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 THE MULTILATERAL FUND FOR THE
 IMPLEMENTATION OF THE MONTREAL PROTOCOL
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DRAFT OPERATIONAL POLICY ON GENDER MAINSTREAMING FOR MULTILATERAL FUND-SUPPORTED PROJECTS (DECISION 83/68(C))

Background

1.   The Executive Committee considered at the 83rd meeting document UNEP/OzL.Pro/ExCom/83/45 containing elements of a potential gender policy for the Multilateral Fund. During the discussion, several members recalled that the implementing agencies already had gender policies, and the key issue therefore was to ensure that any gender policy of the Fund was aligned with and complemented those policies in a consistent and coherent manner, while avoiding duplication. Members also emphasized that the objectives, targets and scope of a gender policy should be clear, consistent with the key elements outlined in the document. Consideration also needed to be given to the resources required to implement a gender policy, and the possible human resource adjustments involved. Such a policy would require regular reporting, both indicative and narrative, using agreed indicators. Care was needed to ensure that the gender policy fulfilled its mandate without drawing resources away from the main goals of the Fund or significantly increasing the reporting responsibilities of the bilateral and implementing agencies.

2.   Following a discussion, the Executive Committee, *inter alia*, requested bilateral and implementing agencies to apply their corporate gender policies in the preparation and implementation of projects funded by the Fund; and requested the Secretariat, in consultation with bilateral and implementing agencies, to prepare a document for consideration at the 84th meeting, presenting a draft policy on gender mainstreaming for Multilateral Fund-supported projects and how such a policy could be operationalized, taking into account the discussion on the matter at the 83rd meeting (decision 83/68).

3.   This paper was prepared by the Secretariat in response to decision 83/68 taking into account the policies of the bilateral and implementing agencies and consultations made during the Inter-agency coordination meeting (IACM).[1] A gender expert provided advice and guidance during the preparation of this paper.

4.   During the IACM, agencies provided inputs to a draft outline of the policy paper presented by the Secretariat and updates on how their current gender policies were being applied to Multilateral Fund

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[1] 9-11 October 2019, Montreal

projects. Specifically, UNIDO mentioned that they are in the process of fully implementing their gender manual for projects supported by the Fund by hiring a gender consultant to consider how the manual can be used for UNIDO's projects on the Montreal Protocol. UNDP indicated that their focus is on capacity building and gender training of the national ozone units (NOUs), as this was a recommendation resulting from country studies[2] that had been undertaken for three countries; UNDP is also collecting gender aggregated data and provides guidance to its regional Montreal Protocol teams on specific gender activities. The World Bank provided an example of one Multilateral Fund-supported project which had been screened for gender by a specialist following their internal policies on how gender issues can be integrated into the overall project results framework including the identification of indicators. This was relevant especially as the target industry of the Montreal Protocol is largely male dominated and this exercise highlighted how the lack of gender-aggregated data is a barrier to ensure women's participation in activities. While it has not systematically included gender in any of its activities related to the Montreal Protocol, UNEP has taken advantage of the meetings of the regional networks of Ozone officers to raise awareness on the gender issue and emphasize with Article 5 countries the increasing importance to include these in their activities; it has also produced a publication on women in the servicing sector which has been widely disseminated to its client countries.

Introduction

5.   The concept of gender mainstreaming was emphasized in 1995 at the Fourth World Conference on Women in Beijing. It was included in the Beijing Platform for Action and subsequently became an important element of United Nations (UN) policies and programmes. Goal 5 of the United Nations Sustainable Development Goals (SDG) is to achieve gender equality and women's empowerment (GEWE).[3]

6.   Projects funded under the Multilateral Fund are implemented through bilateral and implementing agencies. The four implementing agencies have a robust gender policy consistent with the UN guidelines[4] and their respective corporate mandate; the bilateral agencies' respective Governments have each an overall gender policy which was not applied specifically to projects funded by the Multilateral Fund as they often relied on their implementing partners (i.e., the four implementing agencies) to ensure such implementation. The main challenge was how to ensure that these existing policies were implemented systematically in the context of Multilateral Fund-supported projects since the Montreal Protocol text does not include a specific reference to gender issues, which is often the starting point to mainstreaming gender in its processes. It is understood that in the context of project intervention (from inception to conclusion), each implementing agency is responsible for taking into account how gender issues are relevant to their organization's mandate and consistent with overall policy relating specifically to the Montreal Protocol and its Multilateral Fund within the existing current framework. Within this background, the implementation of the operational gender policy will be a shared responsibility with the Executive Committee, the Multilateral Fund Secretariat, the bilateral and implementing agencies, and the NOUs of Article 5 countries.

Objectives and guiding principles

7.   The objective of the gender policy of the Multilateral Fund would be to promote gender mainstreaming in the preparation and implementation of projects funded by the Multilateral Fund, consistent with the gender policies of the implementing agencies.

