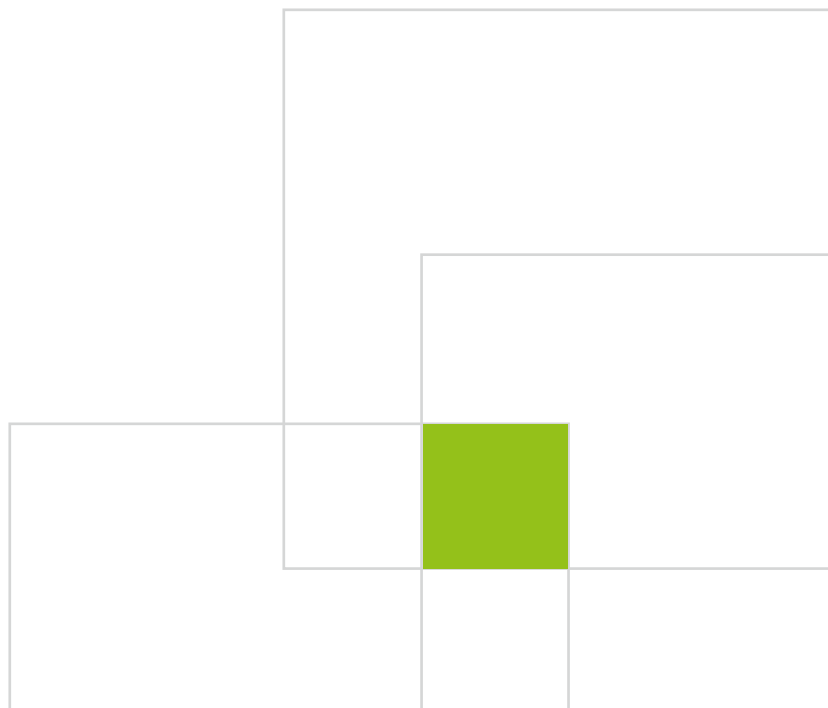




International
Labour
Office
Geneva

ILO Action Plan for Gender Equality 2018–21



INTERNATIONAL LABOUR ORGANIZATION

ILO Action Plan for Gender Equality 2018–21

INTERNATIONAL LABOUR OFFICE GENEVA

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Preface

When the ILO took stock of the world of work as it looked ahead to the challenges of its second century, a striking feature was the lack of progress globally on working women's equality and empowerment. The Women at Work Centenary Initiative was launched in this context, and it was the subject of my Report to the 107th Session of the International Labour Conference.

That Report on "The Women at Work Initiative: The push for equality" sets out five building blocks for a new push for equality based on the extensive research, data and consultations undertaken in the context of the Initiative: a high road to a new care economy; strengthening women's control over their time; valuing women's work fairly; raising the voice and representation of women; and ending violence and harassment. It proposes that the ILO should make a new push for equality as it enters its second century. Constituents acknowledged that business as usual would not be enough to achieve gender equality, supported the five building blocks proposed, and called for commitments and concrete actions.

The Action Plan 2018–21 is in line with this call. This results-based tool is fully aligned with the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) and reflects the ILO's commitment to joining our efforts with those of the UN family and others to support implementation of the 2030 Sustainable Development Agenda.

The Action Plan's ultimate beneficiaries – our tripartite constituents – informed its design, aims and intended results and provided guidance concerning its implementation and the accompanying strategic communication plan. Heeding that guidance, we have set ambitious yet measurable goals, including for new indicators related to the SDGs, reporting results, and on leadership. I am confident that we will continue to show steady progress when the results are presented to the Governing Body. I count on all colleagues to contribute toward achieving the goals.

Guy Ryder
Director-General

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Introduction

Achieving gender equality and women’s empowerment is critical to the ILO’s aim of decent work for all women and men and is at the heart of the ILO’s mandate, beginning with its Constitution adopted some 100 years ago. Over the years this vision of women’s equality and empowerment in the world of work has been reinforced by the ILO tripartite constituents – governments, and workers’ and employers’ organizations – through international labour standards, declarations and resolutions.¹ Gender equality and women’s empowerment is also integral to the “Leave no one behind” vision of the 2030 Agenda for Sustainable Development (2030 Agenda) and will be key to achieving all the Sustainable Development Goals (SDGs), including number 8 on decent work. The ILO Action Plan for Gender Equality 2018–21 is linked to the SDGs – which will be essential for advocacy and impact – and is aligned with the relevant ILO programme and budgets. These comprise strategic policy outcomes that constituents have decided will contribute toward realizing their relevant national and international commitments.

