

INTERNATIONAL LABOUR ORGANIZATION

ILO Action Plan for Gender Equality 2008–09

INTERNATIONAL LABOUR OFFICE GENEVA

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ILO Action Plan for Gender Equality 2008–09

Preface

This Action Plan for Gender Equality forms part of the ILO's tools to strengthen staff capacity to implement the Organization's policy on gender equality and mainstreaming. It identifies and addresses opportunities to reduce gender inequalities in key institutional and programmatic areas.

The Action Plan supports and reinforces Decent Work Country Programmes (DWCPs), from development of policies to implementation, through a wide variety of strategies and activities. These include promoting ratification and application of the four key gender equality Conventions on equal remuneration (No. 100); on non-discrimination in employment and occupation (No. 111); on workers with family responsibilities (No. 156); and on maternity protection (No. 183) – and participatory gender audits, which are increasingly being conducted for and with constituents as a means to incorporate gender mainstreaming in their DWCPs.

Tripartism is key to promoting gender equality and is recognized as such in the Action Plan. In this context, experience has shown that gender equality initiatives by the ILO with, and in support of, constituents (governments, and workers' and employers' organizations) can be leveraged to promote more equitable and representative tripartite processes.

An extensive and participatory consultation process was used in developing the Action Plan, which has led to an Office-wide ownership. The Action Plan also incorporates findings from an evaluation of the previous Action Plan (2003–05) and from many gender audits undertaken in the Organization since 2001. In addition, it is informed by the ILO's active involvement in developing the UN system-wide Policy on Gender Equality and the Empowerment of Women, and by an analysis conducted by the ILO as co-leader of the Task Force on Gender Mainstreaming in Programming, Monitoring, Evaluation and Reporting in Results-based Management Systems. This analysis supports the premise that mainstreaming gender in organization-wide programming is a "highly effective vehicle" for advancing gender equality as well as promoting more effective progression toward mandates. It also found evidence that when the gender policy was actively supported by the head of an agency, the impact of its actions was enhanced.

The Action Plan meets and supports mandatory reporting requirements to the UN on gender equality. It was also developed taking account of recent developments to mainstream employment and decent work into UN programmes, policies and activities through the Chief Executives Board for Coordination (CEB) publication *Toolkit for mainstreaming employment and decent work*, approved in April 2007.

The Action Plan's most critical contribution for ILO staff is in identifying and addressing opportunities to reduce gender inequalities in key institutional and programmatic areas. This in turn will contribute to increased effectiveness in achievement of the outcomes and targets of the Programme and Budget for 2008–09. This means recognizing that fighting gender-based discrimination requires national, regional and global responses within the framework of the ILO goal of decent work for all women and men.

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1. Introduction

Background and purpose of the ILO Action Plan for Gender Equality

The ILO Action Plan for Gender Equality is an instrument for operationalizing gender equality in the Decent Work Agenda. It is the mandated implementation tool for the policy on “Gender equality and mainstreaming in the ILO”, issued by the Director-General in 1999 (see Annex II). The policy assigned responsibility for gender mainstreaming to all ILO staff; called for strengthened institutional arrangements; introduced accountability and monitoring mechanisms; and committed to ensuring adequate resource allocation and capacity building, as well as improving staff gender balance. This Action Plan, like previous ones, aims at bolstering the policy response. It was overwhelmingly received at the November 2007 session of the ILO Governing Body (document GB.300/5), which requested that “it be kept informed about the progress and results of the Action Plan’s implementation, with the intention that the Action Plan is successfully acted upon by the entire Office”.

The Action Plan contributes to realization of the Decent Work Agenda and thereby supports ILO constituents’ efforts toward the goals of productive work for all women and men in conditions of freedom, equity, security and human dignity. It also serves a larger global development agenda due to many regional and national initiatives linking decent work with the global poverty reduction agenda and achievement of the Millennium Development Goals (MDGs).

Audience

The immediate purpose of the Action Plan is to guide and support gender mainstreaming across the Organization, and as such the target group is all ILO staff. The beneficiaries, however, are the tripartite constituents: governments, and employers’ and workers’ organizations. The Action Plan will be used internally to advance gender equality and women’s empowerment within ILO programmes and structure, so as to guide the Office to better support constituents. The mechanism for maximizing the effectiveness of these approaches, and for creating synergy between them, lies in social dialogue. This Action Plan takes into account these mechanisms and the need for effective social dialogue to promote gender equality.

Development

The Action Plan was developed in consultation with headquarters and field-based gender specialists and gender coordinators, as well as senior management and staff of key units. An assessment of implementation of the ILO’s Gender Action Plan 2003–05 was conducted in 2006. This, together with a 2006 internal review of gender mainstreaming in Organization-wide programming and budget process has shaped this current Action Plan. Active engagement by the ILO in the development of a UN system-wide policy and strategy on gender mainstreaming has also informed the Action Plan. The main messages from these processes, which have guided the development of the Plan, are:

- continue to address gender dimensions of staffing, substance and institutional arrangements as this institutional strengthening will increase overall effectiveness in the results and impacts of ILO work;

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- link the pursuit of gender equality to the core work of the Organization, in this case the ILO's strategic objectives as outlined in programme and budget documents;
 - strengthen the accountability system to better measure progress and identify gaps in mainstreaming gender;
 - take account of priority gender mainstreaming gaps and challenges; and
 - be guided by regional priorities.

The Action Plan revisits the Organization's key strategies and programmes and updates the institution-wide approach to gender mainstreaming. It will be reviewed and revised in future biennia to take account of changes in forthcoming programmes and budgets.

Structure

This section introduces the background to and purpose of the Action Plan. Section 2 sets out the scope of the Action Plan by identifying key dimensions on which it is structured to ensure that it is firmly embedded in the plans and operations of the Organization. The third section, together with Annex II, presents in table format key prioritized result areas related to institutional mechanisms (based on the ILO's gender equality policy); programmatic dimensions (based on programme and budget objectives and outcomes); and the joint immediate outcome on advancing gender equality, as agreed in the Programme and Budget for 2008–09. Section 4 sets out the accountability system and organizational responsibilities for implementing the Action Plan, as well as resources-related issues. Section 5 outlines monitoring, evaluation and reporting mechanisms related to implementation of the Action Plan.

ILO mandate and approach to gender equality and decent work

Since its founding in 1919, the ILO has been committed to promoting the rights of women and men in the world of work and to achieving equality. The ILO promotes gender equality – not only as a basic human right – but also as intrinsic to the global goals of decent work and poverty alleviation and as an instrument for a more inclusive globalization. Therefore, the ILO regards gender equality as an essential condition for achieving social and economic development.

The ILO's mandate to promote equality is enshrined in its Constitution and in a number of international labour standards. The four key gender equality Conventions cover equal remuneration, non-discrimination in employment and occupation, workers with family responsibilities and maternity protection. This commitment is also expressed in a series of resolutions adopted on gender equality, the most recent of which from 2004 concerns the promotion of gender equality, pay equity and maternity protection.

There has been growing international consensus on the need for gender equality, starting with its enshrinement in the 1948 Universal Declaration on Human Rights, through to current Economic and Social Council (ECOSOC) declarations. This international recognition has shaped the ILO's response and is reflected in this Action Plan (see Annex III for further elaboration on major international gender equality commitments).

There is increasing empirical evidence, as highlighted in the 2007 Global Report, *Equality at work: Tackling the challenges*, of the role that gender inequality plays in constraining productivity, growth and prosperity. Likewise, there is convincing evidence

that addressing such inequality benefits individuals and families, workers and employers, and society and national economies. Improving women's earnings is a key element in tackling poverty and achieving the MDGs. More women work in the paid economy today than ever before, while continuing to undertake unpaid reproductive work. There are trade-offs for such women, their families and society as a whole, from engagement in the labour force; there are also barriers to overcome to ensure that women and men have equal opportunity to participate in economic activities. Thus, all ILO constituents – workers, employers and governments – would benefit from achieving gender equality in the world of work.

Gender mainstreaming is the primary strategy used by the ILO to accelerate progress toward equality between women and men (see box 1). A two-pronged approach is applied: first through explicitly and systematically addressing the specific and often different needs and concerns of both women and men in all policies, strategies and programmes. The second is through targeted interventions when analysis shows that one sex – usually women – is socially, politically and/or economically disadvantaged. Such initiatives aimed at women's empowerment are an essential complement to gender mainstreaming and might include, for example, affirmative action measures.