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[2] UNDP's Gender Analysis and Action Plan for Montreal Protocol projects in China, Nigeria and Peru; UNIDO's Guide on Gender Mainstreaming Montreal Protocol projects.
[3] Report of the Economic and Social Council for 1997. A/52/18 September 1997.
[4] Most UN agencies contribute to the overall UN system reform through the UN country teams (UNCTs), which includes consideration of gender policies and strategies at the country level.

8.   These operational guidelines suggest basic tools and criteria for systematically identifying the contributions of Multilateral Fund-supported projects in addressing gender equality and supporting women's empowerment, and incorporating specific actions and monitoring results.

9.   The development of the operational policy to promote gender mainstreaming in Multilateral Fund-supported projects will be guided by the following principles:

(a)   Strategies, policies, procedures, guidelines and criteria established by the Executive Committee should support gender equality and be developed in accordance with the gender policies of bilateral and implementing agencies;

(b)   A gender-sensitive approach should be applied in the design and implementation of Multilateral Fund-supported projects;

(c)   Existing gender policies of bilateral and implementing agencies should be used to identify the best entry points to promote gender mainstreaming in all Multilateral Fund-supported projects implemented by them; and

(d)   The Multilateral Fund's reporting, monitoring and evaluation systems should be enhanced to include tracking of results of gender-mainstreaming activities.

Scope and structure of the document

10.   The document consists of the following sections:

•   Overview of the existing gender policies of the bilateral and implementing agencies focusing on entry points for intervention for gender mainstreaming;

•   Priority areas for integrating the gender policy into the Multilateral Fund project cycle

•   Indicators for reporting gender mainstreaming for Multilateral Fund supported projects

        Recommendation

        Annexes

Overview of the existing gender policies of bilateral and implementing agencies

11.   A detailed analysis of the most recent gender policies of the four implementing agencies and one bilateral agency are provided in Annex I. This analysis has revealed that there are a number of strategic entry points that are in the agencies' gender policies which provide opportunities to address gender related issues for projects that are designed to meet compliance with the Montreal Protocol. These are summarized as follows:

(a)   Agencies require that country/regional/national programmes and projects include gender analysis to address the needs and priorities of women and men in their programmes and projects; results and resources frameworks must include one gender-specific outcome and indicatives outputs and indicators;

(b)   Supporting local partners and developing strategic partnerships with other organizations and institutions to leverage resources and advocacy support for promoting gender equality and women's empowerment;

(c)   Agencies support the collection, analysis and use of sex and age-disaggregated data and indicators (i.e., impact assessment and evaluation) to determine links between gender and thematic priorities of the agencies and track gender-related outcomes; and

(d)   Support capacity building at the agency, region and country level for counterparts on gender mainstreaming to build support for policy formulation and implementation;

12.   In order to operationalize the gender policy of the Multilateral Fund, actions need to be taken to leverage these strategic entry points linked to programmes and projects where these can provide the most impact to promote gender mainstreaming. In addition, the gender policy should include a reference on the importance of gender parity in the project context (e.g., composition of NOUs, hiring of project staff, consultants, trainers etc.).

Priority areas for integrating the gender policy into the Multilateral Fund project cycle

13.   The analysis of the bilateral and implementing agencies cooperate gender policies provided direction in determining how to operationalise the Multilateral Fund's gender policy. Some agencies such as UNDP and UNIDO, highlight their commitment to mainstream gender in their programmes and projects, and roll-out affirmative actions (i.e., implement activities that specifically target and benefit women). It is suggested that as a start, priority areas for action should be defined in order to allow mainstreaming gender into all steps of the project cycle.

14.   A holistic and comprehensive approach needs to be taken to identify gaps in knowledge and capacity to implement gender-responsive actions and interventions for the Multilateral Fund; this step is essential to facilitate a response to ensure gender equality and women's empowerment that would be specific to those interventions related to the Montreal Protocol. The opportunities for gender mainstreaming in the context of the Multilateral Fund could be in the areas of the overall project cycle of projects supported by the Multilateral Fund from project preparation, implementation, and reporting/monitoring and evaluation. It is also essential that any new interventions take into account the existing policies, guidelines, and processes already in place for project review, implementation and monitoring.

15.   These actions can be integrated through the following core priority areas:

Priority 1:   Developing tools to facilitate gender-responsive review/approval process, and reporting and monitoring systems of the Multilateral Fund, including the tracking and reporting of gender equality results based on set targets and indicators.

Priority 2:   Considering and addressing gender issues and approaches systematically in all projects prepared to phase out controlled substances for Article 5 countries in all phases of the project cycle.

Priority 3:   Delivering capacity building for all bilateral and implementing agency partners and Article 5 countries to facilitate gender mainstreaming, and effective use of the identified strategic entry points to promote gender equality and women's empowerment in all projects financed by the Multilateral Fund.