Box 1

Examples of ILO mandate on gender equality and women’s empowerment

Gender equality and women’s empowerment is reaffirmed in many international labour standards and other declarations, resolutions and Governing Body decisions, which are numerous. Among key standards are the Equal Remuneration Convention, 1951 (No. 100); the Discrimination (Employment and Occupation) Convention, 1958 (No. 111); the Workers with Family Responsibilities Convention, 1981 (No. 156); and the Maternity Protection Convention, 2000 (No. 183).

During the first two years of this Action Plan 2018–21, the International Labour Conference will have engaged in a double discussion about standard setting on violence and harassment in the world of work. The standards process – including support for ratification, implementation and monitoring mechanisms – is formal and distinct from the Action Plan 2018–21. The Action Plan will contribute to gender-responsive support to all standards from the Office for the tripartite constituents.

1919 Constitution

- Includes equal remuneration for women and men for work of equal value.

1944 Declaration of Philadelphia (annex to Constitution)

- Includes all humans’ right – irrespective of race, creed or sex – to pursue material well-being in conditions of freedom and dignity, of economic security and equal opportunity.

1975 Declaration of Equality of Opportunity and Treatment for Women Workers

1998 Declaration on Fundamental Principles and Rights at work

- All Members obligated to promote and realize principles of the fundamental Conventions [these include the Equal Remuneration Convention, 1951 (No. 100), and the Discrimination (Employment and Occupation) Convention, 1958 (No. 111)].

2004 Resolution concerning the promotion of gender equality, pay equity and maternity protection

2008 Declaration on Social Justice for a Fair Globalization

2009 International Labour Conference Resolution on gender equality at the heart of decent work

¹ ILO: *Women’s empowerment: 90 years of ILO action!*, Geneva, undated, www.ilo.org/gender/Events/WCMS_105088/lang--en/index.htm

This Action Plan 2018–21, which operationalizes the ILO Policy on Gender Equality and Mainstreaming,² seeks to place the ILO in a leading role among international efforts to promote and realize gender equality. The policy (see Appendix II) was slightly revised in 2017 to bring it up to date, as recommended by a key finding of an independent evaluation in 2016 of previous action plans. This Action Plan 2018–21, in order to support constituents in meeting their international commitments on gender equality and women’s empowerment, was designed to provide measureable progress in significant institutional and programmatic areas. It also aims to help reinforce and strengthen strategies linked with the Women at Work Centenary Initiative.

Gender-responsive staffing, substance and structure will increase effectiveness and efficiency in achieving the policy outcomes set by constituents in the ILO programme and budgets for 2018–19 and 2020–21. In order to succeed, the Action Plan 2018–21 serves as a tool for promoting commitment, collaboration and accountability among ILO staff and management. It also helps to raise awareness, stimulate knowledge-sharing on good practices and lessons learned, and highlight areas to improve.

The Action Plan 2018–21 is aligned with the organization’s Strategic Plan for 2018–21³ which includes the cross-cutting policy driver on gender equality and non-discrimination (policy driver). Excerpts about the policy driver from the strategic plan are provided (see Appendix I).

The Action Plan 2018–21 is closely aligned with the United Nations System-wide Action Plan on Gender Equality and Women’s Empowerment⁴ (UN-SWAP). The indicators of the Action Plan 2018–21 were finalized after close consultation with relevant custodians and based on a draft 2.0 version of technical notes on indicators, received in June 2018 from UN Women, which coordinates system-wide action plan monitoring and reporting. For this reason the ILO Action Plan 2018–21 contains three new indicators introduced in the 2.0 version on: programmatic linking to the SDGs, reporting on gender-related results, and catalyzing leadership.

The ILO Action Plan 2018–21 retains ILO-unique indicators including on the policy driver, on gender-responsive Decent Work Country Programmes (DWCPs), and on gender-responsive development cooperation, in keeping with recommendations of the independent evaluation.⁵

This Action Plan 2018–21 was drafted based on a discussion followed by decisions of the March 2018 session of the ILO Governing Body.⁶ Its discussion included emphasis on building capacity of staff for systematic gender-responsive development cooperation, beginning with the “how to” of gender analysis based on sex-disaggregated data;

² ILO: Director-General’s Announcement, *Gender Equality and Mainstreaming in the International Labour Office*, Geneva, 17 Dec. 1999, updated in 2016.

