*

- Help make your partner organizations and enterprises more responsive to Women – as entrepreneurs, as workers, etc.
- Ensure Women have access to modern business support services
  - ✓ Productivity improvement
  - ✓ Technology upgrading
- Reduce Gender Inequalities and Promote Women's Economic Empowerment
- Ensure Women have greater opportunities for employment, enterprise, incomes and profits

# GM in the Competitiveness, Business Environment and Upgrading Unit (BIT/CBU)

- ❑ *Advice to improve business environment*
- ❑ *Promoting local manufacturing of pharmaceuticals*
- ❑ *Integrating domestic industries in global VCs*
- ❑ *Assisting with long-term Industrial Development strategies*



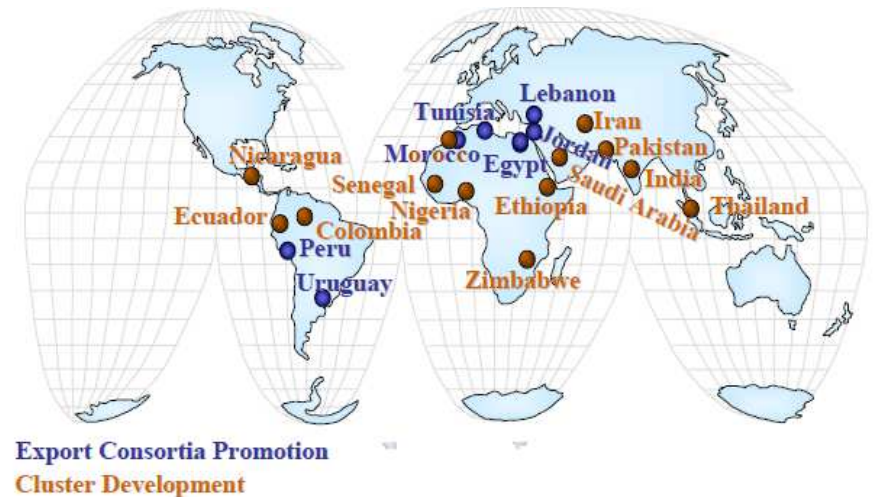
*Project documents shared and reviewed:*

- ✓ *Centre for Development of Industrial Enterprises (KAZ)*
- ✓ *Locally manufactured pharmaceuticals (AFR)*
- ✓ *Youth entrepreneurship and HP LIFE e-Learning (TUN)*
- ✓ *Business regulation (VIE)*



# GM in Clusters & Business Linkages Unit (BIT/CBL)

- ❑ *Develop industrial clusters, networks and V*
- ❑ *Policy advice on business and SMEs*
- ❑ *Integrating small-scale suppliers in VCs & F*
- ❑ *Advice on responsible business and CSR/  
Economy, Society and Environment*
- ❑ *Engage globally to promote clusters & linkages*



*Project documents shared and reviewed:*

- ✓ *Cultural and creative industries and PSD (S. Med)*
- ✓ *Private sector and quality promotion (MOZ)*
- ✓ *Development of indigenous plants PAMPAT (TUN)*



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# GM in the Investment & Technology Unit (BIT/ITU)

- ❑ *Capacity building on subcontracting, partnerships, incubators and industrial zones*
- ❑ *Transfer of investment knowledge and technology knowledge*
- ❑ *Access to finance and non-financial supports and appraisal through COMFAR*
- ❑ *Entrepreneurship programs for women and youth*
- ❑ *Strengthen National Systems of Innovation; Science Technology & Innovation, and North-South & South-South transfer*

*Project documents shared and reviewed:*

- ✓ *Int. Centre for Adv. M/F Tech (ICAMT) (IND)*
- ✓ *Poverty Reduction through productive industries (KOR)*
- ✓ *Investment Promotion and capacity building (CDI)*
- ✓ *Subcontracting and partnership exchange (SPX) (GHN)*
- ✓ *Youth entrepreneurship (TUN)*
- ✓ *Youth entrepreneurship (ARM)*
- ✓ *Network of 7,000 African enterprises (AFR)*



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# Feedback from my December Mission

- ✓ Make it as easy as possible.
- ✓ Don't make it look like it's additional work.
- ✓ Gentle hand-holding is required (for staff).
- ✓ We know too little from our experiences.
- ✓ It's easy to collect data, but we don't do it enough.
- ✓ The Gender Unit could advise on including 5 basic pieces of (gender) information, and this could be harmonized across all projects in UNIDO.
- ✓ Show how Gender contributes to our project.
- ✓ Staff are being left to figure things out for themselves.
- ✓ What would happen if we did nothing?
- ✓ Gender issues not sufficiently dealt with – comment from QA Committee on draft ProDoc.

