



## SECRETARIAT

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Distribution: All staff members at Headquarters  
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## DIRECTOR-GENERAL'S BULLETIN

## POLICY ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN

## I. Introduction

1. UNIDO recognizes that gender equality and the empowerment of women have a significant positive impact on sustained economic growth and inclusive and sustainable industrial development (ISID), which are drivers of poverty reduction, social integration and environmental sustainability.
2. The Organization pursues the programmatic goals of gender equality and the empowerment of women both collectively within the United Nations system and individually as the United Nation's specialized agency mandated to advance the well being of women and men in all countries, through ISID.
3. UNIDO is committed to achieving the goal of gender balance in the Organization. To this end, improved affirmative measures on the part of UNIDO's management are necessary to reach the target of gender balance in the Secretariat. Therefore, the Organization will set targets on measures to be taken towards gender parity and regularly report on progress achieved.
4. UNIDO's policy on gender equality and the empowerment of women provides the overall guidelines for establishing a gender mainstreaming strategy that:
  - Ensures that a gender perspective is reflected in its programmes, policies and organizational practices;
  - Advances the overall goal of gender equality and the empowerment of women, particularly the economic empowerment of women;
  - Benefits from the diversity of experiences and expertise within the United Nations system to advance the internationally agreed development goals related to gender equality, in line with the Organization's mandate on ISID;
  - Accelerates the Organization's efforts to achieve the goal of gender balance, in particular at decision-making levels.

## II. Operational Guidance

5. In order to advance the organizational commitments of UNIDO to gender mainstreaming, corresponding adjustments are needed in the organizational policies and culture of the Secretariat, and in substantive programmes and projects.

6. In line with the Chief Executive Board (CEB)'s system-wide policy<sup>1</sup>, the UN System-Wide Action Plan (UN SWAP) for its implementation<sup>2</sup>, the emerging post 2015 agenda, other internationally agreed goals and its mandate on ISID, UNIDO considers gender mainstreaming as a key strategy for achieving gender equality and the empowerment of women.
7. Coordinated and consistent processes and mechanisms are essential for effective gender mainstreaming in UNIDO's policies, programmes and business practices. The mechanisms adopted by the Organization incorporate and build on experiences that have proven most successful in their use by UNIDO and other United Nations entities and partner organizations.
8. Performance requirements that the Organization sets for its policies, programmes and business practices comprise of actions and measures along six pillars of the UN SWAP:
  - A. **Accountability** for gender equality results among staff at all levels in order to close implementation gaps in organizational policies, programmes and business practices,
  - B. **Results based management** for gender equality and empowerment of women by utilizing common-system indicators and measurement protocols,
  - C. **Oversight** through monitoring, evaluation, audit and reporting by means of programme/project appraisal and review processes, peer reviews, gender audits and collection of sex-disaggregated baseline and monitoring data,
  - D. **Human and financial resources**, through strengthening of the Organization's gender mainstreaming architecture, better utilization of current resources and allocation of additional resources where required, alignment of resources with expected outcomes and tracking the utilization of resources, while paying significant attention to the creation and preservation of a positive organizational culture and to gender balance within the Organization;
  - E. **Capacity development** of staff and building of organizational competency in gender mainstreaming by adopting both common-system and Organization-specific capacity development approaches; and
  - F. **Coherence, and knowledge and information management** on gender equality and empowerment of women in ISID at the global, regional and national levels through the development of partnerships with women's organizations, the private sector, multilateral and bilateral partners of UNIDO, development finance institutions and the UN system.
9. The outcomes and achievements targeted on accountability, results based management, oversight, human and financial resources, capacity development and coherence and knowledge and information management on gender mainstreaming are described in detail below and closely follow the protocols agreed in the UN SWAP.