³ ILO: *The ILO’s Strategic Plan for 2018-21*, Geneva, 7 Oct. 2016, GB.328/PFA/1.

⁴ UN Women: *UN System-wide Action Plan for implementation of the CEB United Nations System-wide Policy on Gender Equality and the Empowerment of Women*, New York, Apr. 2012.

⁵ ILO: “Final Independent Evaluation Report: ILO Action Plan for Gender Equality 2010-2015”, Geneva, 9 Feb. 2016.

⁶ ILO: *Results of implementation of the ILO Action Plan for Gender Equality 2016-17, and outline of the subsequent proposed Action Plan*, Governing Body, 332nd Session, Geneva, 8–22 Mar. 2018, GB.332/INS/6; and *Minutes – Institutional Section*, 332nd Session, Geneva, 8–22 Mar. 2018, GB.332/INS/PV.

incorporating an indicator on gender parity in delegations to ILO Regional Meetings and the International Labour Conference; achieving gender parity in decision-making posts; and raising accountability among managers. Although this Action Plan 2018–21 contains some key staffing-related indicators, at the conclusion of the Governing Body discussion it was clarified in the Office response that gender parity and plans required were part of its human resources strategy, in order to be consistent with and complement the UN Secretary-General’s initiative.⁷

Results of end-2017 monitoring of the Action Plan 2016–17 showed that aims and targets related to 20 of the 32 indicators were met or exceeded, nine were not met, and statistics for three were not available. These results, which were aligned with UN-SWAP indicators, are briefly summarized below.

A. Accountability

- Policy and plan: Of five indicators, three targets were achieved or exceeded, and one⁸ was not achieved. Statistics for the fifth indicator on directors’ performance management outputs were not available since their beginning-of-cycle outputs were due in April 2018.
- Gender-responsive performance management: The first target was exceeded, and the second target was achieved.

B. Results-based management

- Strategic planning: The target⁹ was not achieved.
- Monitoring and reporting: Statistics for the first indicator were not available, as the programme implementation report had not yet been finalized. The target for the second indicator was exceeded.

C. Oversight

- Evaluation: Of the five targets, one was achieved and four¹⁰ were not.
- Gender-responsive auditing: The target was exceeded.

⁷ UN: System-wide Strategy on Gender Parity, United Nations, New York, Sep. 2017, www.un.int/sites/www.un.int/files/Permanent%20Missions/delegate/17-00102b_gender_strategy_report_13_sept_2017.pdf.

⁸ Percentage of ILO senior staff positions (P5 and above) held by women.

⁹ Percentage of DWCPs that contain indicators, of which at least 35 per cent disaggregate by sex and/or are gender-inclusive.

¹⁰ Percentage of representative sample of evaluations: whose scope satisfactorily or fully integrates gender equality and women’s empowerment; whose criteria and questions specifically address how gender equality and women’s empowerment are satisfactorily or fully integrated into the design; that have a satisfactorily or fully integrated gender-responsive methodology, methods and tools, and data analysis techniques; and that satisfactorily or fully integrate findings, conclusions and recommendations reflecting a gender analysis.

-
- Programme review: Of three indicators for which there were targets, the first ¹¹ was not met, and the second and third were exceeded.

D. Human and financial resources

- Resource tracking: This indicator's target had not been set since results of the piloted reporting tool were not available when the indicator was developed.
- Resource allocation: The target had not been set since data for the cross-cutting policy driver was not available when the indicator was developed.
- Gender architecture and parity: The first target was achieved and the second exceeded.
- Organizational culture: The target was exceeded.

E. Capacity

- Capacity assessment: This indicator's target was not met since an assessment tool was not piloted.
- Capacity development: The first target was exceeded, and the second was achieved.

F. Coherence, knowledge and information management

- Knowledge generation and communication: Of the five targets, four were exceeded and one ¹² was not achieved.
- Coherence: The target was exceeded.

¹¹ Percentage of country programme outcomes scored as meeting the cross-cutting policy driver marker code 2A as a "significant contribution" or code 2B as a "targeted contribution".

¹² Percentage of the Research Department's events that feature women as speakers.