16.   The detailed actions necessary to achieve the outputs in the identified priority areas are outlined below:

Developing tools to facilitate gender-responsive review/approval process, and reporting and monitoring systems of the Multilateral Fund, including the tracking and reporting of gender equality results based on set targets and indicators

17.   In order to ensure that gender issues are systematically included in proposals to be prepared for the consideration of the Executive Committee, the following would be undertaken:

(a)   Update and revise the guides prepared by the Secretariat for project preparation of individual and multi-year projects, and submission of tranches, and other relevant guides to include checklists and specific questions to ensure the inclusion of gender considerations in the proposal preparation process;

(b)   Strengthen the project review process to encourage implementation of the Multilateral Fund gender policy by including gender specific questions in the review process;

(c)   Develop a new section with gender-specific targets in the multi-year agreements signed between the Executive Committee and Article 5 countries;

(d)   Dissemination and promotion of information related to gender and the Montreal Protocol in all missions undertaken by bilateral and implementing agencies to update Article 5 countries on new steps to implement the gender policy through projects;

(e)   Gather periodic feedback from bilateral and implementing agencies and partners on the implementation of the gender policy and the guidance provided to promote gender mainstreaming to reflect feedback and lessons learned; and

(f)   Each bilateral and implementing agency could develop an agency-specific guide on how to mainstream gender for Multilateral Fund-supported projects consistent with their corporate policies.

18.   Furthermore, the policies, procedures, guidelines, and criteria of the Multilateral Fund provide a comprehensive format and process for progress and financial reporting of projects approved by the Executive Committee to meet compliance with the Montreal Protocol. In order to capture and report the results of integrating gender into projects funded by the Multilateral Fund, the Executive Committee through the Fund Secretariat would introduce changes in the requirements for annual progress reports and tranche implementation reports, which could include the following:

(a)   Create a new measureable performance indicator for bilateral and implementing agencies related to gender considerations and how these were addressed in projects, and include a section in the narrative format for the agency progress reports to include reporting on gender-related activities;

(b)   Update the formats for IS renewal requests, tranche submission requests, project preparation requests, annual progress reporting and project completion reports to include qualitative and quantitative reporting on gender aspects; and

(c)   Conduct an evaluation once every two years on how successful were the initiatives to mainstream gender in projects supported by the Multilateral Fund, to report on how established targets were met.

<u>Considering and addressing gender issues and approaches systematically in all projects prepared to phase out controlled substances for Article 5 countries in all phases of the project cycle</u>

19.   The Fund Secretariat will work closely with bilateral and implementing agencies to ensure that gender considerations are adequately incorporated in relevant policies, procedures and guidelines of the Executive Committee. Furthermore, and complementary to their own gender policies and strategies, the checklist in Annex II could serve as guidance for bilateral and implementing agencies to ensure that gender is mainstreamed into the Multilateral Fund project cycle. The checklist takes into account the following components of the project cycle (a) project preparation; (b) data collection; (c) defining a results framework for the project; (d) project budget; (e) stakeholder consultations and participation; (f) capacities of the beneficiaries and partners; (g) institutional arrangements for implementation; and (h) monitoring, evaluation and reporting.

<u>Delivering capacity building for all bilateral and implementing agency partners and Article 5 countries to facilitate gender mainstreaming, and effective use of the identified strategic entry points to promote gender equality and women's empowerment in all projects financed by the Multilateral Fund</u>

20.   The success of gender mainstreaming into Multilateral Fund-supported projects will be measured by the efficiency with which these issues are integrated into project activities. In order to effectively manage this, the following actions would be implemented:

(a)   Encourage bilateral and implementing agencies to promote gender issues while implementing Fund-supported activities;

(b)   Promote a more formal and streamlined discussion of gender-related issues in project implementation at regional network meetings, gather and share lessons learned and experiences, as well as guidelines and informational material, and consider inviting gender experts as resource speakers during network meetings;

(c)   Support and strengthen the involvement of gender advisers and gender focal points in the design of projects, surveys and other data collection instruments, as well as project implementation; and

(d)   Establish formal and strong links between the NOU and the IA's gender focal points through the regional networks organized by the UNEP Compliance Assistance Programme (CAP) to exchange information, raise awareness, and build gender capacity.

Indicators for reporting gender mainstreaming for Multilateral Fund-supported projects

21.   Indicators are the means by which data is collected to show progress in the implementation of activities and actions. A list of these roles and responsibilities is provided in Annex III. It is therefore necessary that these core priorities, when adopted should be supported by indicators that would allow for an assessment of how targets are met, and provide opportunities for making improvements to defined actions in future.

22.   The potential indicators listed below could support the tracking of the how the core priorities and actions were implemented through each institution in the context of Fund-supported projects. It is important to note that as there may currently be a lack of existing data to allow measurement for some of the indicators listed, bilateral and implementing agencies are encouraged within their existing institutional frameworks to initiate a data collection process that would support better analysis of these indicators in future.