Box 1
Gender mainstreaming

“Mainstreaming a gender perspective is the process of assessing the implications for women and men, of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of all policies and programmes in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of gender mainstreaming is to achieve gender equality.”

United Nations Economic and Social Council, 1997.

Gender mainstreaming as a strategy to achieve gender equality was also identified by governments at the Fourth World Conference on Women, held in 1995 in Beijing. Recent reviews and evaluations in a range of development organizations and agencies have demonstrated that gender mainstreaming had not been well understood or supported and thus has not been effective in translating policy commitments on gender equality into resources and implementation. Recommendations towards increased effectiveness include adopting a more strategic approach that analyses and identifies priority opportunities and entry points, rather than attempting to do everything, everywhere; strengthening institutional supports and accountability mechanisms for gender mainstreaming; paying attention to the internal/human resource policies as well as operational/programmatic dimensions of an organization's work; and providing the resources to support proper analysis, implementation, monitoring and evaluation.

Efforts to mainstream have evolved in the ILO over the years, supported by the RBM approach adopted by the Organization. Thus there has been a shift from viewing gender mainstreaming as a “cross-cutting activity” of “general relevance” (2002–03) to a “common principle of action” (2008–09) requiring a strategic and coordinated institutional response. For further elaboration on evolution of the approach to gender mainstreaming within the ILO, see Annex IV.

The ILO launched a participatory gender audit, the first of its kind in the UN system, in 2001 (see Annex V). The Action Plan recognizes the importance of this practical methodology in advancing gender equality.

Gender audits, which are now increasingly used by ILO constituents and other UN agencies, as well as ILO offices/units:

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- enhance the collective capacity of an organization to examine its activities from a gender perspective and identify strengths and weaknesses in promoting gender equality issues;
 - help to build organizational ownership for gender equality initiatives; and
 - sharpen organizational learning on gender through a process of team building, information sharing and reflection.

Technical cooperation is one of the complementary means for the ILO to advance its gender mainstreaming strategy, fulfil the Programme and Budget for 2008–09’s joint immediate outcome on gender equality, and work towards the four strategic objectives of the Organization. Technical cooperation also supports many ILO mechanisms and activities that further gender mainstreaming such as gender audits, tools development, capacity building and publications.

The broad parameters related to gender equality in technical cooperation are set out in recent ILO decisions and documents. For example, the Governing Body endorsed in March 2005 a decision mandating attention to gender equality in all aspects of the ILO’s extra-budgetary technical cooperation programmes, including for agreements with donors. Promoting gender equality in technical cooperation means to consider gender-specific action, to take account of the need for gender analysis of programmes, and to aim for equal opportunities for women and men to participate in and benefit from the programmes.

The knowledge base of the Organization will also be strengthened as will capacity to monitor changes in women’s and men’s needs and circumstances and to understand the implications of these trends for effective policy-making related to the four main technical areas of ILO’s approach.

UN system activities

In the context of UN reform and the aim of “delivering as one”, DWCPs promote inclusion of gender issues in the world of work in UN country programmes. Moreover, the ILO is assisting the entire UN system to mainstream employment and decent work into their programmes, policies and activities through, for example, the *Toolkit for mainstreaming employment and decent work* developed at the request of ECOSOC (2006) and approved by the UN CEB in April 2007, which itself mainstreams gender. When developing this Action Plan, the UN reform process and new aid modalities were taken into account, as there is a synergy between gender equality and the UN and broader aid reform principles – especially those related to partnership, accountability and results. These principles cannot be achieved without a gendered approach. Thus the measures proposed in this Action Plan to promote gender equality dovetail with and support those espoused under UN reform. In developing and implementing this Action Plan, the ILO is in line with other UN organizations and with the draft UN system-wide policy and strategy on gender mainstreaming. Examples of current ILO engagement in these areas include:

- full member of the United Nations Inter-Agency Network on Women and Gender Equality;
- regular contribution to key reports of the UN system including of the General Assembly and Security Council, as well as of the Secretary-General;
- promotion of the ILO’s Decent Work Agenda and strong involvement of the constituents in UN country processes related to gender equality in employment and decent work;

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- active membership of the UNDG Sub Task Force on Gender Equality;
 - promoting inter-agency efforts through ECOSOC on gender mainstreaming for women’s empowerment and gender equality;
 - contributions to the human resources network of the UN CEB, whose members have a commitment to promote equal participation of women and men in their respective organizations;
 - providing contributions on gender equality and decent work to thematic discussions during sessions of the Commission on the Status of Women; and
 - supporting joint UN programme and evaluation reporting mechanisms on gender equality.

2. Scope

In setting out this Action Plan covering 2008–09, the following dimensions have determined its scope and orientation. These are represented visually in figure 1.

- (1) Maintaining clarity and unity of purpose through the overarching goal of “Decent work and equality for all women and men in the world of work”. This is visually represented as the roof of the building, which all other parts support.
- (2) Attention to enabling institutional mechanisms to provide a solid foundation for progress as set out in the ILO’s gender equality policy. These are staffing, institutional arrangements and substance. This is visually represented as the foundation of the building.
- (3) Use of RBM, in line with the ILO’s programme and budget approach; alignment with the core business of the Organization, i.e. the ILO’s four strategic objectives and highlighting how gender equality is intrinsic to achievement of these objectives. These four strategic objectives are visually represented as the four main pillars holding up the roof, each of which is essential to achievement of the Organization’s goals.
- (4) Capitalizing on the opportunity provided by certain key modalities that support gender mainstreaming in the Organization. These are: (i) the common principle of action on all ILO action advances gender equality; and (ii) the joint immediate outcome (Programme and Budget for 2008–09) to strengthen constituents’ gender equality mainstreaming capacity. These modalities are represented visually as “windows of opportunity” which facilitate the Organization to strengthen gender mainstreaming.

Figure 1:

Visualising the ILO Gender Equality Action Plan 2008-2009



3. Key result areas

This section provides key gender-responsive result tables for three critical dimensions that collectively focus the support of gender equality towards achieving the overarching goal of decent work for all women and men.

The following tables include, for each dimension, indicators and targets as well as strategies and actual or indicative activities.

There are three sets of result tables:

- The first relates to “Enabling institutional mechanisms for gender equality in the Organization”. These are based on the gender equality policy.
- The second relates to the “Gender equality result areas in ILO strategic objectives”. These are based on the Programme and Budget for 2008–09 (see Annex I).
- The third relates to the modality provided by the “Joint immediate outcome on advancing gender equality in the world of work”, also based on the Programme and Budget for 2008–09 (see Annex I).

There is not a specific result table for the “Common principle of action on gender equality” (Programme and Budget for 2008–09) as this permeates all of the above (box 2). Successful implementation of this principle will be determined by the extent to which it informs strategies and leads to achievement of objectives and targets related to gender equality as contained in the result tables.

Box 2

The ILO’s common principle of action on gender equality

All ILO action will apply gender lenses to assess its potential and actual impacts on equality of opportunity and treatment for women and men in the world of work. Policies, programmes and activities will apply methodologies and guidelines developed by the ILO to ensure that they contribute positively to gender equality and that no action may inadvertently undermine or limit progress in this regard.

Gender audits and gender budgeting will be further developed and applied to assist constituents in their efforts to advance the situation of women, to mainstream gender concerns throughout the multilateral system and within the ILO. In this regard particular attention will be given to gender concerns in DWCPs and through them in UN country programmes and national poverty reduction strategies.

Source: Programme and Budget for 2008–09, paras 128–130.

Technical cooperation, which is included in the result tables, is an important instrument for the ILO in attainment of the four strategic objectives of the Organization and of the joint immediate outcome on gender equality within the framework of the DWCPs.