#### A. Accountability

##### **I. Gender Mainstreaming policies and plans**

- i. The Organization will put in place specific senior level mechanisms for ensuring accountability for the promotion of gender equality and the empowerment of women, addressing gender-related implementation gaps in ISID, particularly in its

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<sup>1</sup> United Nations System-wide Policy on Gender Equality and the Empowerment of Women: focusing on results and impact; CEB/2006/2

<sup>2</sup> UN System-wide Action Plan for Implementation of the CEB Policy on Gender Equality and the Empowerment of Women (UN SWAP); CEB/2013

technical cooperation activities, research and policy advisory services, standards setting and compliance and normative functions at country, regional and global levels as well as in its organizational policies and business practices;

- ii. The Organization will ensure that it has up-to-date gender mainstreaming and the equal representation of women policies and plans that are consolidated and presented in a four-year Gender Equality and Empowerment of Women (GEEW) Strategy for each of its Medium Term Programme Framework cycles. Relevant elements of the GEEW Strategy will be aligned with the Organization's Medium Term Programme Framework and with its biennial Programme and Budgets;
- iii. Progress in the implementation of the GEEW Strategies at the organizational level will be monitored and reported on a biennial basis. The results of the GEEW Strategy reviews will be taken into consideration in the Organization's Programme and Budgets;
- iv. Organizational Units at Headquarters and in the Field will plan their gender equality and empowerment of women measures and activities on policies, programmes and business practices on an annual basis; and
- v. The Organization will allocate sufficient resources to the implementation of prevailing GEEW Strategies within their term.

## **II. Gender responsive performance management**

- i. The Organization will integrate gender equality and the empowerment of women into its core values and competences framework and staff performance management system, with particular focus on staff at levels P4 and above, including those staff in decision-making positions and in all its Committees, Advisory Bodies and Field Offices;
- ii. The Organization will ensure that all Division Heads and Directors at Headquarters and in the Field will incorporate gender responsive goals and performance indicators in their personal compacts and cascade these down into the personal compacts and work plans of all staff under their supervision on an annual basis; and
- iii. The Organization will put in place a system of recognition for excellent work on promoting gender equality and women's empowerment in its policies, programmes and business practices.

### B. Results based management for gender equality and empowerment of women

## **III. Strategic planning**

- i. UNIDO's Medium Term Programme Framework (MTPF) and Programme and Budget (P&B) documents will incorporate gender analysis; and
- ii. Both MTPF and P&B will include more than one specific accomplishment/outcome and more than one indicator on gender equality and empowerment of women.

## **IV. Monitoring and reporting**

- i. Gender equality and women's empowerment results achieved through the implementation of MTPF and P&B will be reported by the Secretariat to relevant Policymaking Organs in regular sessions;
- ii. Organizational Units at Headquarters and in the Field will monitor and report on the results of the implementation of their gender equality and empowerment of women measures and activities on policies, programmes and business practices on an annual basis;
- iii. All key UNIDO data produced in programmes and projects, industrial statistics and statistics about the Organization itself will be sex-disaggregated, or specific reasons will be noted for not disaggregating data by sex; and
- iv. UNIDO's results based management guidance will mainstream gender equality and the empowerment of women.

### C. Oversight

#### **V. Evaluation**

- i. Evaluations conducted by UNIDO will meet UN Evaluation Group's (UNEG) gender related norms and standards, and
- ii. Evaluations will demonstrate effective use of the UNEG guidance on evaluating from a human rights and gender equality perspective, as indicated by the Organization's meta-evaluation scores according to the UNEG Evaluation Scorecard.

#### **VI. Gender responsive auditing**

- i. As part of UNIDO's risk based audit cycle, consultations will take place with all levels of UNIDO, including the top management, Branches and Units at Headquarters and a representative sample of Field Offices, on the risks related to the Organization's strategy and plans to achieve gender equality and women's empowerment, and
- ii. ILO Participatory Gender Audit or equivalent will be carried out at least every five years, starting from 2017.

#### **VII. Programme/Project Quality Review**

- i. UNIDO's programme/project quality appraisal and approval systems will fully integrate gender analysis, and
- ii. Programmes/projects that excel on gender equality and women's empowerment will be recognized through a formal system to be put in place.

### D. Human and financial resources

#### **VIII. Financial resource tracking**

- i. UNIDO will incorporate a financial resource tracking mechanism into its Enterprise Systems to quantify disbursement of funds that promote gender equality and women's empowerment, and
- ii. Results of financial resource tracking on gender equality and women's empowerment will be taken into consideration when the Medium Term Programme Frameworks and Programme and Budgets are prepared.

#### **IX. Financial resource allocation**

- i. The Organization will set a financial benchmark for the implementation of its gender equality and women's empowerment mandate, as part of ISID in its Programme and Budget 2016-2017, and
- ii. The Organization will meet its financial benchmark by the end of 2017, with the aim of exceeding it by the end of its medium term planning cycle ending in 2019, and
- iii. The Management will review the progress achieved towards meeting the financial benchmark set in its planning and budgeting cycles, and make revisions as required.