Table 1: Potential indicators for core priorities to implement the Multilateral Fund gender policy

Priority area	Indicator
Developing tools to facilitate gender-responsive review/approval process, and reporting and monitoring systems of the Multilateral Fund, including the tracking and reporting of gender equality results based on set targets and indicators.	• Project preparation guides include instructions how to mainstream gender (yes/no) • Active links with gender focal points are established (yes/no) • Agency-specific gender mainstreaming guides are developed (yes/no)
Considering and addressing gender issues and approaches systematically in all projects prepared to phase out controlled substances for Article 5 countries in all phases of the project cycle.	• Number of gender-responsive assessments undertaken • Number of specific gender assessments undertaken • Project documents include dedicated section on gender (yes/no)
Delivering capacity building for all bilateral and implementing agency partners and Article 5 countries to facilitate gender mainstreaming, and effective use of the identified strategic entry points to promote gender equality and women's empowerment in all projects financed by the Multilateral Fund.	• Number of trainings focusing on gender issues delivered • Gender focal points and/or other gender experts are consulted, especially during the project design and implementation phases (yes/no) • Number of reports / knowledge products prepared that include reflections on gender • Number of gender-specific project content disseminated (e.g. through online platforms, events) • Number of specific events held that focused on gender within the context of Fund-supported projects (e.g. trainings, workshops, discussions, round tables, side events at conferences)

23.   In addition to the core priority areas and actions identified above, further initiatives could be taken measured through additional indicators as included in Annex IV to the present document.

Recommendation

24.   The Executive Committee may wish:

(a)   To note the Draft operational policy on gender mainstreaming for Multilateral Fund-supported projects contained in document UNEP/OzL.Pro/ExCom/84/73

(b)   To affirm the importance of mainstreaming gender in Multilateral Fund-supported projects;

(c)   To request bilateral and implementing agencies:

   (i)   To apply, when appropriate, the indicators, tools, and reporting mechanisms in the operational gender policy contained in document UNEP/OzL.Pro/ExCom/84/73;

   (ii)   To integrate these indicators and reporting mechanisms when requesting assistance for Multilateral Fund-supported projects starting at the first meeting in 2020, consistent with their corporate gender policies; and

(d)   To request the Secretariat to review the implementation of the agreed operational gender policy, and to prepare a report for consideration of the Executive Committee at its first meeting in 2022.

Annex I

ANALYSIS OF GENDER STRATEGIES AND POLICIES OF UNDP, UNEP, UNIDO, THE WORLD BANK, AND THE GOVERNMENT OF CANADA

1.   This document provides a brief analysis of the most recent gender strategies and gender policies provided by UNDP, UNEP, UNIDO, the World Bank and the Government of Canada as the Multilateral Fund's (MLF) bilateral and implementing agencies. Each section begins with the objective of the strategy/policy, followed by the envisioned approach, priority areas, and concrete entry points as identified by the respective agency. Where available, explicit references to gender and climate change are also highlighted. This document then provides suggestions how these strategies and policies could be integrated in the gender policy of the Multilateral Fund.

UNDP Gender Equality Strategy (2018-2021)

Strategy objective

2.   The strategy articulates the UNDP core principles and priorities for achieving the gender equality targets across the three development settings of the UNDP Strategic Plan, 2018- 2021. The Strategic Plan identifies six cross-cutting signature solutions, one of which, signature solution 6, is to strengthen gender equality and the empowerment of women and girls. The strategy identifies priority areas for signature solution 6 and provides entry points for gender equality in each of the three development settings detailed in the Strategic Plan.

3.   The strategy is build on the following core principles: Human rights; women and men as active agents of change; "leaving no one behind"; engaging men and boys; contextualization; and innovation.

Approach

4.   UNDP follows a dual approach in operationalizing its gender strategy:

(a)   The organization supports: the empowerment of women and girls through targeted gender-specific interventions and addresses gender concerns in developing, planning, implementing and evaluating all policies and programmes. Undertaking gender analysis, collecting sex-disaggregated data, and pursue integrated, cross-sectoral approaches to address interconnected development challenges play a key role in achieving this; and

(b)   To address the root causes of gender inequalities, UNDP partners with other UN entities (especially UN Women), civil society organizations (CSOs), the private sector, academia, think-tanks, and the media. Established tools that UNDP applies to measure progress and provide incentives are the Gender Equality Seal, the Gender Marker, and UNCT-SWAP Gender Equality Score Card.

Priority areas

5.   Key priority areas under signature solution 6 which is to strengthen gender equality and the empowerment of women and girls are:

(a)   Removing structural barriers to women's economic empowerment, including women's disproportionate burden of unpaid care work. The strategy explicitly mentions SDG13 on climate change under this area;

(b)   Promoting women's participation and leadership in all forms of decision-making. The strategy explicitly mentions the critical importance of women's participation and leadership in all forms of decision-making, including in political office constitutional bodies, public administration, the judiciary, the private sector and in local, regional and global fora on climate action;

(c)   Strengthening gender-responsive strategies in crisis (conflict and disaster) prevention, preparedness and recovery; and

(d)   Preventing and responding to gender-based violence.