Enabling institutional mechanisms for gender equality in the Organization

Result area	Action steps	Indicators and targets	Strategy and indicative activities	Primary responsibility
Staffing Progress toward parity by 2010 of Professional staff across all units and offices, as stated in the ILO's gender equality policy Equality of opportunity and treatment of all ILO staff	Adopted measures implemented to ensure greater parity between women and men in promotions to senior posts	Increase towards parity in Professional posts (Baseline: HRD statistics for 2006) Gender equality addressed in management and leadership programmes, as part of training of trainers and in terms of reference for training providers Gender balance in staff participation in management and leadership programmes	<ul style="list-style-type: none"> ■ Promote gender balance among participants in management training ■ Develop and include a specific module on gender mainstreaming in management training and monitor training providers to ensure compliance ■ Continue promoting equal opportunities between men and women in recruitment and promotion ■ Make available baseline on composition of staffing, recruitment and promotion disaggregated by sex 	Human Resources Development Department Bureau for Gender Equality All senior managers and line managers ILO International Training Centre – Turin Note: The Staff Union has committed to work with the Office to advance gender equality
	Expanded opportunities provided for General Service staff career development in the Organization	Increase in General Service staff opportunities for training	<ul style="list-style-type: none"> ■ Promote training and development opportunities and encourage General Service staff to avail themselves of such opportunities 	
	Specific measures in place to promote a family-friendly and enabling working environment for both men and women staff	Provisions for a gender-sensitive and family-friendly workplace strengthened and enforced	<ul style="list-style-type: none"> ■ Promote and assess policies in support of a healthy work/life balance and monitor their implementation 	
	Competency in gender mainstreaming, at appropriate level, is developed for all ILO staff	Demonstrated commitment and reference to gender equality progressively included in staff job descriptions	<ul style="list-style-type: none"> ■ Job descriptions for vacancies include, where relevant, competence in gender mainstreaming ■ Include accountability for supporting gender equality in appraisal reports of all regular budget and technical cooperation staff ■ Revise job descriptions of gender specialists to take account of new needs that may arise from implementation of the gender mainstreaming strategy ■ Appropriate training on gender mainstreaming made available to ILO staff to improve capacities to mainstream gender in their work 	
	Adopted measures for combating harassment at the workplace	Provisions for combating harassment at the workplace strengthened and enforced	<ul style="list-style-type: none"> ■ Disseminate policy and code of practice ■ Managers to adopt zero tolerance and act promptly on any infringement 	

Result area	Action steps	Indicators and targets	Strategy and indicative activities	Primary responsibility
<p>Substance</p> <p>Commitment to gender equality is internalized throughout the ILO and reflected in all technical work, operational activities and support services including knowledge management, as stated in the ILO's gender equality policy</p>	<p>Increased competence of ILO staff in conducting gender analysis and planning related to employment and decent work</p>	<p>Increase in extent to which gender equality is reported within the Implementation Report 2008-09 (Baseline: 2006-07 Implementation Report)</p>	<ul style="list-style-type: none"> ■ Inform, raise awareness and build ownership for the Action Plan ■ Build capacity of ILO staff and its constituents on gender mainstreaming through training, consultations, dissemination of research findings and good practices, guidance in priority areas, and use of the <i>Toolkit for mainstreaming employment and decent work</i>, etc. 	<p>Bureau for Gender Equality All sectors, regions including subregional and country-level offices Bureau of Programming and Management Department of Partnerships and Development Cooperation ILO International Training Centre – Turin</p>
<p>Attitudes and working habits are supporting gender mainstreaming</p>	<p>Number of gender audits conducted of ILO units/offices; results reported to senior management and management response (Baseline: 28 gender audits within ILO from 2001 to September 2007)</p>	<ul style="list-style-type: none"> ■ Build gender responsiveness into policy guidance, research, good practice and in DWCP guidelines 		
<p>Improved level of knowledge and methodologies for addressing gender dimensions in technical work</p>	<p>Number of gender-sensitive indicators developed and promoted for technical work Proportion of research, methodologies and tools addressing gender issues applied in technical work Increase in extent to which ILO/donor agreements make specific provisions to support gender mainstreaming Increase in extent to which technical cooperation projects/programmes have gender mainstreaming</p>	<ul style="list-style-type: none"> ■ Conduct gender audits and provide an annual synthesis report to senior managers and implementers ■ Development, refinement and dissemination of tools and indicators for gender mainstreaming in technical work ■ Inform and raise awareness of donors on the ILO's gender equality policy in technical cooperation 		

Result area	Action steps	Indicators and targets	Strategy and indicative activities	Primary responsibility
<p>Institutional arrangements</p> <p>Strengthened institutional arrangements for effective gender mainstreaming Office-wide</p>	<p>Well-staffed and resourced Bureau for Gender Equality and Gender Specialists in field supporting gender mainstreaming across the Organization</p> <p>An effective gender focal point system in place</p>	<p>Gender expertise is available to support all regions and headquarters</p> <p>Coverage of all offices with gender focal points</p> <p>Increase in number of men who are gender focal points or who work specifically on gender issues (Baseline: 2006: 28 per cent of gender focal points are male)</p> <p>Increased number and percentage of gender focal points who are middle management or above</p>	<ul style="list-style-type: none"> ■ Promote availability of relevant expertise to support gender mainstreaming in the Organization ■ Appoint and support gender focal points ■ Provide training sessions to gender focal points on the main gender issues, ILO approach and strategies to reinforce gender mainstreaming ■ Encourage increased diversity in gender focal points (such as sex, geographic distribution, youth and disability) 	<p>Human Resources Development Department</p> <p>Regions, including subregional and country-level offices</p> <p>All sectors</p> <p>Bureau for Gender Equality with support from its network</p> <p>Bureau of Programming and Management</p> <p>Evaluation Unit</p> <p>Department of Partnerships and Development Cooperation</p> <p>Office of the Legal Adviser</p>
	<p>An accountability framework for gender equality</p> <p>Improved mechanisms for gender-sensitive programming, monitoring and evaluation</p> <p>Use of gender-sensitive language in ILO rules, regulations and directives</p>	<p>In independent evaluations of ILO strategies, DWCPs, and projects, gender equality is included in monitoring plans and evaluation terms of reference and reports</p> <p>Increased percentage of ILO circulars, etc. use gender-sensitive language</p>	<ul style="list-style-type: none"> ■ Develop monitoring and accountability mechanisms with gender-related indicators, including annual progress stocktaking report ■ Plan and implement reviews and evaluations ■ Develop monitoring of relevant drafts of ILO circulars 	

4. Accountability, roles, responsibilities and resources

Strengthened accountability mechanisms are essential for effective gender mainstreaming. This requires clarity on roles and responsibilities and adequate tracking and oversight. This section highlights what will be done to strengthen accountability over the time frame of this Action Plan.

As stated in the ILO's gender equality policy and also as reflected in the Programme and Budget for 2008–09's common principle of action on gender equality, all ILO staff at headquarters and in field offices are required to promote gender equality in the context of the Decent Work Agenda by building this into their work. Senior management, including directors in the field, has overall responsibility and accountability for the policy's operationalization and implementation. The team of specialists in the Bureau for Gender Equality at headquarters and the wider gender network (made up of gender coordinators, senior gender specialists and gender focal points) will support and advise on how to mainstream gender and other issues relating to the achievement of gender equality.

As regards responsibility for achievement of gender-responsive results within the Organization's Programme and Budget for 2008–09, ultimate responsibility lies with senior management. However, there is an oversight role for the Bureau for Gender Equality, based on the gender equality policy. In common with other UN agencies, the ILO is strengthening its gender equality accountability mechanisms (see box 3). Mechanisms are needed to hold the Organization to account for: (i) gender equality in its operational or programmatic work; and (ii) the gender responsiveness of its internal or institutional systems and human resources policies.

As RBM is further embedded at the ILO, there is increasing clarity on objectives, expected outcomes, indicators and targets. The Programme and Budget for 2008–09 stresses the importance of clarifying accountability and indicates that internal mechanisms will be developed to provide established review procedures on overall performance, audit reports and evaluations.

Box 3

Status of accountability mechanisms related to gender equality in the ILO

An internal assessment of implementation of the ILO's Gender Action Plan 2003–05, as well as findings of over 28 gender audits at the ILO from 2001 to 2007, have highlighted opportunities for strengthening accountability mechanisms. An inter-agency evaluation conducted by the UNDG on gender mainstreaming accountability mechanisms of some UN entities also concluded that monitoring and reporting on gender mainstreaming actions and results in ILO programming could be more consistent. The evaluation also found that the level of ILO action on gender mainstreaming varied significantly between regions, countries and sectors. DWCPs are well positioned to respond. By setting out the expected results and indicating responsibility for implementing gender mainstreaming, this Action Plan provides a platform for strengthening accountability mechanisms for the Programme and Budget for 2008–09. This enhances the basis for the ILO to implement and monitor gender-responsive activities and programmes.

Progress has been made, through successive biennia and through RBM, in increasing the visibility of the gender dimension in the ILO's programming. Efforts in this area will be ongoing but allied with stronger and more coherent mechanisms for oversight and reporting by responsibility. Over the current Action Plan period, a focus will be on making more systematic use of existing review opportunities, and incremental strengthening of current reporting mechanisms, in order to provide more comprehensive oversight on gender equality performance and progress.