# Your technical project is a **TECHNICAL PROJECT**

- It is NOT a “gender project”
- **But ...**
  - How does it impact on people (directly and indirectly)?  
→
    - Gender Mainstreaming; Gender Equality & Empowerment of Women are important
  - Is there “equal access to opportunities”?
    - In your project?
    - In the environment/context?
  - How can GM strengthen your project?
  - How can your project contribute to GM & GEWE?

# Your projects present a “UNIDO Approach”

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- This paragraph appears in project documents.
  - ◆ What’s so “special” about UNIDO????
  
- Suggest including some of the following:
  - Part of UN family – therefore, rights-based
  - UNIDO as PSD honest broker ...
  - Unpacking Inclusive and Sustainable Industrial Dev’ment
  - GEWE as UNIDO priority



# Why all this attention to Gender Equality in projects?

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- ✓ UNIDO priority
- ✓ Donor priority
  - GEF; Norway; EU; Private Sector (HP, etc.)
  - Attracts donor attention
- ✓ More inclusiveness and diversity
- ✓ Better targeting
- ✓ More efficiency
- ✓ Places project in wider development context
- ✓ Right and Smart ...

# The step-by-step approach towards the project cycle

1. Preparation
2. Formulation
3. Implementation
4. Monitoring, Evaluation and Results

# 1. Preparation: New Technology and Productivity Improvement Centre for Zambeziland **EXERCISE**

- From the Macro and Meso / Sector-levels, name 6 gender-related issues to be included as part of the Gender Analysis within the overall Situation Analysis
- 3 minutes.



# 1. Preparation: Design

- ✓ In line with UNIDO and national policies
- ✓ Gender issues identified at design stage, reflected on Objectives, and included in interventions
- ✓ Resources available for gender issues/actions
- ✓ Needs and priorities of W/M, Boys/Girls reflected
- ✓ Gender analysis (Macro and Meso levels) in baseline study
- ✓ Target beneficiaries disaggregated by sex, age
- ...
- ✓ Output/outcome indicators disaggregated
- .....



# 1. Preparation: Finding Information

There's lots of information available (see last few slides)

- ✓ Information on **individual countries**
- ✓ Information at **sub-national level**
- ✓ Information on **sectors**
- ✓ And **DISAGGREGATED BY SEX**

So, you don't have to re-invent the wheel.  
A lot is out there already.

**See Cote d'Ivoire as an illustration.**



# 1. Preparation: Côte d'Ivoire

## EXAMPLE

### WEAKNESSES

- Côte d'Ivoire is ranked in low position in most indexes
- Ratification of CEDAW but not of the **Optional Protocol** on violence against women (within the CEDAW), nor the **Maputo Protocol** (African Charter on Human and Peoples' Rights on the Rights of Women in Africa).
- Little progress in ratifying and enforcing ILO Conventions

### STRENGTHS (INSTRUMENTS IN PLACE)

- Ratification of the most important instrument for women's rights: **CEDAW** (1995).
- Ratification of ILO Conventions:
  - ILO Convention 100
  - ILO Convention 111
- National gender commitments undertaken

Opportunity for UNIDO to lobby its counterparts to address gender equality through the project in line with the above-mentioned Conventions and Protocols, as well as national plans.

# 1. Preparation: Côte d'Ivoire

## EXAMPLE

- Agreement concerning trade, investment and technical cooperation between Ivory Coast and the Swiss Confederation since 1962
- The Ivory Coast heavily depends on export of artisan and agricultural production where women participate massively.
- The first female parliamentarian was elected in 1965, and only 5.7 percent of parliamentary seats were held by women in 1990, and 8.5 percent in 2005.



Wikipedia: In spite of the ubiquity of women selling products in markets like this, Ivorian women are only half as likely to be in regular employment as men



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# 1. Preparation: “Mind your language”

- ❑ Youth →

- ✓ Young women and young men

**Gender “neutral” can mean Gender “blind”!**

- ❑ For “men and women”, use “women and men”

- Why not?

- ❑ For participants, trainees, entrepreneurs, producers, beneficiaries ... use women and men

- ❑ For “people” & “population”, use “women and men”

- ❑ For enterprises, use “women-owned & men-owned”

**Make a deliberate effort**

**Get used to it**

**Get the talk right**

**Get ready to “walk the talk”**

**Make it “the way we do things around here”.**



# 1. Preparation: **Gender parity and gender balance**

- ✓ Strive for **Gender Parity**
  - ✧ Where possible, equal numbers of women and men in project management, Steering Committees, consultants/experts, etc.
  
- ✓ Strive for **Gender Balance**
  - ✧ On Panels, Discussions, Global Events, etc.
    - Would you have 10 speakers from South Asia?
    - Would you have 10 men as speakers?
  