6.   Entry points for gender mainstreaming as relevant for the MLF are as follows:

(a)   Country/regional programme documents, programmes and projects are required to be informed by gender analysis. The programme/project rationale must address structural barriers to gender equality and the priority areas should identify concrete changes to advance gender equality in at least one area of intervention. The results and resources frameworks must include at least one gender-specific outcome and indicative outputs and indicators;

(b)   Ensuring women's access to training, decent work, technology and financing opportunities to facilitate their participation in zero- carbon development;

(c)   Supporting Governments to ensure that regional, national and local development policies, plans and budgets incorporate gender-responsive solutions for climate change adaptation and mitigation;

(d)   Supporting countries to integrate gender equality and women's empowerment into the implementation of the 2030 Agenda, the Paris Agreement on Climate Change and other internationally agreed instruments and into regional, national and local development planning. This requires addressing gender equality in mainstreaming, acceleration and policy support missions and ensuring that UNDP support for Sustainable Development Goal planning and implementation at all levels is gender-responsive, draws attention to the linkages between gender equality and the acceleration of all the Goals and supports national and local plans and budgets to address underlying gender inequalities that impede progress towards the Goals.

UNEP Gender Equality and the Environment: Policy and Strategy (2014-2017)

Strategy objective

7.   The UNEP gender policy and strategy builds on Rio+20 outcome document The Future We Want, and the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP). The policy and strategy will enable UNEP to work for gender equality and women's empowerment in a coherent and coordinated manner with all its development partners. Based on the strategy UNEP will play its part in ensuring that gender analysis is incorporated more systematically into environmental programming, that the insight, knowledge and expertise of women as well as men informs environmental decision making, and women and men participate directly in setting the environmental agenda on an equal basis.

8.   With regard to programmes, UNEP's objective reads as follows: Technical assistance provided to national, regional and local partners and stakeholders, so that their policies, plans and programmes achieve

clearly articulated, time-bound and measurable gender equality and women's empowerment results in each of UNEP's sub-programme areas, identified based on gender analysis, assessed against clearly defined baseline data disaggregated by sex and age.

9.   The strategy is an interim document towards the full inclusion of gender equality considerations into the Medium Term Strategy for UNEP for the current and future programming cycles, in accordance with system-wide good practice.

Approach

10.   The UNEP business model for gender mainstreaming is derived from the system-wide gender mainstreaming methodology. It articulates two areas, or levels, at which gender mainstreaming takes place: the level of the organisation (institutional arrangements) and the level of the programme, in order to achieve the desired results for women and men at all levels (global to country).

11.   The strategy outlines planned changes in the organization's gender architecture, gender financing, oversight, and human resources, capacity development, and communication, and mentions the planned release of a four-year Gender Implementation Plan (2014-2017).

Priority areas

12.   Thematic areas presented in the gender strategy are:

- Sub-Programme 1: Climate Change

- Sub-Programme 2: Disasters and Conflicts

- Sub-Programme 3: Ecosystem Management

- Sub-programme 4: Environmental Governance

- Sub-Programme 5: Chemicals and Waste

- Sub-Programme 6: Resource Efficiency

- Sub-Programme 7: Environment Under Review

13.   Entry points for gender mainstreaming as relevant for the MLF are best specified under "Sub-Programme 1: Climate Change."

14.   The objective is to strengthen the ability of countries to move towards climate- resilient and low emission strategies for sustainable development and human well-being.

15.   The sub-programme overview will achieve this by conducting scientific assessments; providing policy, planning and legislative advice; integrating gender relevant considerations and use of gender equality monitoring indicators into planning and capacity building processes; facilitating access to finance; undertaking pilot interventions and promoting the integration of these approaches through national development.

<u>Strategic entry points</u>

16.   Programme officers will ensure gender-sensitive project planning, implementation and monitoring. This includes but is not limited to making use of existing analytical frameworks and tools to integrate gender related considerations and gender equality monitoring indicators as necessary.

17.   UNEP will support collection, analysis and use of sex and age disaggregated data of the analysis of the different links between gender and climate change in a number of sectors, including: water and sanitation; agriculture; energy; land use, change, deforestation and degradation; biodiversity and traditional knowledge; forestry; climate financing and disaster risk reduction.

18.   UNEP will support capacity building activities that will ensure the increased participation of women in climate change decision making processes in line with the Gender Decision agreed upon in Doha, Qatar at the 18th Conference of the Parties on the UN Framework Convention on Climate Change.

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

19.   The UNIDO Policy on Gender Equality and the Empowerment of Women (2015) provides the overall guidelines for the gender strategy. The Gender Equality and Empowerment of Women Strategy 2016-2019 below outlines how UNIDO will implement its commitments.

<u>Strategy objective</u>

20.   The goal of the gender strategy is to promote gender equality and women's empowerment in all UNIDO programmes, policies and organizational practices, based on the vision of "strong, inclusive, sustainable and resilient economic and industrial growth and the effective integration of the economic, social and environmental dimensions of sustainable development." The gender strategy thus aims to strengthen gender equality both in the services the Organization delivers and within UNIDO itself, by applying a human-rights-based approach in line with United Nations system principles.