The main accountability monitoring goals and chief responsibilities for implementation of the Action Plan are summarized in the following table:

Accountability monitoring mechanisms

Accountability monitoring goals	Chief responsibility
A schedule for regular oversight will be established on the organizational performance in gender equality	Bureau for Gender Equality
Strengthened individual and collective accountability at each level – from senior management to individual staff	All staff
Increased monitoring of gender equality performance and outcomes in plans and programmes taking place, including strengthened reporting within existing reporting schedules	Relevant sectors/country programmes and units, together with the Bureau of Programming and Management, guided by the Bureau for Gender Equality and the gender network
Increased knowledge base on results and good practices for dissemination on gender-relevant information, findings or results	Entire field structure and headquarters-based units, supported by the Bureau for Gender Equality and the gender network
A monitoring system of the internal participatory gender audits will be set in place to examine how gender equality issues are taken into account in selected field offices, in technical cooperation programmes, among selected constituents and headquarters-based units. Outcomes of gender audits will be reported to the Governing Body within the regular ILO implementation reports	Bureau for Gender Equality
A thematic evaluation will look more comprehensively at performance and progress in gender mainstreaming, to complement performance monitoring. Information from this evaluation will be used for internal management learning and decision-making and for external reporting to constituents on results achieved	Bureau for Gender Equality with support from the Evaluation Unit

The table below indicates the key roles and responsibilities for advancing gender equality in the ILO. It follows the gender equality policy and specifies for different staff members and teams within the Organization what their particular responsibility is.

Roles and responsibilities for enhancing gender equality in ILO work

All staff are accountable for applying the principles of the gender equality policy in their own work.

Teams	Implementation role and responsibility
Director-General	Ultimate responsibility for policy development and organizational performance on gender equality
Executive Directors	Accountable for implementing and monitoring gender equality in their respective strategic objectives, and for ensuring that adequate human and financial resources are allocated to support gender equality work
Regional Directors	Accountable for gender-responsive outcomes and indicators within agreed regional priorities, including working with employer and worker specialists and other relevant staff and the senior gender specialists to strengthen capacity of constituents on gender mainstreaming and promoting gender equality
Subregional Directors and ILO Office Directors	Accountable for gender-responsive outcomes and indicators in programme areas, for gender mainstreaming in DWCPs, and for promoting strengthened capacity of constituents on gender mainstreaming through employer and worker specialists, other relevant staff and the gender specialists
Section heads/Directors	In implementing responsibilities delegated by Executive Directors, accountable for ensuring that adequate human and financial resources are allocated to achieving gender-responsive outcomes and indicators in programme areas
Human Resources Development Department	Accountable for progress towards parity between women and men and equality of opportunity and treatment of all ILO staff
Partnerships and Development Department	Accountable for promoting gender equality and for gender mainstreaming in all technical cooperation agreements, programmes and projects
Gender specialists and gender coordinators	Accountable for playing a catalytic and supportive role to headquarters sectors and to field offices to effectively mainstream gender including input to analysis, planning, implementation, review and reporting
Gender focal points	Accountable for playing a catalytic role to assist the process of gender mainstreaming in respective units or offices
Bureau for Gender Equality	Accountable for supporting implementation of the ILO's gender policy together with the gender network – including gender specialists, coordinators and focal points – through advisory services, capacity building and knowledge sharing; coordinating and supporting achievement of the Programme and Budget for 2008–09's joint immediate outcome on constituents' gender mainstreaming capacity; and providing oversight on mainstreaming performance through annual stocktaking and reporting to the Director-General

Human and financial resources

A wide variety of human and financial resources from across the Organization are envisaged and ensured for an effective implementation of activities of the Action Plan. In addition to regular budget resources for staffing and activities for the Bureau for Gender Equality and for regional gender specialists, the resource-linking process, both in terms of work-months and funds in the implementation of the Programme and Budget for 2008–09, is also one formal mechanism to support the gender-related outcomes of field- and headquarters-based units. This mechanism allows for a transparent commitment of funding for field- and headquarters-based initiatives for advancing gender equality.

A preliminary assessment of the current programme and budget reveals, however, that a more effective mainstreaming of gender equality in programmes would require resources beyond the regular budget allocation. Therefore, during the implementation of the Action Plan, efforts will continue to seek extra-budgetary resources to complement the regular allocation. Such mobilized funds, including from the donor community, will help promote women-specific/men-specific programmes for and with the constituents and support activities that enhance the capacity of project partners to combat discrimination at the workplace. This support promotes gender mainstreaming in respective ILO/donor partnership agreements and in the many projects within the agreement framework. The support also encompasses participatory gender audits and more gender-sensitive design, implementation and monitoring of DWCPs.

5. Monitoring, evaluation, reporting and knowledge management

Tracking and reporting on advancement of gender equality in staffing, institutional arrangements and substance are given high priority in the Programme and Budget for 2008–09. All ILO policies, programmes and actions are shaped by five common principles of action which underpin the ILO’s collective efforts in contributing to the DWCPs. The common principle of action stating that “all ILO action advances gender equality” requires the application of a gender lens to monitor and assess potential and actual impact of all action taken. Other common principles on fair globalization, working out of poverty and international labour standards, but especially “expanding the influence of social partners, social dialogue and tripartism” are also key to promoting gender equality. This Action Plan supports synergies and mutual reinforcement between these common principles of action.

Gender equality initiatives by the ILO with and in support of its constituents can be leveraged to promote more equitable and representative tripartite processes. These in turn would result in outcomes that take into account the genuine and pressing concerns of all constituents – which means greater and more effective positive impacts on their lives, for their households and communities, and ultimately for their nations.

The primary responsibility for monitoring and reporting on progress lies with sectors and regions, supported by the Bureau for Programming and Management, while evaluation requires involvement of the Evaluation Unit. The role of the Bureau for Gender Equality is twofold:

- (a) to support improved monitoring and reporting on gender equality issues in all monitoring, implementation reporting and evaluations and to take the lead in coordinating the process; and
- (b) to provide advice on reporting, monitoring and evaluation specific to gender equality to complement the primary implementation reporting in the Organization.

Each department/sector/region/field office will be reporting on the programme and budget’s joint immediate outcome – “increase capacity of constituents to develop integrated policies and programmes to advance gender equality in the world of work” in line with the Action Plan and thus within the Implementation Report, according to the agreed reporting cycle.

A particular focus will be on reporting on DWCPs. The Bureau for Gender Equality and its gender network participates in the existing “quality assurance mechanism” and is also represented on various regional and country DWCP support groups.

Existing monitoring and reporting tools will be reviewed to ensure that users will get guidance on ways to prepare gender-responsive programmes and implementation reports, including sex disaggregation of data. Strengthened gender-responsive outcomes and measurable gender-sensitive indicators will support the existing monitoring and reporting.

Departments, regions and country programmes will be encouraged and supported to carry out baseline studies and to strengthen gender-sensitive indicators for measuring results. As indicated in the previous section, there will be an independent evaluation of this Action Plan in 2009, with the aim of using the results for preparing a new Action Plan for Gender Equality.

This Action Plan will help institute a gender equality management system that includes accountability and lessons learned. Institutional mechanisms for monitoring, evaluation and reporting will be strengthened. This process will take account of work in progress on development of the UNCT performance indicators for gender equality, designed to support improved performance and results, in which the ILO is participating. Involvement of the ILO as co-manager, with the UN Office for Internal Oversight (OIOS), of the inter-agency Task Force on Gender Mainstreaming in Programming, Monitoring, Evaluation and Reporting in Results-Based Management Systems will also help strengthen the approach to monitoring and reporting on gender equality.

Knowledge management

Knowledge generation and its management are vital for competence and capacity building in the ILO, as set out in the RBM knowledge sharing strategy. A global ILO gender network exists for effective knowledge sharing and this will be strengthened and harmonized with the overall knowledge sharing strategy of the Office. Research and knowledge generation on gender equality will be promoted. Support will be given to mainstreaming gender in the core research, competence development and evaluation programmes of the ILO. Knowledge gained from this will be disseminated in user-friendly format across the Organization, for example through guidance and fact sheets on priority areas, seminars and training, and publications.

Linkages will be identified to other core ILO strategies, including those on human resources, information technology, knowledge management, evaluation and RBM.