- ✓ **Make a deliberate effort**
- ✓ **Get used to it**
- ✓ **Get the balance right**
- ✓ **Make it “the way we do things around here”.**



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# 1. Preparation: Stakeholder Mapping

## Guiding questions

- Which stakeholders are committed to gender equality through specific policies/strategies?
- Where are gender focal points: ministries, Ministry of Gender/Women; development partners; private sector; NGOs working on gender or women's empowerment; academics or researchers...?
- Is there any stakeholder with the experience and knowledge to provide inputs on mainstreaming gender in the sector/service we are working?

## 2. Formulation: Actions

### Develop the logframe

- Ensure that **prioritised gender issues** are incorporated in the project

### Define target beneficiaries: Direct and Indirect

- **Direct** – Enterprises, Organizations
- **Indirect** – Women and Men; Girls and Boys; Female and Male Graduates

### Develop implementation plan incl. potential risks and constraints

### Prepare budget: **funds for implementing gender activities**



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## 2. Formulation: Risk assessment

<b>Risk assessment</b>	What social, legal, and cultural obstacles could prevent women from participating and benefiting from the project?
	Have potential negative impacts of interventions been considered? (increased burden on women's workload; opposition or isolation of men?)
<b>Risks for Project Management</b>	What are risks if project ignores gender? – Loss of donor support? Under-achievement? Under-performance? Out of line with UNCT, etc.

## 2. Formulation: From project documents (1)

### CROSS-CUTTING SECTION ... ON GENDER

#### (A) PSD in **Southern Mediterranean**: “Special considerations”

The project would give special attention to include enterprises owned or managed by women into the enterprise upgrading programs that would be conducted within each selected cluster.

#### (B) Private Sector and quality Promotion programme in **Mozambique**: “Gender”

Gender equality will be promoted and respected throughout the programme. In particular, the competitiveness of women entrepreneurs will be addressed in incubation pilot at Machava, the Orientation centres for entrepreneurs (COReS) and through local consultants/trainers selection. FME, the association for Women Business Entrepreneurs will be invited to be part of the Steering Committee.



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## 2. Formulation: From project documents (2)

(C) Employment of young people through the development of an entrepreneurial spirit in **Tunisia**

In Tunisia, the unemployment rate is estimated at 46%, which is approximately 800,000 people. In this group, 70% are aged below 30 and more than 20% (170, 000 people) have university degrees. Unemployment reaches 30% for young women (23-29) who already have very simple jobs on average, and 24% of young men.  
(continues ...)

- C.5. Sex-related salary aspects

The project reacts to analyses of the disparity between the sexes in Tunisia. A specialist in this domain, recruited for the purpose of preparatory financial assistance by Italian contribution, has started an analysis in this sense, and he will again intervene in the starting phase of the project to deliver operational recommendations for salary questions related to sex.

## 2. Adopting Gender Paragraph - **EXERCISE**

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For the above-mentioned 3 projects, how can the Gender paragraph be unpacked in practical terms and effectively adopted in the project, for:

**1. South Mediterranean (Group A)**

**2. Mozambique (Group B)**

**3. Tunisia (Group C)**

## 2. Formulation: UNIDO-recommended indicators

### WHEN DESIGNING OUTPUTS AND LOGFRAME:

- ✓ No. of new jobs – W/M
- ✓ No. of additional jobs for Women – W
- ✓ \$ of additional income per worker – W/M
- ✓ No. of additional jobs for youth (u35) – W/M
- ✓ No. of policy implementers trained – W/M



## 2. Propose an Output ...

# EXERCISE

Subcontracting and Partnership Exchange (SPX) Programme  
Xi An, China (**Handout**)

Propose one **Output**, along with related  
**Activities, Indicators and Resources**

# 3. Implementation: What you can do

- ❑ Work with stakeholders – create awareness of gender inequalities
  - ✧ Training and awareness seminars
- ❑ Develop a gender-sensitive communication strategy
  - ✧ Gender “proof” publications, reports, etc.

## Collaboration at implementation stage:

- ❑ Associations of Women Entrepreneurs
- ❑ Local Women’s Organizations
- ❑ Employers/sector associations and Chambers with “Women’s Wing”
- ❑ Sub-national offices: Ministry of Gender/Women
- ❑ Sub-national offices: Ministry of Industry (with Gender Focal Point)



# 3. Implementation: Checklist

- ✓ Decisions and recommendations based on gender analyses
- ✓ Gender concerns reflected in selecting beneficiaries
- ✓ Gender balanced management team, SC, experts, consultants, beneficiaries
- ✓ Gender-related objectives included, monitored, assessed and reported





## 4. Monitoring, evaluation & reporting

- ✓ Monitor impact assessment
- ✓ Compare design of project & expected results to actual development and problems experienced
- ✓ Lessons learned

UNIDO's responsibility: Resources invested by UNIDO to ensure equal benefits for women and men, such as time, money or personnel, should be reported on.