#### **X. Gender architecture**

- i. The gender architecture described in detail in Article 10 of this policy will be fully resourced to achieve gender mainstreaming along UNIDO's mandate.
- ii. Gender Focal Points (GFP) for each Headquarters Branch and at Field Offices will be
  - a. Appointed from staff members at the level P3 and above at Headquarters and senior P/NO level staff at Field Office;
  - b. Have written terms of reference;
  - c. At least 20 percent of a GFP's time will be allocated to gender focal point functions; and
  - d. Specific funds will be allocated to support gender focal point networking;

- iii. The Organization will put in place a plan to achieve the equal representation of women for General Service and Professional staff that will be determined in due course.

**XI. Organizational culture**

- i. The Gender Mainstreaming Steering Board will take all necessary measures to ensure that the organizational culture fully supports promotion of gender equality and the empowerment of women.
- ii. Senior managers (Executive Board members and all Directors) will demonstrate leadership and public championing of promotion of the equal representation of women.

E. Capacity development

**XII. Assessment**

- i. UNIDO will carry out an organization-wide assessment of capacity of staff at Headquarters and Field Offices on gender equality and women's empowerment; and
- ii. Update its capacity development plan at least every three years.

**XIII. Development**

- i. The Organization will provide mandatory training on gender equality and empowerment of women for all levels of staff at Headquarters and Field Offices, and
- ii. All senior managers (Director level and above) will receive tailored training on gender equality and empowerment of women during their orientation.

F. Coherence, knowledge and information management

**XIV. Knowledge generation and communication**

- i. The Organization will systematically document and publicly share knowledge on gender equality and women's empowerment within the scope of ISID;
- ii. UNIDO's communication plan will include, as an integral component, internal and external public information dissemination on gender equality and women's empowerment in line with its mandate on ISID; and
- iii. The Organization will be actively involved in inter-agency community of practice on gender equality and the empowerment of women.

**XV. Coherence**

- i. UNIDO will participate systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women; and
- ii. Participate in the UN SWAP peer review process.