Annex I

Gender equality results in the ILO's Programme and Budget for 2008–09: Strategic objectives

Strategic Objective No. 1: Promote and realize standards and fundamental principles and rights at work <i>ILO normative role based on international labour standards/reinforced by the 1998 Declaration on Fundamental Principles and Rights at Work</i>			
Outcomes (intermediate)	Outcomes (immediate)	Indicators (and targets)	Strategy and activities ¹
Explicit focus on gender equality – Concerned with advancing rights and equality between women and men – appears at indicator and/or strategy level (<i>italicized for the Action Plan</i>)			
1a. Fundamental principles and rights at work are realized	1a.1. Increase member State capacity to develop policies or practices reflecting fundamental principles and rights at work	1. Number of member States that apply ILO products, tools or guidelines to develop new, or modify existing, laws, policies, poverty reduction frameworks, national development frameworks, or practices focused on work-related discrimination, including <i>gender discrimination</i> (target is 5)	Development of tools for country-level, <i>gender-sensitive</i> assessments of the principles and rights at work situation for use within DWCPs and targeted capacity-building activities for constituent groups to share and disseminate tools and products (149) All action against forced labour, child labour and trafficking will fully address <i>underlying gender inequalities</i> (149)
1b. Targeted action progressively eradicates child labour, with a particular focus on the worst forms of child labour	1b.1. Increase constituent and development partner capacity to develop or implement policies or measures focused on reducing child labour	2. Number of cases in which constituents or development partners apply ILO products, tool kits, guidelines or methodologies to take measures that are included in the global monitoring plan of the International Programme on the Elimination of Child Labour (IPEC) (target is 10 in Africa and 15 across all other regions)	Promoting a <i>gender-sensitive</i> integration of child labour aspects into national legal frameworks, policies, programmes, services and institutions. Examples of activities would include investigation of child labour's linkages with education and youth employment, the role of conditional cash transfers and using child labour indicators in PRSP and MDG monitoring systems (158)

¹ Bracketed numbers relate to paragraphs in the Programme and Budget for 2008–09.

Strategic Objective No. 1: Promote and realize standards and fundamental principles and rights at work			
<i>ILO normative role based on international labour standards/reinforced by the 1998 Declaration on Fundamental Principles and Rights at Work</i>			
Outcomes (intermediate)	Outcomes (immediate)	Indicators (and targets)	Strategy and activities ¹
1c. International labour standards are broadly ratified, and significant progress is made in their application	<p>1c.1. Increase member State capacity to ratify and apply international labour standards</p>	<p>3. Number of cases in which other organizations and bodies apply ILO advice and incorporate labour standards and ILO supervisory bodies' comments in their own policies</p> <p>4. Number of cases where improvements in application of freedom of association standards are noted following intervention by the supervisory bodies (target is 60 cases)</p>	<p>Strengthening of the supervisory system, identifying new ways in which the social partners are involved in monitoring the application of standards both at the national and workplace levels, building greater awareness of how standards can be integrated into technical cooperation activities and enhancing collaboration with other technical sectors and the field structure (162)</p> <p>Mainstreaming of standards to ensure that TC projects by the ILO and other development partners fully integrate standards and that these are reinforced in DWCPs</p> <p>To enhance the visibility of labour standards, in cooperation with the Turin Centre, tools will be developed for broader audiences, including parliamentarians, judges, labour inspectors, indigenous peoples and law schools</p> <p>Collection of empirical evidence on the social and economic impact of labour standards</p>
<p>¹ Bracketed numbers relate to paragraphs in the Programme and Budget for 2008-09</p>			

<p align="center">Strategic Objective No. 2: Create greater opportunities for women and men to secure decent employment and income 2003 Global Employment Agenda provides framework for ILO work on employment, guided by Employment Policy Convention, 1964 (No. 122), and other international labour standards concerning employment promotion</p>			
Outcomes (intermediate)	Outcomes (immediate)	Indicators (and targets)	Strategy and activities ¹
<p align="center">Explicit focus on gender equality – Concerned with advancing rights and equality between women and men – appears at indicator and/or strategy level (italicized for the Action Plan)</p>			
2a. Coherent policies support economic growth, employment generation and poverty reduction	<p>2a.1. Increase constituent capacity to develop policies and policy recommendations focused on job-rich growth, productive employment, and poverty reduction</p> <p>2a.2. Increase member State and development partner capacity to develop and implement policies and programmes on employment-intensive investment focusing on infrastructure</p> <p>2a.3. Increase member States' capacity to develop policies or programmes focused on youth employment</p>	<p>5. Number of member States in which constituents and financial institutions apply ILO tools and products to develop policies focused on increasing access to financing among ... <i>women</i> (target is 5 in Africa and 5 in other regions)</p> <p>6. Number of member States that apply ILO technical assistance, data, training, tools or methodologies to develop policies, national action plans or programmes that promote productive employment, rights at work, and/or adequate social protection for <i>young women and men</i> (target is 7 in Africa and 8 across other regions)</p>	<p><i>Gender equality tools and approaches will be an integral part of the strategy ... to enhance capacity of tripartite constituents</i> (169)</p> <p>Underpinning this strategy will be further development of the ILO's knowledge base and of constituents' capacity in four fields, including the <i>gender dimension of the employment outcome of economic policies as well as of labour market policies</i> (178)</p> <p><i>The gender dimension of the labour market will be given specific attention</i> (179)</p> <p>The quality of employment and gender equality in infrastructure development in formal and informal sectors will be raised by integrating labour standards and improved labour practices into procurement systems and legislation (182)</p> <p>The capacity of community associations, <i>women and youth groups</i> ... for sustainable job creation will be raised (183)</p>
2b. Workers, employers and society benefit from the wider availability of relevant and effective skills development and employment services	<p>2b.1. Increase member State and constituent capacity to develop or implement training policies</p> <p>2b.2. Increase member State capacity to develop or implement employment services</p>	<p>7. Number of member States in which constituents develop new, or modify existing, training policies to make them more responsive to the labour market or technical development, and to make them more accessible to those <i>discriminated against in the labour market</i> (target is 9 in Africa and 9 across other regions)</p> <p>8. Number of member States that improve public employment services or the regulatory environment of private employment services to make them more responsive to the labour market or more accessible to those <i>discriminated against in the labour market</i> (target is 3 in Africa and 3 across other regions)</p>	<p>The ILO will (also) give particular attention to disadvantaged young people, <i>women, informal economy workers</i> (implicit), people with disabilities, migrants and other <i>socially disadvantaged women and men</i> (190)</p> <p>The programme will (also) assist countries in developing <i>gender-responsive national legislation</i> to regulate the operations of private employment agencies (191)</p> <p>In Africa, the programme will promote training and skills development as a cross-cutting strategy, with a specific focus on youth employment and <i>women entrepreneurship</i> (192)</p> <p>In Asia and the Pacific, technical support will be provided to develop flexible and <i>gender-sensitive skills training packages and guidelines</i> (192)</p>

Strategic Objective No. 2: Create greater opportunities for women and men to secure decent employment and income <i>2003 Global Employment Agenda provides framework for ILO work on employment, guided by Employment Policy Convention, 1964 (No. 122), and other international labour standards concerning employment promotion</i>			
Outcomes (intermediate)	Outcomes (immediate)	Indicators (and targets)	Strategy and activities ¹
Explicit focus on gender equality – Concerned with advancing rights and equality between women and men – appears at indicator and/or strategy level (<i>italicized for the Action Plan</i>)			
2c. Sustainable enterprises generate productive jobs	<p>Outputs relate to increasing the capacity of constituents and other organizations to develop:</p> <p>2c.1. Policies or regulations that generate more and better jobs in sustainable enterprises and cooperatives</p> <p>2c.2. Programmes for local economic development and upgrading of value chains and enterprises that generate more and better jobs</p> <p>2c.3. Increase the capacity of member States to develop post-crisis recovery programmes</p>	<p>9. Number of constituents and other organizations that apply ILO technical assistance, training or tools to develop policies or regulations focused on promoting small enterprises and cooperatives</p> <p>10. Number of constituents and other organizations that apply tools or methodologies to develop programmes focused on local economic development, value chain upgrading or improving workplace practices</p> <p>11. Number of organizations and multinational enterprises that apply ILO technical assistance or training to integrate ... Tripartite Declaration of Principles ... within their programmes, operations and organizational policies</p> <p>12. Number of member States in crisis situations that apply a coordinated package of ILO technical assistance, tools or approaches to develop employment-centred reconstruction and recovery programmes</p>	<p>The programme includes targeted support to high potential but traditionally disadvantaged groups <i>like women, young people, indigenous people and low-income persons in rural areas</i> (195)</p> <p>Respect for <i>workers' rights and gender equality</i> will be ensured in promotion of an enabling environment for enterprise creation, growth and quality employment generation, through levelling playing fields for entrepreneurs (196)</p>
¹ Bracketed numbers relate to paragraphs in the Programme and Budget for 2008–09			