21.   The strategy outlines the relation of gender and inclusive and sustainable industrial development (ISID): UNIDO recognizes that women are key agents of change, who, as economic actors, leaders and consumers, play vitally important parts in every country's drive towards a higher level of industrialization in their economies. Gender equality is not only a human right, but also "smart economics."

<u>Approach</u>

22.   UNIDO will use a twin-track approach by combining two different strategies towards gender equality and empowerment of women and applying them for both programming and for building an enabling organizational environment:

   (a)   Gender mainstreaming means making women's as well as men's concerns and experiences an integral dimension of the needs assessment, design, implementation, monitoring and evaluation of all UNIDO programmes, policies and organizational practices; and

   (b)   Gender specific interventions or targeted actions are temporary special measures responding to gaps or a clear need of a particular group, including among UNIDO's own staff, with the objective of enabling them to equally participate in and benefit from industrial development efforts, and ensuring equal access to and benefit from UNIDO's programmes, projects and organizational practices. Women's economic empowerment programmes fall under this category.

Priority areas

23.   The Organization's programmatic focus for 2016-2019 is structured on three thematic priorities, each of which represents different aspects of ISID: (i) creating shared prosperity, (ii) advancing economic competitiveness, and (iii) safeguarding the environment.

24.   By mainstreaming gender in its core programmes and activities, complemented by specific interventions for women's economic empowerment, UNIDO seeks to contribute to structural changes at the level of policies, institutions, enterprises and communities, in order to ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

25.   Particular attention will be given to gender-sensitive industrial policy formulation and implementation to support policies that help address gender imbalances in the manufacturing sector (e.g. wage gaps) and unequal participation in leadership positions of industrial development, and that support the selection of sectors with the potential to economically empower women.

26.   In view of the disparities and different pace in enhancing gender equality and women's empowerment among and within the five regions where UNIDO operates, the Organization will develop and implement programmes and projects to help overcome the uneven level of progress.

27.   Ultimately, the aim is to ensure that women and men (a) have equal access to resources, (b) are enabled to exercise their rights and (c) participate on an equal basis and with an equal voice in economic decision-making.

Entry points for gender mainstreaming as relevant for the MLF

28.   Actions towards the integration of gender in the thematic priority areas that involve UNIDO's Programme Development and Technical Cooperation Division are:

(a)   Conduct at least one leading study per biennium that contributes to a better understanding of the gender equality-industrialization nexus;

(b)   Conduct capacity-building programmes for counterparts on gender mainstreaming in industrial policy formulation and implementation;

(c)   Systematically include gender analysis to address the different needs and priorities of women and men in all new programmes and projects, and assign a gender marker;

(d)   Strengthen gender mainstreaming in three thematic priority areas, complemented by gender-targeted interventions, thus increasing the share of programmes and projects that significantly contribute to gender equality and women's empowerment;

(e)   Develop strategic partnerships with other organizations and institutions, as well as the private sector, to leverage resources and advocacy support for promoting gender equality and women's empowerment; and

(f)   Develop gender indicators at the country, programme and project levels to stimulate and track gender outcomes, in consultation with project managers.

The World Bank Group (WBG): Gender Equality, Poverty Reduction, and Inclusive Growth – Gender Strategy (2016-2023)

Strategy objective

29.   The gender strategy builds on the conceptual framework of the World Development Report 2012: Gender Equality and Development but tweaks it to capture three additional dimensions: the interconnectedness between the three domains (economic opportunities, endowments, agency); the potential of programmatic interventions to tackle specific issues in these domains; and in a world facing climate change and conflict-related shocks, the interactions between households, markets, and institutions that influence gender equality growth, and resilience.

Approach

30.   Addressing these objectives requires an approach that includes understanding changes in gender roles and relations, taking advantage of opportunities created by displacement to address harmful gender practices in a sustainable manner, addressing issues specific to women and children, and addressing issues of masculinity and needs of young men.

31.   The strategy mentions an Implementation Plan to be rolled out in 2016 (this plan is not available online). Generally, the Gender Strategy emphasizes five pathways to operationalize the strategy:

    (a)   Deepening the country-driven approach;

    (b)   Developing a better understanding of what works;

    (c)   Building on what works;

    (d)   Establishing a strategic approach to mainstreaming that helps achieve results; and

    (e)   Leveraging partnerships for effective outcomes.

Priority areas

32.   The strategy prioritizes four strategic objectives:

    (a)   Improving endowments: health, education, and social protection: this objective focuses on closing the remaining sticky, first-generation gaps, while highlighting emerging issues to continue poverty reduction and shared prosperity;

    (b)   Removing constraints for more and better jobs: two strategic objectives are the focus, namely: (i) lifting constraints to increase the quantity and quality of jobs, and closing gender earning gaps; and (ii) improving the conditions under which women are able to secure ownership and control over productive assets and to access the finance and insurance needed to purchase those assets, put them to work, and protect their capital value;

    (c)   Removing barriers to women's ownership of and control over assets; and

    (d)   Enhancing women's voice and engaging men and boys: the focus lies on helping reduce early marriage and teen pregnancies, prevent and respond to gender-based violence, address adverse masculinity norms in fragile and conflict-affected situations and other

environments, and enhance the effective role of women in decision making in service-delivery governance structures at the subnational level.