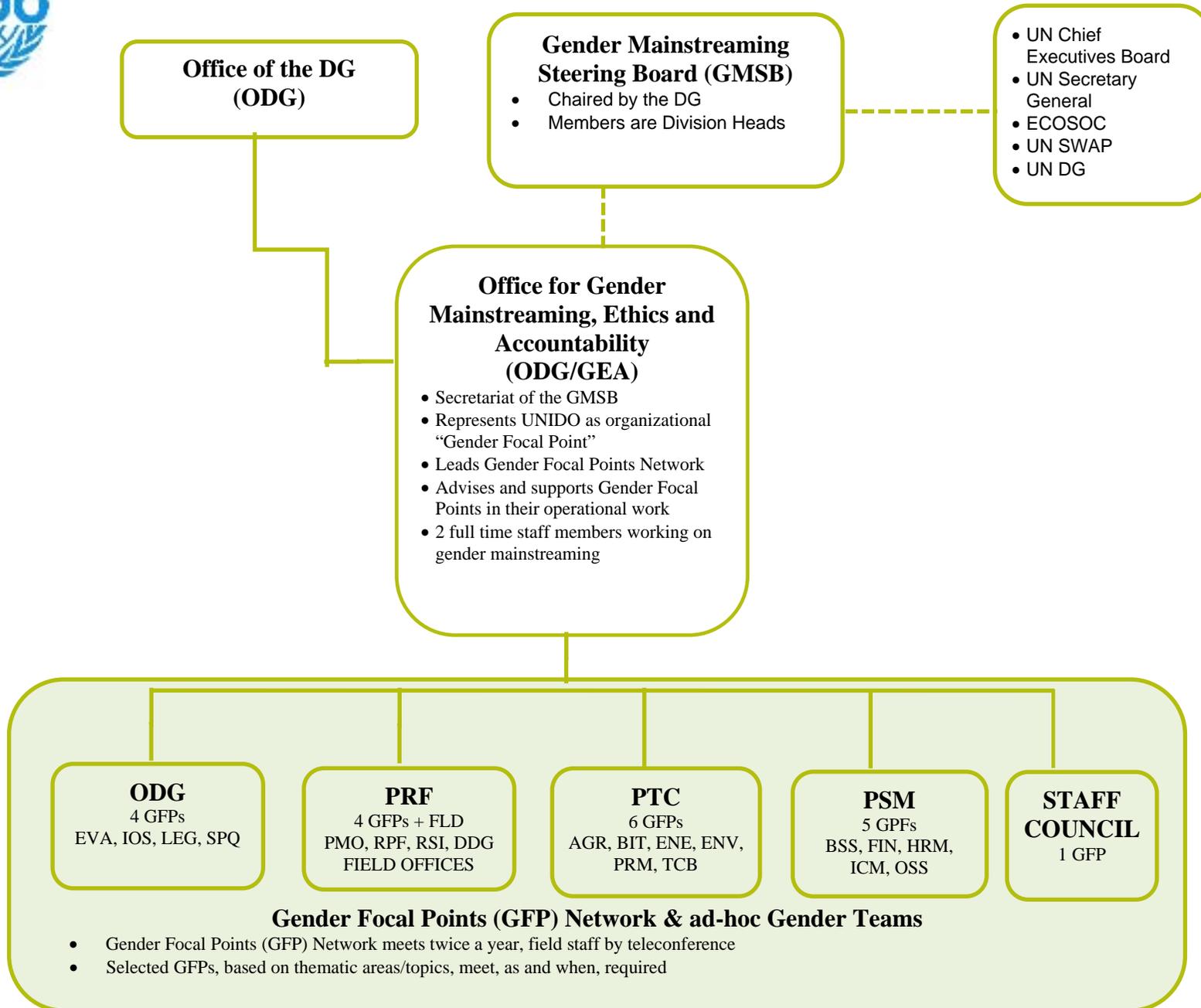
III. Institutional Arrangements

10. The Gender Mainstreaming architecture in UNIDO, shown in the schematic below, comprises of:

- a) The Gender Mainstreaming Steering Board, chaired by the Director General;
- b) The Office for Gender Mainstreaming, Ethics and Accountability, in the Director General's Office, comprised of two full-time professional staff members;
- c) The Gender Focal Points at Headquarters and the Field (i.e. from all organizational units of UNIDO) which constitute the UNIDO Gender Focal Points Network and the ad-hoc Gender Teams operating on a thematic basis;



## UNIDO's Gender Mainstreaming Architecture



## **Gender Mainstreaming Architecture**

### ***Director General***

11. The ultimate authority and responsibility for achieving results in gender mainstreaming in UNIDO rests with the Director General.

### ***Gender Mainstreaming Steering Board (GMSB)***

12. The Director General is assisted by the Gender Mainstreaming Steering Board (GMSB), which is UNIDO's Executive Board chaired by the Director General and comprising of the Division Heads.
13. The GMSB convenes every six months to monitor and oversee the implementation of the four-yearly GEEW strategies, approve annual gender mainstreaming plans and targets, review progress on results achieved and to take remedial measures to put the gender mainstreaming efforts back on track, when needed.
14. The GMSB allocates human and financial resources to the Office for Gender Mainstreaming, Ethics and Accountability and is in charge of recognizing good performance, guidance for improvements, and sanctions for poor performance. The Gender Coordinator, who is a member of the Office for Gender Mainstreaming, Ethics and Accountability in the Office of the Director General, is the Secretary of the GMSB and also act as the organizational Gender Focal Point.