Strategic Objective No. 3: Enhance the coverage and effectiveness of social protection for all			
<i>The 2003 Global Campaign on Social Security and Coverage for All, and the June 2006 Promotional Framework for the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187), and Recommendation, 2006 (No. 197), will guide ILO work in strengthening institutional capacity to improve conditions in workplaces</i>			
Outcomes (intermediate)	Outcomes (immediate)	Indicators (and targets)	Strategy and activities ¹
	Explicit focus on gender equality – Concerned with advancing rights and equality between women and men – appears at indicator and/or strategy level (<i>italicized for the Action Plan</i>)		
3a. More people have access to better managed social security benefits	3a.1. Increase member State capacity to develop policies focused on improving social security systems 3a.2. Improve member State capacity to manage social security schemes and to implement policies focused on improving social security systems	13. Numerical indicators for member States that apply ILO technical assistance to: – generate comprehensive social security data (target is 50) – develop social security policies that extend coverage to more people and/or increase the level of range of benefits (target is 15) 14. Number of member States: – that apply ILO technical assistance or tools to give effect to the principles of ILO standards of social security or use ILO tools to increase administrative efficiency, effectiveness and financial sustainability – in which officials trained by the ILO for good governance, planning and management of social security, enter, or remain in, the employment of social policy-making bodies (target is 15)	The Social Security Inquiry and affiliated database will be extended and used to monitor the effectiveness of social security policies, especially with regard to the extension of coverage and <i>gender equality</i> (206)
3b. Safety and health and working conditions in workplaces are improved	3b.1. Increase constituents' capacity to develop or implement policies and programmes on improving working conditions and safety and health at work	15. Three indicators on number of member States that use ILO knowledge, tools, technical assistance to: – develop policies – strengthen the application of standards, and – develop programmes, regulatory bodies or workplace-oriented support services	Particular attention will be given to supporting constituents in identifying and acting on <i>gender differences in labour protection</i> (212) Development of national profiles as a step in establishing national systems and programmes will pay particular <i>attention to sex disaggregated data</i> (213) Continuing development and updating of international databases on a range of subjects including <i>wages, working time, work and family, maternity protection, work organization, the treatment of older workers, and violence and harassment at the workplace</i> (213)

Strategic Objective No. 3: Enhance the coverage and effectiveness of social protection for all <i>The 2003 Global Campaign on Social Security and Coverage for All, and the June 2006 Promotional Framework for the Occupational Safety and Health Convention, 2006 (No. 187), and Recommendation, 2006 (No. 197), will guide ILO work in strengthening institutional capacity to improve conditions in workplaces</i>			
Outcomes (intermediate)	Outcomes (immediate)	Indicators (and targets)	Strategy and activities ¹
Explicit focus on gender equality – Concerned with advancing rights and equality between women and men – appears at indicator and/or strategy level (italicized for the Action Plan)			
3c. Labour migration is managed to foster protection and decent employment of migrant workers	3c.1. Increase member State capacity to develop policies or programmes focused on the protection of migrant workers	16. Number of member States that apply ILO technical assistance to develop labour migration policies focused on the needs of women and other vulnerable migrant workers	The Multilateral Framework on Labour Migration will be promoted in assisting member States with <i>gender-sensitive policies and institutions</i> for labour migration; social partners' capacity will be strengthened and best practices compiled (219) Focus on equality of treatment and non-discrimination – special attention to vulnerable groups, e.g. <i>women domestic workers, labour rights ... prevention of HIV/AIDS, etc.</i> (221) The Office will collect, analyse and disseminate <i>gender-sensitive statistics</i> on labour migration (224)
3d. Workplace policies respond to needs for HIV/AIDS prevention, treatment, care and support	3d.1. Increase tripartite constituents' capacity to develop policies and programmes that address the HIV/AIDS epidemic in the world of work and within the framework of the promotion of decent work 3d.2. Improve member States' implementation of policies and programmes that address the HIV/AIDS epidemic in the world of work and within the framework of the promotion of decent work (target is 300,000 workers, of whom 50 per cent are women, in member States in the African region and seven member States across all other regions)	17. One indicator – for 3d.1 – specifies gender: number of member States in which each tripartite constituent has a trained HIV/AIDS focal point, adopts a <i>gender-sensitive HIV/AIDS</i> workplace policy, and includes a funded time-bound implementation plan 18. An indicator for 3d.2 specifies that 50 per cent of the target of 250,000 workers with increased knowledge and access to referral systems should be women	Strategy for this strategic objective specifies ILO support to tripartite constituents in developing and implementing HIV/AIDS prevention and care programmes for <i>men and women workers</i> (225) Prevention will include <i>gender-sensitive strategies for the promotion of behaviour change in men and women workers</i> (226) Prevention and treatment programmes will respect workers' rights and confidentiality as well as measures to combat stigma and discrimination through <i>gender analysis based on sex disaggregated data</i> (226) Information and training activities will <i>target men and women workers</i> in specific sectors of the formal and informal economies (transport, agriculture, mining, health, attention to migrant workers), and the relevant state, employers' and workers' organizations, including those representing <i>women and men living with HIV/AIDS</i> (227) To address the needs of the hardest hit region and hardest hit groups of <i>women and girls</i> who are both disproportionately infected and affected by HIV/AIDS, 50 per cent of all resources will be dedicated to Africa (229)
¹ Bracketed numbers relate to paragraphs in the Programme and Budget for 2008–09			

<p align="center">Strategic Objective No. 4: Strengthen tripartism and social dialogue</p> <p align="center"><i>Interventions in line with 2002 International Labour Conference resolution concerning tripartism and social dialogue; active collaboration within the ILO will ensure that priorities of tripartite partners are addressed and processes of social dialogue are strengthened through all ILO programmes, especially DWCPs</i></p>			
Outcomes (intermediate)	Outcomes (immediate)	Indicators (and targets)	Strategy and activities ¹
	Explicit focus on gender equality – Concerned with advancing rights and equality between women and men – appears at indicator and/or strategy level (<i>italicized for the Action Plan</i>)		
4a. Employers and workers have strong and representative organizations	<p>4a.1. Increase the value of employers' organizations to existing and potential membership</p> <p>4a.2. Increase the value of workers' organizations to existing and potential members</p>	<p>19.4a.1. Number of cases of applying ILO technical assistance or tools to provide new, or modify current, services that respond to the needs of existing and potential members by both employers' and workers' organizations but also</p> <p>20.4a.2. Indicator specific to application by workers' organizations to policies, action plans or training programmes related to decent work (amongst many other topics): <i>gender</i> (target is 30 cases total)</p>	<p>Ensuring that institutions and policies are equitable requires the <i>participation of women and men</i> in social dialogue processes and explicit <i>gender-specific actions</i> to achieve results (234)</p> <p>Research and networking; negotiation and advocacy skills and the role of employers' organizations in helping to create a positive investment climate for business is important for the Decent Work Agenda, in particular <i>more and better employment for women and men</i> (236–237)</p> <p>Explore potential for cooperation with other business organizations ... <i>including women entrepreneurs' organizations</i> (238)</p> <p>The <i>representation of women</i> at decision-making levels in workers' organizations will be an important aspect of the strategy for 4a.2 (240)</p> <p>Strengthening workers' organizations by increasing the membership and leadership from under-represented groups of workers, often <i>women</i> (242)</p>
4b. Social partners influence economic, social and governance policies	4b.1. Increase the capacities of employers' and workers' organizations to participate effectively in the development of social and labour policy	21. One indicator relates to the number of cases in which workers' organizations apply ILO technical assistance, products or tools ... or submit policy research to trade union networks (<i>based on sex disaggregated data and gender-sensitive analyses</i>)	<p>Tailor-made technical assistance will be provided in the context of DWCPs and with global tools (policy advice, thematic publications and CDs, etc.) to help workers' organizations in (amongst several areas) <i>gender-sensitive social protection; gender equality; informal economy and export processing zones with a special emphasis on young people and women</i> (247)</p> <p>The Bureau for Workers' Activities will contribute to overcoming multiple forms of <i>discrimination facing women</i> by supporting the setting and enforcing of standards and social policy nationally and internationally (248)</p> <p>Particular attention will be paid to the expansion of the <i>role of women in decision-making bodies</i> (253)</p>