33.   Furthermore, the strategy stated that an emerging area for the WBG is bringing a gender focus to climate resilience and developing gender-smart solutions to climate change.

Entry points for gender mainstreaming as relevant for the MLF

34.   The logical flow in addressing mainstreaming is analysis (identify gaps in outcomes between women and men in a given sector), actions (design interventions to address the gaps between women and men), monitoring and evaluation (support mechanisms to measure changes in outcomes between women and men). Within this flow, entry-points for gender mainstreaming as relevant for the MLF include:

(a)   Improving human endowments: increase opportunities for girls' participation in Science, Technology, Engineering and Mathematics (STEM) fields. Support girls' educations and training in STEM;

(b)   Removing constraints for more and better jobs: raising awareness of the importance of child care options; affordable and reliable transport; reducing occupational sex segregation; supporting women entrepreneurs;

(c)   Removing barriers to women's ownership of and control over assets; and

(d)   Enhancing women's voice and engaging men and boys: support changing the norms and expectations about female and male roles and needs of men, women, boys and girls.

35.   Additional entry points are the spelled out priority of collecting more and better sex-disaggregated data, building on what works (i.e., impact assessments/evaluations), and disseminate good practices.

Canada: Policy on Gender Equality

Strategy objective

36.   The policy has three strategic objectives:

(a)   To advance women's equal participation with men as decision makers in shaping the sustainable development of their societies;

(b)   To support women and girls in the realization of their full human rights; and

(c)   To reduce gender inequalities in access to and control over the resources and benefits of development.

Approach

37.   To achieve these objectives, the following three principles must be adhered to: gender equality must be considered as an integral part of all Global Affairs Canada policies, programmes and projects; recognizing that every policy, programme and project affects women and men differently; and achieving gender equality does not mean that women become the same as men. Equality means that one's rights or opportunities do not depend on being male or female.

38.   In order to successfully promoting gender equality and understand the local context, gender analysis is an indispensable tool. Gender analysis examines the relationship between women and men. It identifies the varied roles played by women and men, girls and boys in the household, community, workplace, political processes, and economy. For gender analysis to be effective, resources and commitment to implement the results of the analysis are necessary. Three important points must be considered: gender analysis requires skilled professionals with adequate resources; benefits from the use of local expertise; and the findings must be used to actually shape the design of policies, programmes and projects.

Priority areas

39.   Gender equality must be considered as an integral part of all Global Affairs Canada policies, programmes and projects; there are no specific priority areas.

Entry points for gender mainstreaming as relevant for the MLF

40.   Since gender must be considered in all policy, programmes, and projects, and gender analysis is the recommended tool towards this end, such analysis offers the entry point for gender mainstreaming as relevant for the MLF: respective questions and research should be undertaken as part of the project planning and design phase.

Annex II

GENDER MAINSTREAMING CHECKLIST FOR PROJECTS

Project component	Question	Answer		
		Yes	No	Partially
Project preparation	Does the project concept include consideration of (a) the different situations of women and men, and (b) the impacts the project will have on these different societal groups?			
	Does the project explicitly address one or more of the identified gender issues/ gender-differentiated project impacts? Please describe how, and if not provide an explanation.			
Data and statistics	Where applicable, does the project require the collection of sex-disaggregated data and qualitative information to analyze and track gender issues?			
Results framework	Are outcomes, outputs and activities designed to meet the different needs and priorities of women and men?			
	Does the results framework include gender responsive indicators, targets and baseline data to monitor gender equality results?			
Budget	Has the budget taken into account allocations for the proposed gender activities (e.g., capacity building activities for female technicians)?			
Stakeholders and participation	Are women/gender-focused Ministries, groups, associations or gender units in partner organizations consulted/included in the project?			
	Does the project ensure that both women and men can provide inputs, access and participate in project activities (e.g., through outreach / invitations of female technicians to participate in capacity building activities)?			
Gender capacities	Has a gender expert been recruited or does the project staff have gender knowledge and have gender related tasks incorporated in their job descriptions?			
	Will project staff and stakeholders be sensitized to gender (e.g., through completion of UN Women online training courses)?			
Implementation arrangement	Is there gender-balanced recruitment of project personnel and gender balanced representation in project boards and steering committees?			
Monitoring and evaluation	Does the monitoring and evaluation of the project require specific reporting on gender issues and progress made to address these (quantitatively and qualitatively)?			

Source: Adjusted from UNIDO (2015), Gender Mainstreaming Guide: Montreal Protocol Projects.