### ***Gender Focal Points (GFPs)***

15. Achievement of results in gender mainstreaming in UNIDO's policies, programmes and business practices is the responsibility of all UNIDO staff at all levels. Therefore, UNIDO's gender mainstreaming architecture is built on the principles of inclusiveness, taking responsibility and being accountable for gender mainstreaming of the Organization's policies, programmes and business practices by participation in UNIDO's Gender Focal Points network.
16. The Gender Focal Points (refer 9.x.ii) shall normally serve for periods of two years. Branch GFPs devote 20% of their time to GFP functions and GFP outputs to be produced are included in their annual compact. GFPs are supported by the Office for Gender Mainstreaming, Ethics and Accountability and receive training to undertake their functions satisfactorily. Assignment of GFPs is announced in a Director General's Bulletin to the Organization.
17. Primary responsibilities and tasks of all GFPs consist of the following:
  - Promote greater awareness of gender issues at the organizational and programmatic levels and a gender-sensitive work environment in their Branch;
  - Support and encourage training/capacity development initiatives related to GEEW in the area of Branch's work for UNIDO staff, and contribute to related capacity development initiatives for clients and partners of UNIDO;
  - Identify, in collaboration with the Branch Director and colleagues, good practices and initiatives that promote GEEW and take action to enhance visibility of these initiatives through dissemination of information and knowledge sharing, under the coordination of the Office for Gender Mainstreaming, Ethics and Accountability;
  - With support and collaboration of Branch colleagues and under the supervision of the Branch Director, prepare annual gender mainstreaming plans in line with the principles and targets set in this policy document and in the four-year GEEW strategy of the Organization and semi-annual progress reports to the GMSB through the Office for Gender Mainstreaming, Ethics and Accountability;

- Contribute, within their mandated areas, to the preparation, implementation, monitoring and reporting on the progress achieved in the implementation of the four-year GEEW Strategy through the Office for Gender Mainstreaming, Ethics and Accountability.
- Undertake, on a full time basis, the UNIDO Gender Officer functions for a period of six months in the Office for Gender Mainstreaming, Ethics and Accountability, if assigned.
- Participate in and contribute to Gender Focal Point Network activities; take part in ad-hoc Gender Teams on thematic issues; and in networking with other GFPs at Headquarters and the Field.

#### ***Gender Focal Points (GFPs) in PRF and PTC<sup>3</sup>***

18. In addition to the GFP functions described in Article 17, GFPs in PRF and PTC have the following additional responsibilities and tasks:

- Assist Branch colleagues to integrate GEEW aspects in their programmes and projects throughout the different phases of the project cycle, including Branch-specific guidance on the effective use of the gender tools, identification of gender-sensitive outcomes, outputs and sex-disaggregated indicators, and use of gender responsive implementation, monitoring and evaluation practices in technical cooperation, research and policy advice, standard setting and compliance and normative activities;
- Appraise and approve programmes and projects of their Branch from a gender perspective and undertake the function of Gender Advisor as required by the programme and project formulation and approval function introduced with Director General's Bulletin UNIDO/DGB/(P). 130 of 4 July 2014.

#### ***Gender Focal Points (GFPs) in Field Offices***

19. In the absence of senior P/NO level staff at Field Offices, the UNIDO Representatives undertake GFP functions. In addition to the GFP functions described in Article 17, the field level GFPs also:

- Seek and promote partnerships and networks on GEEW with their counterparts from UN Women and other sister organizations in the UN Country Team (UNCT);
- Network, encourage and support consultations and cooperation on GEEW with relevant national gender machineries, non-governmental organizations, and focal points in government ministries;
- Support and coordinate the inclusion of at least one specific outcome and related indicator on GEEW into the regional and/or country programmes;
- Stay informed on policy developments related to GEEW at the regional and country/national level, including through the UNCT, in particular those relating to UNIDO's mandate; and regularly report significant developments to the GMSB through the Office for Gender Mainstreaming, Ethics and Accountability.

#### ***Gender Focal Points (GFPs) in ODG, PSM<sup>4</sup> and the Staff Council***

20. In addition to the GFP functions described in Article 17, the GFPs in ODG, PSM and the Staff Council also:

- Take responsibility, under the supervision of their Directors and leadership (in case of the Staff Council, the President), for designing and proposing to GMSB, through the Office for Gender Mainstreaming, Ethics and Accountability, measures and actions that are described in Article 9 of this Policy and that fall under the mandate of their Branch;
- Be responsible for implementation, monitoring and reporting of approved measures and actions.