<p align="center">Strategic Objective No. 4: Strengthen tripartism and social dialogue</p> <p align="center"><i>Interventions in line with 2002 International Labour Conference resolution concerning tripartism and social dialogue; active collaboration within the ILO will ensure that priorities of tripartite partners are addressed and processes of social dialogue are strengthened through all ILO programmes, especially DWCPs</i></p>			
Outcomes (intermediate)	Outcomes (immediate)	Indicators (and targets)	Strategy and activities ¹
4c. Tripartite dialogue occurs widely in policy-making, labour law reform and implementation	<p>Increase member States' capacity to:</p> <p>4c.1. Develop policies and labour legislation through tripartite dialogue between constituents</p> <p>4c.2. Improve the capacity of the tripartite constituents to implement labour policies and programmes, including through coordination at regional and subregional levels</p>	<p>Indicators (5) tracking number of cases where member States have used ILO technical assistance to:</p> <p>22. Ratify ILO Conventions (Nos 144, 150, 151 and 154) on tripartite consultation, labour administration and promotion of collective bargaining</p> <p>23. Develop new, or modify existing, labour policies or laws reflecting ILO labour standards</p> <p>24. Create or modify labour ministry institutions (including on social dialogue)</p> <p>25. Improve the training of management or staff within labour ministry institutions</p> <p>26. Improve the responsiveness and efficiency of labour ministry institutions or programmes</p> <p>27. Number of cases in which constituents participate in regional or subregional accord negotiation processes</p> <p>28. Number of cases in which tripartite constituents are actively involved in regional and subregional social dialogue processes</p>	<p>The core strategy will be to deliver advice and assistance to constituents. <i>Gender considerations</i> will remain a cross-cutting element (256)</p> <p>Recent research will be developed into practical guidance – including on the <i>representation of women in social dialogue institutions</i> (257)</p>
<p align="center">Explicit focus on gender equality – Concerned with advancing rights and equality between women and men – appears at indicator and/or strategy level (<i>italicized for the Action Plan</i>)</p>			

<p align="center">Strategic Objective No. 4: Strengthen tripartism and social dialogue</p> <p align="center"><i>Interventions in line with 2002 International Labour Conference resolution concerning tripartism and social dialogue; active collaboration within the ILO will ensure that priorities of tripartite partners are addressed and processes of social dialogue are strengthened through all ILO programmes, especially DWCPs</i></p>			
Outcomes (intermediate)	Outcomes (immediate)	Indicators (and targets)	Strategy and activities ¹
Explicit focus on gender equality – Concerned with advancing rights and equality between women and men – appears at indicator and/or strategy level (<i>italicized for the Action Plan</i>)			
4d. Sectoral social dialogue promotes the improvement of labour and social conditions in specific economic sectors	4d.1. Increase the level of consensus on social and labour issues in specific economic sectors 4d.2. Increase constituent capacity to develop policies or programmes focused on improving labour and social conditions in specific sectors	Number of cases in which: 29. Constituents reach consensus by adopting conclusions, recommendations, codes or guidelines in sectoral meetings 30. The follow-up actions from recommendations adopted by sectoral meetings are implemented Number of cases in which constituents apply ILO technical assistance, training, or tools to: 31. Ratify sectoral Conventions 32. Develop policies based on sectoral codes of practice or guidelines 33. Develop national tripartite plans of action on sector-specific issues	Work on the sectoral aspects of gender equality (<i>conditions of work and occupational safety and health</i>) is a central part of the ILO's sectoral activities strategy (267) Another strategic component will be research and development of user-friendly and <i>gender-sensitive training packages and tools</i> such as the Port Worker Development Programme (270)
<p>¹ Bracketed numbers relate to paragraphs in the Programme and Budget for 2008–09</p>			

Gender equality result areas in the ILO's Programme and Budget for 2008–09: Gender-responsive regional priorities¹

Africa

- Recognition that most of 110 million working poor are women in rural areas (72).
- Recognition of havoc caused by HIV/AIDS and the fact that women are particularly affected as they have the highest infection rates and are the main caregivers (73).
- Strengthening the technical capacity of constituents to promote women's entrepreneurship (75).

The Americas

- Particular emphasis will be placed on, among other things, the promotion of gender equality, in applying fundamental principles and rights at work (81).
- Young people, women and the most vulnerable sectors of society will receive special attention in work on national and local policies for promotion of employment, vocational training and productivity-enhancing measures (86).
- In extending and strengthening social protection systems, proposals will be developed for vulnerable sectors of the labour market, such as ... women (87).

Arab States

- Recognition that unemployment rates are particularly high amongst women and that globalization and trade are adversely affecting disadvantaged groups, including women (93).
- Priority to extending coverage of social security to workers in the informal sector – where many women work (97).
- Strengthening policies and strategies to secure basic social protection for neglected groups ... and women migrant domestic workers in particular (98).

Asia and the Pacific

- Labour laws, institutions and administration ... should address changing employment relationships and the large informal economy, which employs the vast majority of women (106).
- Implementation of the Regional Plan of Action for Labour Migration will assist both sending and receiving countries in effectively addressing migration as a component of gender-sensitive employment policy (109).

Europe and Central Asia

- Policy-makers need to address the particular challenges of combating forced labour and trafficking in women (117).

¹ Bracketed numbers relate to paragraphs in the Programme and Budget for 2008–09.

Gender equality result areas in the ILO's Programme and Budget for 2008–09: Joint immediate outcome

<p align="center">Joint immediate outcome on advancing gender equality in the world of work <i>Joint immediate outcomes address areas that require coordinated policies and draw from multiple technical fields. All sectors and regions participate in their implementation to deliver common outputs and achieve defined results</i></p>			
Advancing gender equality in the world of work	Indicators (and targets)	Strategy and activities ¹	Responsible units
<p>Increase capacity of constituents to develop integrated policies and programmes to advance gender equality in the world of work</p> <p><i>This joint outcome contributes to intermediate outcomes on: international labour standards; employment and skills policies; sustainable enterprises; access to social security; safety, health and working conditions; and tripartite dialogue in policy-making, labour law reform and implementation. It will support knowledge sharing and coordinated action with the multilateral system, thereby contributing to gender mainstreaming in the UN reform process (288)</i></p>	<p>Number of cases in which UN country programmes and national decisions in such countries apply ILO assistance to develop policies or programmes focused on: increasing equal opportunities for women and men for training and skills development; improving job recruitment and retention; advancing women into decision-making positions; promoting women's entrepreneurship and/or promoting women's access to financing and resources</p> <p>Number of cases in which governments – whether they have ratified or not the four gender equality Conventions Nos 100, 111, 156 and 183 – establish programmes, legislation, policies, collective agreements and/or court decisions to implement the key provisions of Conventions Nos 100, 111, 156 and 183</p>	<p>Two-pronged strategy:</p> <ol style="list-style-type: none"> Systematic integration of gender-related concerns in all ILO programmes and actions. The ILO will explicitly address the specific and often different needs of both women and men, or boys and girls, in the design and implementation of DWCPs, and through these include gender issues in the world of work in UN country programmes. The ILO will conduct gender audits and provide recommendations to promote positive changes in policies, legislation, programmes and institutional structures (284) Gender-specific interventions are used when analysis shows that one sex – usually women – experiences social, political and/or economic disadvantages. Interventions will target women and men to address discrimination in the labour market, capacity building, social dialogue and representation in decision-making (285) <ul style="list-style-type: none"> The ILO will provide comparative information on good practices in relation to advancing gender equality in the world of work, focusing on gender discrimination in the labour market; promotion of women's entrepreneurship; recruitment and job evaluation procedures; pay differences based on sex; work and family responsibilities, and maternity protection (286) The ILO will organize a series of tripartite and bipartite dialogues to identify measures to advance gender equality, with particular attention to vulnerable and/or high potential groups of women workers, and to influence national policies and international cooperation accordingly (286) The mobilization of extra-budgetary resources will continue to support the regular ILO programme on advancing gender equality (287) 	<p>All regional offices, field offices and headquarters-based sectors ILO Office The Gender Bureau will coordinate this joint immediate outcome Strategic budget for the joint immediate outcome is \$5,495,224</p>

¹ Bracketed numbers relate to paragraphs in the Programme and Budget for 2008–09

Annex II

The ILO's gender equality policy

CIRCULAR NO. 564

Director-General's
announcements

Series: **1**

Distribution: A

17.12.1999

Gender equality and mainstreaming in the International Labour Office

1. This circular spells out ILO policy on gender equality and mainstreaming. It supplements Circular No. 6/493 of 6 October 1993 on equality of opportunity and treatment for women in the International Labour Office, and is a crucial step towards implementation of gender equality and equity throughout the Organization.
2. As an organization dedicated to fundamental human rights and social justice, the ILO must take a leading role in international efforts to promote and realize gender equality. Following the adoption in 1995 of the Platform for Action by the Beijing Fourth World Conference on Women, the ILO strengthened its efforts to institutionalize gender concerns at all levels, at headquarters and in the field. I now intend to intensify these efforts and translate my firm political commitment into our policies and programmes.
3. In order to ensure that the impact of our efforts is maximized and that resources are used effectively, mutually reinforcing action will be taken simultaneously on three fronts: staffing, substance and structure.