Annex III
ROLES AND RESPONSIBILITIES OF MULTILATERAL FUND INSTITUTIONS
IN GENDER MAINSTREAMING

INSTITUTION	ROLES AND RESPONSIBILITIES
Executive Committee	• Provide overall guidance on the implementation of the gender policy and agree performance indicators for bilateral and implementing agencies • Review progress reports of the Fund Secretariat to determine how gender performance indicators are met, including evaluation reports prepared as part of Monitoring and Evaluation activities.
Multilateral Fund Secretariat	• Prepare and develop guides for bilateral and implementing agencies to ensure the consistent treatment of gender issues in projects, in line with the policy guidance provided by the Executive Committee • Ensure that submissions from bilateral and implementing agencies are consistent with the revised guides, and that the project-cycle management process adequately reflects the gender policy as decided by the Executive Committee • Ensure that all relevant progress and financial reporting clearly includes gender indicators identified by Executive Committee, and recommend actions by the Executive Committee based on these reports, where required • Organize periodic evaluations on mainstreaming gender in Multilateral Fund-supported projects
Bilateral and implementing agencies	• Ensure that projects and programmes submitted to the Secretariat adhere to the policy and guidance put forth by the Executive Committee, and are consistent with the gender policy and guidelines of their respective agencies/organisations • Report on the progress and results relating to gender as part of all project reports and tranche implementation reports, including sex-disaggregated data about project implementation when applicable, consistent with guidelines of the Executive Committee • Collect best practices and lessons learned on gender mainstreaming in Fund-supported projects, and share these experiences with the regional networks of Ozone Officers
Article 5 countries	• Ensure that projects submitted through any bilateral and implementing agencies have undergone the required gender considerations in line with applicable guidelines of Multilateral Fund-supported projects and consistent with national policies • Commit to ensuring that national policies on gender are applied also to the implementation of Fund-supported projects • Report through regional network meetings on experiences and challenges faced including best practices found while integrating gender issues into national plans

Annex IV
LIST OF GENDER RESULTS AND INDICATORS

Result	Indicator (where applicable)
Gender-responsive human resource management (recruitment focused)	• Number and percentage of applications received from women and men • Number of efforts undertaken to encourage women to apply • Number of efforts undertaken to recruit women • Number and percentage of male and female consultants/experts/technical assistants etc. recruited through the project • Terms of reference (TOR) include gender competence as requirement in (yes/no) • TORs include provision that encourages women to apply (yes/no) • Gender competence was tested as part of interview/test (yes/no) • Number and percentage of women and men in recruitment panel • Number and percentage of women and men in management/leadership positions • Database with women experts established (yes/no) • Work environments are gender-friendly (yes/no) • Efforts undertaken to encourage stakeholders/partners to recruit women (yes/no) • Gender focal point for project identified (yes/no)
Documents prepared under the project are gender-responsive (e.g. policies, strategies, training materials, knowledge products)	• Number of gender-responsive assessments • Number of specific gender assessments • Technical reports have gender section (yes/no) • Percentage of data collected in assessments disaggregated by sex • Number and percentage of women and men interviewed in assessments • Assessment team included gender specialist (yes/no) • Number and percentage of gender-specific questions included in assessments • Number of gender references in text • Number and percentage of women and men involved in development of document • Number of associations/networks/stakeholders focusing specifically on GEWE were consulted throughout the process • Number and percentage of graphic material in document that portrays women and men • Presented data is disaggregated by sex (yes/no) • Good gender practices and lessons learned on gender are documented (yes/no)
Gender-responsive knowledge management/dissemination	• Number of gender-specific content disseminated (e.g. through online platforms, events) • Number of events focusing on gender held (e.g. trainings, workshops, discussions, round tables, side events at conferences) • Number of women and men that received/accessed information
Gender-responsive capacity building (for gender-responsive training see above)	• Number and percentage of male and female participants • Number and percentage of trainings for gender issues • Number and percentage of trainings that include targeted session on gender • Number and percentage of trainings undertaken in collaboration with gender focal points/gender experts'/gender departments • percentage of time dedicated to gender in trainings • Number and percentage of women presenting in trainings • Data presented in trainings is disaggregated by sex (yes/no) • Trainers have gender competence (yes/no)

	• Gender specialist involved in preparation of training and information material (yes/no) • Training/information material is gender-sensitive (yes/no)
Work environments are gender-friendly	• Number of stakeholders (e.g., private sector partners) sensitized on the need for gender-friendly work environments • Flexible working hours possible (yes/no) • Child care facilities available at the work place (yes/no) • Separate washrooms for women and men available (yes/no) • Transport for women and men available to workplace (yes/no)
Enhanced economic empowerment of women	• Number and percentage of women and men in formal employment (by sector and type) • Number and percentage of women and men in leadership positions • Number and percentage of women and men trained • Number and percentage of enterprises owned by women and men • Number and percentage of enterprises managed by women and men • Evidence that perception of women's empowerment has changed (e.g. testimonies, interviews)
Enhanced understanding of GEWE among project staff / stakeholders and beneficiaries	• Number and percentage of staff / stakeholders / male and female beneficiaries who received training on gender • Evidence that women are more aware of their rights (e.g. through interviews/testimonies) • Evidence that men are supportive of GEWE (e.g. through interviews/testimonies)