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<sup>3</sup> PRF: Industrial Policy, External Relations and Field Representation Division, PTC: Programme Development and Technical Cooperation Division

<sup>4</sup> PSM: Programme Support and General Management Division

### *Office for Gender Mainstreaming, Ethics and Accountability*

21. The Office for Gender Mainstreaming, Ethics and Accountability is established within the Office of the Director General. The Office's gender mainstreaming functions are led by the Gender Coordinator, who will normally be a staff member at the level P4. The Director General will, on a rotational basis, temporarily assign a staff member at the professional level to the Office as Gender Officer along with his/her post. The assignment will be full time, for a maximum period of six-months, following which the staff member will normally return to the releasing branch. As Gender Officer, the staff member will perform duties that correspond to their personal grade. During the temporary assignment, responsibility for performance management will remain with the releasing branch. The staff member will receive an evaluation of his/her achievements at the end of the temporary assignment, which will be reflected in his/her performance appraisal for the cycle in question. The releasing branch will make appropriate arrangements during the period of the temporary assignment within their allocated resources. Additional Gender Advisor(s), recruited based on needs identified by the Office, as well as senior advisors on secondment from Member States and/or UNIDO partner organizations, including the UN system may be assigned to the Office for Gender Mainstreaming, Ethics and Accountability.
  
22. The Office for Gender Mainstreaming, Ethics and Accountability is responsible for promoting gender equality and the empowerment of women within the Organization, including the systematic gender mainstreaming of all policies, programmes and organizational practices as well as working towards achieving gender parity/balance within UNIDO by supporting the work of the Gender Focal Points and ad-hoc Gender Teams at all levels. The Office also serves as the Secretariat of the Gender Mainstreaming Steering Board and as the Chair of the Gender Focal Points Network. There's no overlap of responsibilities and tasks and no reporting relationship between the Gender Coordinator and the Gender Officer and the Focal Point for Ethics and Accountability, also located in the Office for Gender Mainstreaming, Ethics and Accountability.
  
23. Gender mainstreaming specific responsibilities and tasks of the Office for Gender Mainstreaming, Ethics and Accountability consist of the following:
  - Coordinate the formulation, implementation, review and reporting of the four-yearly Gender Equality and Women's Empowerment (GEEW) Strategies of UNIDO based on the principles, measures and actions as described in this Policy;
  - Monitor the gender mainstreaming activities of the Organization to identify trends, best practices, and challenges as well as propose new initiatives to promote continued learning and shared ownership of gender mainstreaming results, in collaboration with GFPs, the Gender Focal Point Network and ad-hoc Gender Teams;
  - Serve as UNIDO's focal point for gender equality and women's empowerment in the UN system; draft UNIDO's inputs to gender related interagency and intergovernmental reports (e.g. for UNSG, ECOSOC, UNSWAP) and actively participate in related gender networks to ensure system-wide coherence, visibility and knowledge sharing;
  - Coordinate the establishment of common indicators, benchmarks and targets for gender mainstreaming in the context of monitoring, evaluation, audit and reporting in cooperation with all branches, Office of Internal Oversight Services and the Evaluation Group, in line with the four-yearly GEEW Strategies, and conduct internal gender mainstreaming related evaluations, gender audits and peer reviews, in cooperation with ODG/EVA, ODG/IOS and Branches;
  - Provide gender mainstreaming guidance and support (helpdesk service) to all GFPs and ad-hoc Gender Teams in the Organization, including the Field Offices;
  - Develop training and tools and conduct training and awareness activities that strengthen and support the capacity of UNIDO staff at headquarters and in the field to effectively mainstream gender in their area of work;

- Formulate UNIDO approaches, thematic strategies, policy briefs and issue papers on key ISID issues related to gender equality and women's empowerment, that reflect the shared experience of UNIDO, and ensure their effective communication within the Organization and to external partners, in close collaboration and coordination with GFPs;
- Establish and maintain information and knowledge sharing and collaboration among branch-level and field office Gender Focal Points through regular networking events;
- Support the development and implementation of a financial resource tracking system, in line with UN system standards and protocols, for resources allocated and/or utilized to promote gender equality and women's empowerment in close cooperation with PSM/FIN<sup>5</sup>;
- Support the development and implementation of a gender parity/balance strategy in close cooperation with PSM/HRM<sup>6</sup>;
- Manage communication with relevant stakeholders and develop appropriate communication tools for UNIDO's gender mainstreaming profile in close cooperation with PRF/PMO<sup>7</sup>;
- Represent UNIDO at global fora, conferences and meetings involving gender equality and women's empowerment and/or provide appropriate support to senior management and guidance to other organizational units representing UNIDO in such meetings;
- In close cooperation with PRF/PMO, keep member states informed of UNIDO's gender mainstreaming activities through information sharing on best UNIDO programmatic practices and the related activities in support of this GEEW Policy and the four-year GEEW Strategies;
- Establish and maintain strategic partnerships and facilitate coherence and coordination with all parts of the UN system, civil sector organizations, the private sector, academia and Member States on gender equality and women's empowerment;
- Provide strategic and operational guidance to management to ensure UNIDO's gender related activities are aligned with and continuously evolve in line with UN system policies (i.e. UN SWAP) and follow recommendations and donor priorities and requirements (e.g. GEF and UNIDO's other partners and donors).