Staffing

4. I have set an Office-wide target of 50 per cent of Professional posts to be filled by women by 2010, with particular care to be given to gender balance in senior posts. Career development opportunities for General Service staff will be expanded and specific measures will be taken to create a family-friendly and enabling working environment for all staff, both men and women.

Substance

5. Gender inequalities are best dealt with through integrated approaches. In this context, the ILO's Programme and Budget for 2000–01 has identified gender equality and development as themes which cut across the four strategic objectives. The Office must now work to ensure that commitment to gender equality is internalized throughout the ILO and reflected in all our technical work, operational activities and support services.

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6. Using a gender lens, productive, reproductive, family, community and constituency-based roles can be properly analysed and strategic gender needs identified. Furthermore, equal representation and participation of women and men in decision-making are also fundamental for addressing social and economic issues in an integrated way and for ILO policy prescriptions to operate effectively in specific contexts.
 7. Gender analysis will be undertaken systematically in the Office's technical work and action will be taken, including gender-specific interventions, to promote gender equality. This will require a change in attitudes and working habits, cooperation and teamwork as well as the development of officials' competence in conducting gender analysis.
 8. I expect these steps to result in the creation of new analytical frameworks, the enrichment of the ILO's knowledge base on gender issues and the provision by the Organization of enhanced related products and services. They should lead as well to the development of indicators and other tools to support gender mainstreaming. The generation of gender-sensitive data will also be critical for the development and implementation of technical cooperation programmes, the provision of advisory services and training, the development of research programmes and the dissemination of information.

Structure

9. Institutional arrangements for effective gender mainstreaming will be strengthened Office-wide. Existing mechanisms for programming, implementation, monitoring and evaluation will be reviewed, gender issues integrated more effectively where necessary and new mechanisms established as appropriate. It will also be necessary to establish an accountability framework for gender equality.
10. I have decided that a Bureau for Gender Equality will replace the former Office of the Special Adviser on Women Workers' Questions and will report directly to me. The Bureau will provide Office-wide support for gender mainstreaming and will ensure the enhanced complementarity and coherence of our programmes and activities in respect of gender equality.

Action plan

11. To make this policy operational, I asked the Bureau for Gender Equality to prepare an Office-wide action plan, on the basis of a participatory and consultative process involving staff at different levels, both in the field and at headquarters. I have approved the action plan as an operational tool for the implementation of gender mainstreaming in the ILO.

Implementation

12. The implementation of this gender equality and mainstreaming policy requires the unfailing commitment, participation and contribution of each staff member. The responsibility and accountability for its successful implementation rests with the senior managers, the regional directors and the programme managers. Gender specialists and focal points will have a special role to play as catalysts. The Staff Union Committee will be kept fully informed and consulted in this process.

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- 13.** This policy is part of the ongoing transition to make the ILO a modern and efficient organization, responsive to emerging challenges. The ILO's commitment to gender equality will be reflected in the new strategic budgeting system, human resources strategy and policies, monitoring and evaluation functions, and technical cooperation activities. The Governing Body and our constituents will be kept fully informed of progress made in the implementation of this policy.
 - 14.** I count upon the full support and sustained efforts of all staff members in carrying out this policy.

Juan Somavia,
Director-General.

Annex III

International recognition of gender equality

Gender equality as a human right was enshrined in the 1948 Universal Declaration on Human Rights and the 1979 Convention on the Elimination of all Forms of Discrimination against Women (CEDAW). International consensus on the need for gender equality includes the 1990 World Summit for Children, the Conference on Environment and Development in 1992, World Conference on Human Rights in 1993, International Conference on Population and Development in 1994, the 1995 World Summit for Social Development, and the Declaration on Employment and Decent Work for All of ECOSOC in 2006.

At the Fourth World Conference on Women, held in Beijing in 1995, the world's governments agreed that the strategy of gender mainstreaming should be used to achieve gender equality – which was declared critical to combating poverty and promoting sustainable development. At the largest ever gathering of world leaders in 2000 for the UN Millennium Summit, 147 Heads of Government committed to “promote gender equality and the empowerment of women as effective ways to combat poverty, hunger and disease and to stimulate development that is truly sustainable”, and they established a specific goal for this.

The ECOSOC Declaration of 2006 reaffirmed the commitment “to promote gender equality and the empowerment of women and girls, recognizing that they are critical for achieving sustainable development ... [and] to promote and protect all women's human rights by, inter alia, ensuring equal access to full and productive employment and decent work”. The Declaration underlined the need for consistent use of a gender mainstreaming strategy and a range of measures and mechanisms supported by adequate resources, capacity building and awareness raising.

Annex IV

Evolution in the ILO's approach to gender equality in its policies and programmes

Efforts to promote gender equality have evolved in the ILO over the years. The RBM approach in programming and budgeting, recently adopted by the Organization, is conducive to gender mainstreaming. The Bureau of Programming and Management, with support from the Bureau for Gender Equality, have for many years helped make such efforts more visible and consistent. With the biennial programme and budget, this approach has evolved through the following mechanisms:

- 2002–03: Gender mainstreaming as a “cross-cutting activity” of “general relevance to decent work”;
- 2004–05: Gender equality as a “shared policy objective” with its own indicators, and to which “all ILO units, in the regions and at headquarters ... will contribute ...”;
- 2006–07: Advancing gender equality as a “mainstreamed strategy” to “reinforce the integrating nature of the theme of decent work as a global goal by fostering cross-cutting work on contemporary themes to which the goal of decent work is highly relevant”;
- 2008–09: A “common principle of action” and a joint immediate outcome that requires coordinated policies and engagement of cross-organizational technical expertise; and
- a two-pronged approach through: (i) systematic mainstreaming of gender-related concerns in all ILO programmes and actions; and (ii) gender-specific interventions in 2008–09. This approach is supported by the Bureau for Gender Equality with its gender network, which acts as a catalyst for gender mainstreaming including offering advice to ILO staff and constituents on measures to help ensure that policies, legislation, programmes and institutions are more gender equitable.

Annex V

ILO participatory gender audit methodology

A participatory gender audit is a tool and a process based on a participatory methodology. It promotes organizational learning on mainstreaming gender practically and effectively.

To date (September 2007), the ILO has conducted gender audits for 28 field offices and headquarters units; five ILO constituents in Sri Lanka; the ICFTU in Belgium and 11 UN agencies in Zimbabwe and Mozambique. In addition, 210 women and men audit facilitators representing ILO staff, ILO constituents, UN agencies, academia and civil society have been trained in the use of this methodology in Africa, Arab States, Asia and Europe.

The ILO participatory gender audit:

- considers whether internal practices and related support systems for gender mainstreaming are effective and reinforce each other and whether they are being followed;
- monitors and assesses the relative progress made in gender mainstreaming;
- establishes a baseline and identifies critical gaps and challenges;
- recommends ways of addressing gender equality; and
- documents good practices towards the achievement of gender equality.

Using this participatory self-assessment methodology, gender audits take into account objective data and staff perceptions of the achievement of gender equality in the Organization in order to better understand concrete and unsubstantiated facts and interpretations. The process often also serves as an entry point for discussion of wider substantive and operational concerns, such as time pressure and the need for knowledge sharing.

The main outcome of an audit is a report that includes recommendations for performance improvement and actions for follow-up by the audited unit/office/organization. Follow-up action to the recommendations is crucial, and this is where ownership of the audit by the unit or office is important in advocating, intervening and scaling up action.

The ILO's gender audits have been extended from being an internal self-assessment mechanism within the Organization into a widely used national-level tool among ILO constituents in their efforts to engender DWCPs. The audit methodology has been expanded and adapted to enhance its relevance for constituents in different political and socio-economic contexts, to strengthen their capacity to take stock of their own gender equality gains, and to identify steps on how to move forward within their own DWCP framework.

Recognized as effective, the participatory ILO gender audit methodology is increasingly being used and adopted by many UNCTs and UN agencies at country level.

The ILO's *Participatory gender audit manual* currently exists in Arabic, English, French, Russian and Spanish.