1. Aims and strategy

This Action Plan 2018–21 aims to support effective and inclusive gender-responsive delivery of the Decent Work Agenda by operationalizing the ILO Policy on Gender Equality and Mainstreaming. As mandated by the policy, the action plan seeks to help achieve, through a mainstreaming strategy, women’s equality and empowerment in the world of work. These objectives are reflected in the cross-cutting nature of gender equality in accordance with, among recent policy documents, the 2008 ILO Declaration on Social Justice for a Fair Globalization,¹³ and the 2009 International Labour Conference (ILC) Resolution on gender equality at the heart of decent work.¹⁴

Decent work, gender equality and non-discrimination feature prominently in the 2030 Agenda and corresponding SDGs¹⁵ adopted by the UN General Assembly on 25 September 2015. These include especially Goal 5 on “Achieve gender equality and empower all women and girls”, Goal 8 on “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”, and Goal 10 on “Reduce inequality within and among countries”.

In line with these commitments and aims, an independent evaluation in 2016 of the previous ILO action plan cited good practice strategies and key lessons learned on better supporting ILO constituents to ensure gender equality issues were addressed including in policy agendas. ILO action plans, noted the evaluation, were part of a larger context in which the ILO had to be able to show progress on gender equality. These strategies and lessons have been taken into account when finalizing indicators in this Action Plan 2018–21.

¹³ ILO: *Declaration on Social Justice for a Fair Globalization*, International Labour Conference, 97th Session, Geneva, 10 June 2008.

¹⁴ ILO: *Resolution concerning gender equality at the heart of decent work*, International Labour Conference, 98th Session, Geneva, 17 June 2009.

¹⁵ UN: *The 2030 Agenda for Sustainable Development*, Resolution adopted by the General Assembly, New York, 2015, A/RES/70/1.

Box 2
Gender mainstreaming and gender-responsive analysis

Gender mainstreaming is a strategy to achieve gender equality and women's empowerment so that both women and men can influence, participate in, and benefit equally from the development process. Such a strategy in the world of work focuses on structural barriers so that transformation results in more equal power relations including shared decision-making and women's equal access to and control over productive resources and benefits. Gender mainstreaming and specific interventions to promote equality of opportunity and treatment in labour markets are complementary strategies to help ensure that inequality is not perpetuated or even exacerbated.

Gender analysis can be defined based on the Economic and Social Council's Agreed Conclusions of 1997/2: "... the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels." The UN-SWAP states that adequate gender analysis includes the following: *

- examination of the inequalities between women and men – for example roles and responsibilities, relations between women and men (girls and boys), access to and control of resources, productive and reproductive activities, obstacles and constraints to participation, vulnerabilities, capabilities, and practical needs and strategic interests;
- assessment as to how gender equality can be promoted;
- scrutiny of assumptions about "families", "households" or "people", which may be implicit in the way a problem is posed or a policy is formulated;
- collection and analysis of data or information as to the experiences and situations of both women and men (girls and boys);
- sex-disaggregated data, which enables analysis and subsequent planning and implementation of gender-responsive and transformative approaches to development;
- substantive consideration of activities where women are over-represented (such as paid domestic work);
- analysis of the problem or issue and proposed policy and/programme options in order to determine the implications on women and men (girls and boys) and realization of gender equality, with interventions that support an equitable distribution of benefits and opportunities.

* Based on excerpts adapted from OSAGI: *Gender Mainstreaming: An overview*, New York, 2002.

2. Audience and beneficiaries

The direct audience for the Action Plan 2018–21 comprises all ILO staff and management in headquarters and field offices, in order to guide them in mainstreaming gender in all their work at all levels of the Organization. The action plan is also of interest to stakeholders including UN staff, development partners, academics and experts, and representatives of civil society organizations. Ultimate beneficiaries of the action plan are the tripartite constituents of ILO member States: governments, and workers' and employers' organizations.

In order to address a key recommendation of the independent evaluation in 2016, this action plan retains indicators aimed to generate knowledge of ILO staff about the UN System-wide Action Plan for Gender Equality and Women's Empowerment. The Action Plan 2018–21 also retains indicators, for which the custodian is the Department of Communications (DCOMM), concerning guidance for online and traditional media information sharing and advocacy. While capacity building is still a focus of many indicators some activities will move from training, for which recent online webinars are accessible, to compliance through use of tools. Training related to gender, along with women's share of all training participants, comprise the reintroduced indicators for which the International Training Centre of the ILO, based in Turin is the custodian. Another indicator promotes participation of key gender focal points in training on gender equality and women's empowerment.