#### ***Gender Focal Points Network and ad-hoc Gender Teams***

24. A Gender Focal Points Network is established by the Organization and is chaired by the Gender Coordinator. The Gender Focal Point Network comprises of all Gender Focal Points, both at UNIDO headquarters and the field, and meets at least twice a year prior to the meetings of the Gender Mainstreaming Steering Board, with field level GFPs joining via teleconference. At other times, the Network meets as required and called to sit by its Chairperson. The Network is responsible for ensuring coherence and strategic alignment between all Gender Focal Points, information sharing on innovations and best practices and for thematic learning exercises.
25. The ad-hoc Gender Teams, which will comprise of selected Gender Focal Points based on thematic issues, may be constituted based on demand identified by the GMSB, the Office for Gender Mainstreaming, Ethics and Accountability, a group of GFPs, and Branches. Gender Teams, to be set by the Office for Gender Mainstreaming, Ethics and Accountability, will elect their own Chairpersons; decide on their own working procedures and report on their outcomes to the Office for Gender Mainstreaming, Ethics and Accountability.

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<sup>5</sup> PSM/FIN: Financial Services Branch

<sup>6</sup> PSM/HRM: Human Resources Management Branch

<sup>7</sup> PRF/PMO: Policymaking Organs Secretariat, Advocacy and Communications Branch

***Implementation***

26. This Policy shall be operationalized in the four-yearly Gender Equality and Empowerment of Women (GEEW) Strategies for UNIDO. The first GEEW Strategy shall be prepared for the 2016-2019 period and endorsed by the GMSB upon completion of the Medium Term Programme Framework 2016-2019. The present bulletin supersedes UNIDO/DGB/(M).110/Rev.1 of 13 March 2015.
  
27. This Policy shall come into effect on the day of its issuance by the Director General. The gender architecture described in the Policy shall be instituted within 15 days of such approval and replace all former institutional arrangements on gender mainstreaming.

***Evaluation***

28. Progress in implementing this Policy and the associated four-yearly GEEW Strategies shall be monitored on a biennial basis by the Organization and independently evaluated on a regular basis.

## Annex I

### Definitions

Mainstreaming a gender perspective in all types of activities (referred to as gender mainstreaming) is a globally accepted strategy for promoting gender equality. Mainstreaming is not an end in itself but a means towards the ultimate goal of gender equality. It involves the process of assessing the implications for women and men of any planned action and a strategy for making those concerns and related experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres, so that women and men benefit equally and that inequality is not perpetuated. Development of an adequate understanding of gender mainstreaming requires clarity on the related concepts of gender and equality.

Gender: refers to the attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and learned through socialization processes, thereby making them context and time-specific, and changeable. Gender therefore determines what is expected, allowed and valued in a woman or a man in a given situation. In most societies differences between women and men can be observed in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities.

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

Empowerment of women: signifies women gaining power and control over their own lives. It involves awareness-raising, building of self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions which reinforce and perpetuate gender discrimination and inequality. As empowerment should come from within – women should empower themselves – the process of empowerment is as important as the goal. Inputs to promote the empowerment of women should include women's articulation of their needs and priorities. Moreover, women should play an active role in promoting these interests and needs. However, as empowerment of women cannot be achieved in a vacuum, men must be brought along in the process of change. Empowerment is not a zero-sum game where gains for women automatically imply losses for men and empowerment strategies do not refer to power over, or controlling forms of power. It rather suggests alternative forms of power – power to, power with and power from within – which focus on utilizing individual and collective strengths to work towards common goals without coercion or domination.

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

Affirmative measures are special measures and actions designed to achieve gender parity/balance and equality of outcome for both men and women in recruitment and career development. Such special measures also include increasing awareness of gender issues through training, establishing accountability of managers for reaching set targets of female representation and monitoring of results and outcomes.