# 4. M & E, Reporting and Communication

## Suggestions for action

- ✓ **Provide information on:**
  - **Situation in the field from a gender perspective**
  - **Stakeholders and their efforts in promoting gender equality**
  - **Good practices on women's empowerment and gender-equality as experienced by the project partners and others.**
- ✓ Spread information through regular means of communication (newsletters, reports, web site) and/or through reports specially developed to highlight the gender dimensions of your intervention.
- ✓ Include gender issues in workshops, flyers, posters.
- ✓ Address the different stakeholders (donors, policy makers, staff ...) with tailored messages

HP LIFE e-  
Learning  
Success  
Stories in  
Tunisia



# 4. M & E, Reporting – and Results

- ✓ Have women and men benefitted ... equally
- ✓ Have results affected women and men differently
- ✓ Have results impacted gender relations
- ✓ Achievement of gender-related objectives
- ✓ Gender disparities/inequalities reduced

Women's empowerment enhanced

- No. of business plans developed – F/M
- No. of partners accredited – F/M
- No. of trainers/facilitators trained – F/M
- No. of end-users/beneficiaries trained – F/M

Useful  
results  
indicators  
:



## 4. Revising Pro Doc for Phase II - **EXERCISE**

- ◆ In your support project for the National Technology and Innovation Centre, the Phase I evaluation has been completed and submitted to the donor.
- ◆ The donor has expressed dissatisfaction with the lack of gender mainstreaming, and the low number of women being reached by the NTIC.
- ◆ A second Phase will only be considered if it includes “innovative” ways for UNIDO to get the NTIC to reach out to more women entrepreneurs.
- ◆ Provide some ideas

# Review: Gender Equality has to work at 3 levels

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- ✓ The right **structures** in place – laws, machineries
- ✓ The right **processes** in place and operational for women to access the “structures”?
- ✓ Equitable **outcomes** from the structures and processes – are they equally benefitting women and men?

# Resources within UNIDO

## Databases in BIT...

- Information being gathered
  - SPX
  - Investment Monitoring Platform
  - More ???
- Benchmarking database (UK)
- Information that could be gathered ...
- Make good use of it ...

## Research and Statistics Branch

- Manufacturing information
  - Yearbook of Industrial Statistics 2013
- What do you want to know?
  - We can help you find it ...

## The UNIDO Gender Team:

### HERE TO HELP YOU ...

- Nilgun Tas, Chair of GMSC
- Hedda Femundsenden, Gender Officer
- Karen Cadondon, Gender Consultant
- Rebecca Spriggs, Gender Intern

✓ **Tuesday 21 Jan. – “Gender clinics”**

✓ Frameworks being developed

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# Resources within UNIDO

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What more could be done to assist you?

- Gender Platform – Q&A
- Gender Help Desk
- Good Practices (on the Web)
- Model project document(s)
  
- What else????

# Additional Resources (1)

- Global Entrepreneurship Monitor (GEM) World Economic Forum: Closing the Gender Gap (survey on 136 countries):

<http://reports.weforum.org/global-gender-gap-report-2013/>

- World Bank Gender Equality Data and Statistics – Economic Structure (Dashboard)

<http://datatopics.worldbank.org/Gender/topic/economic-structure>

- UN-DESA: Statistics and Indicators on Women and Men

<http://unstats.un.org/unsd/demographic/products/indwm/>

- IFC

Investing in Women's Employment: Good for Business; Good for Development

**(See Handout)**





# Additional Resources (2)

**World Bank Enterprise Surveys** (small/medium/large: 5-19; 20-99; 100+)

<http://www.enterprisesurveys.org/Reports>

- ✧ Women in top management / senior positions
- ✧ Women's participation in ownership
- ✧ Women as full-time employees

**World Bank Little Data Book on Gender:** <http://data.worldbank.org/products/data-books/little-data-book-on-gender>

- ✧ Gross primary/secondary/tertiary enrolment
- ✧ Youth literacy rate
- ✧ Labour force participation
- ✧ Self-employed workers
- ✧ Employment in Agriculture/Industry/Service
- ✧ Unemployment

**US State Department CIA World Factbook**

<https://www.cia.gov/library/publications/the-world-factbook/>



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# Conclusion

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- What do I take away with me from this “conversation” on Gender?
- What were the good points?
- What could have been better?
- What else??(next time ...)



Contact us: [gender@unido.org](mailto:gender@unido.org)

**Thank you!**