In order to help share knowledge with and activate the direct audience, inform beneficiaries and inspire stakeholders, a communications strategy for the Action Plan 2018–21 is being implemented. It was piloted from mid-2016 to end-2017 at the suggestion of the March 2016 session of the Governing Body and after being recommended by the independent evaluation. The strategy was developed after consulting with DCOMM.

Box 3

Examples from a communications strategy for ILO action plans on gender equality

- ILO staff and managers informed through articles and interviews, staff newsletter *Inside*, Evaluation Office's *i-eval Flash News*, and GED website.
- Action plan evaluation findings explained at Office briefings and one regional "Walk the talk" event with ILO staff, managers and focal points.
- Key ILO Gender Network members updated on action plan through email, retreats, consultations, and annual Office meeting with Director-General.
- Periodic information sharing and updates for regional office directors and for management at headquarters.
- New staff informed about action plan at HRD orientation sessions and through GED individual briefings for newly appointed staff.
- ILO and UN staff, constituents and stakeholders learn about action plan at the International Training Centre (ITC) Gender Academy and other courses.
- Partnerships and Field Support Department (PARDEV) training for staff in all regions include GED webinars on action plan and the "how to" of gender analysis for project design and indicators.
- Discussion of action plan indicators by the ILO Director-General with senior management team, and by GED Chief with indicator custodians.
- Action plan brochure with infographics widely disseminated.
- ILO action plan good practices and lessons learned shared with UN system agencies and entities at UN-SWAP meetings held by UN Women.
- Replicable good practices shared with drafters of the Green Climate Fund's Updated Gender Equality and Social Inclusion Policy and Action Plan.
- UN staff and other stakeholders informed on replicable ILO action plan good practices in evaluator training and evaluation methodology through the UN Evaluation Group's *In Focus* online and published information sheets.

The Action Plan 2018–21 communications strategy encompasses a range of information-sharing vehicles for reaching multiple audiences including ILO staff, constituents, and other stakeholders. It comprises – while taking into account limited human and financial resources – traditional and online promotion methods. These include hard or electronic copies of the Action Plan 2018–21 shared with ILO regional office directors and gender specialists as well as with headquarters-based managers and department gender coordinators. Promotion and dissemination efforts cover global ILO Gender Network members and relevant technical experts. Individual consultation meetings with action plan indicator custodians are held on relevant indicators and targets.

3. Results-based management for gender equality

The Action Plan 2018–21 uses a results-based management approach and is aligned with the ILO Strategic Plan for 2018–21 and its corresponding programme and budgets for the two bienniums. Office-wide consultations in late 2017 and the first part of 2018 focused on maintaining close alignment of the action plan indicators with those of the UN-SWAP. Gender Network members – particularly gender specialists and gender coordinators, as well as some key gender focal points – were briefed in May 2017 about the Action Plan 2018–21 approach and drafting process, and in March 2018 they received the draft for comments. During this process a representative of the staff union committee was briefed.

The independent evaluation in 2016 recommended that gender equality concerns be integrated into coordination for the ten ILO policy outcomes, and for this reason additional and specific programmatic-focused indicators were incorporated into this action plan. During programmatic processes GED and regional gender specialists continue to be actively engaged including in consultations and other events held by PROGRAM. Despite limited and diminished resources, GED or regional gender specialists have become members of an increased share of the ten policy outcome coordination teams, and branch-wide contributions were based on analysis, especially related to the cross-cutting policy driver. GED also contributed lessons learned based on its extensive analysis of the ten policy outcomes and the policy driver, and it provided suggestions about better integrating gender equality, as per the independent evaluation’s recommendations, into the programme and budgets as well as the implementation reports. GED also proposed, in collaboration with PROGRAM, more SMART-based¹⁶ marker definitions as a good practice with the custodians of other cross-cutting policy drivers.

Another key lesson identified by the independent evaluation was the positive effect of using a consultative approach when drafting action plan indicators and targets. For this reason, and based on one of its recommendations, custodianship of action plan indicators is now shared by the respective departments, offices or other units. These custodians – in consultation with GED and based on the draft version 2.0 of the UN-SWAP technical guidance notes – set targets for the indicators. They are then responsible for designing and implementing initiatives to achieve the targets, and for reporting on these during GED-coordinated stocktaking and monitoring exercises.

The extent to which ILO development cooperation ignores gender perspectives – which reinforces unequal power relations between women and men in labour markets and exacerbates women’s lower status – was of continuing concern to the March 2018 session of the Governing Body, and had been flagged previously in the independent evaluation. A major effort during the Action Plan 2016–17 to redress the low share of gender-responsive development cooperation – which the independent evaluation recommended based on what it described as “alarming results” – focused on a series of webinars conducted by GED for headquarters and for each of the five regions on the “how to” of gender-responsive project design and indicators. These webinars, hosted by the International Training Centre and part of a PARDEV learning initiative, are available online to staff along with a wide choice of

¹⁶ SMART stands for specific, measurable, achievable, relevant and time-bound.

tools to support compliance with gender mainstreaming in project proposals. A related key recommendation of the evaluation was using a simple gender analysis framework. This framework, excerpted from a women workers' rights modular training package produced previously by the Office, is the focus of a session held by GED during new staff orientation events organized by HRD.

The action plan retains most ILO-unique indicators, based on the independent evaluation's key recommendations and the Governing Body discussion. These include tracking the extent to which programme implementation reports incorporate outcomes with gender-specific results, the share of strategic policy outcomes that incorporate gender equality and non-discrimination as mandatory success criteria, and the percentage of staff time attributed to the cross-cutting policy driver. These ILO-unique indicators, all of which are marked with an asterisk (*) in the following table, also track gender-responsive DWCPs and development cooperation.

The table shows with grey shading the currently achieved level for each indicator, according to criteria in the draft 2.0 version of the UN-SWAP technical notes. These levels include approaches requirements, meets requirements, and exceeds requirements.

4. Alignment with UN-SWAP

As requested by the ILO Governing Body ¹⁷ in March 2013 and reaffirmed in March 2016, the Action Plan 2018–21 is completely aligned with the indicator elements of the UN-SWAP, which was endorsed by the UN Chief Executives Board for Coordination (CEB). ¹⁸

Version 2.0 of the UN-SWAP was developed through an 18-month participatory process in which the ILO was actively involved and to which it contributed lessons learned and good practices. UN-SWAP 2.0, developed within the overall context of UN reform, introduces three new indicators, described above. The 2.0 version reorganizes indicators under two sections. The first focuses on gender-related SDG results, and includes the new indicators on results and reporting, along with already-existing indicators including on oversight functions of evaluation and audit. The second on institutional strengthening to support achievement of results includes the new indicator on leadership. The ILO Action Plan 2018–21 reflects these categories, adheres with the reworked organization of UN-SWAP indicators and has introduced the three new indicators, which are tailored to the ILO context and mechanisms.

Box 4

United Nations System-wide Policy on Gender Equality and the Empowerment of Women

“... We commit ourselves to providing strong leadership within our organizations to ensure that a gender perspective is reflected in all our organizational practices, policies and programmes. ... A United Nations system-wide action plan that includes indicators and timetables, allocation of responsibilities and accountability mechanisms and resources is essential to make the strategy of gender mainstreaming operational ...”

Source: UN Chief Executives Board for Coordination, New York, 28 Oct. 2006 (CEB/2006/2).

¹⁷ ILO: *Minutes – Institutional Section*, 317th Session of the Governing Body, Geneva, 6–28 Mar. 2013, GB.317/INS/PV; and *Minutes – Institutional Section*, 326th Session of the Governing Body, Geneva, 10–24 Mar. 2016, GB.326/INS/PV.

¹⁸ UN Chief Executives Board for Coordination, New York, 2006 (CEB/2006/2).

5. Accountability and responsibility

As an entity of the United Nations, the ILO has a specific mandate and distinct structure including its own governance institutions to which, among other things, the Office reports progress on advancing gender equality and women's empowerment. The Office provides separately these results to UN Women, which coordinates UN-SWAP reporting. The Office has aligned its monitoring exercises and streamlined its reporting to UN Women for more efficiency and for effective use of limited human resources.

The Action Plan 2018–21 reflects some key accountability-related recommendations of the independent evaluation in 2016, such as that more responsibility be given to indicator custodians including for monitoring and reporting. In March 2018 the Governing Body discussion about the Action Plan 2018–21 highlighted the need for more accountability, especially for management; welcomed a new indicator on leadership; and asked for more clarity on how the strategies concretely support efforts of the tripartite constituents, the ultimate beneficiaries of the Action Plan 2018–21. For these reasons, custodians of some indicators have been made more explicit in order to reflect the tripartite constituents' formal decisions and stated objectives.

Within the Office, the roles, responsibilities and accountability mechanisms for advancing gender equality – including through implementation of the ILO Action Plan 2018–21 – are listed below.

Box 5
Roles and responsibilities for enhancing gender equality in ILO work

All staff are accountable for mainstreaming gender in their own work, in order to support the constituents to promote gender equality.

| | |
|---|---|
| Director-General | Ultimate responsibility for policy development and organizational performance on gender equality. |
| Deputy Directors-General | Accountable for implementing and monitoring gender equality in their respective portfolios of departments and relevant 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. |
| Field structure 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 senior gender specialists. |
| Headquarters-structure directors and chiefs | In implementing responsibilities delegated by Deputy Directors-General, accountable for ensuring that adequate human and financial resources are allocated to achieve gender-responsive outcomes and indicators in programme areas. |
| Strategic Programming and Management Department (PROGRAM) | Accountable for steering and overseeing a coherent approach to gender equality and gender mainstreaming in Office-wide programme planning, monitoring, reporting and resource allocation, including quality assurance responsibilities in line with results-based management. |
| Human Resources Development Department (HRD) | Accountable for encouraging progress toward parity between women and men and equality of opportunity and treatment of all ILO staff including in training and other relevant activities. |
| Partnerships and Field Support Department (PARDEV) | Accountable for promoting gender equality and for gender mainstreaming in all partnership agreements, development cooperation agreements, programmes and projects. |
| Senior gender specialists in Decent Work Teams | Accountable for playing a catalytic and supportive role to field offices and headquarters to effectively mainstream gender including input to analysis, planning, implementation, review and reporting. |
| Gender coordinators and gender focal points | Accountable for playing a catalytic role to assist mainstreaming in respective units or field offices. In the case of ACTRAV and ACT/EMP, accountable for playing a catalytic and supportive role at headquarters and for cooperating with field offices to effectively promote social partner perspectives in gender mainstreaming, and input to analysis, planning, implementation, review and reporting in their respective bureaus. |
| Gender, Equality and Diversity Branch (GED) | Accountable for supporting implementation of the ILO gender equality policy together with the Gender Network – of senior gender specialists, gender coordinators and focal points – through advisory services, capacity building and knowledge sharing; and coordinating monitoring exercises and reporting on the action plan to the Deputy Directors-General, ILO governance bodies and UN Women. |

6. Monitoring, reporting and evaluation

Regular monitoring of action plan targets, including at mid-term for stocktaking and reporting purposes to the ILO Governing Body and UN Women, is the basis upon which the Office tracks progress on implementation of the ILO gender equality policy. Such monitoring is the responsibility of custodians of Action Plan 2018–21 indicators. For transparency and rigor – as well as comparability across time – these custodians will be asked during monitoring to provide relevant documentation and their calculations methodology. Monitoring, coordinated by GED, is also the moment when custodians are expected to assess whether they can scale up successful efforts, or – if not on track for meeting targets – intensify efforts or change strategies.

Possible double reporting to the Governing Body and the tripartite constituents will be avoided since progress on meeting targets in the policy outcomes of the Programme and Budget proposals for 2018–19 and 2020–21, as well as on the cross-cutting policy driver, are integrated in the respective implementation reports. Although there are staffing-related indicators in the Action Plan 2018–21, reporting to the Governing Body on implementation of the Human Resources Strategy 2018–21 – including outputs related to gender balance – is the responsibility of HRD.

Reporting on the Action Plan 2018–21 and its operationalization of the ILO gender equality policy will be made – as mandated by the policy and as has been the practice since 2011 – to the Governing Body. In March 2018 it “instructed the Office to conduct monitoring that coincided with the reporting period for the UN System-wide Action Plan on Gender Equality and Empowerment of Women, while maintaining separate reporting to the Governing Body on progress and gaps in meeting targets at the midpoint of implementation, as well as on implementation results and proposed approaches of future action plans”.¹⁹

Annual reporting on the UN-SWAP indicators by UN system organizations and entities is used for a compilation of progress and gaps, which is included by the UN Secretary-General in a report on Gender Mainstreaming in the UN System submitted to the Economic and Social Council. UN organizations and entities are encouraged to make public progress and gaps in meeting their own action plan targets for indicators aligned with the UN-SWAP. In the case of the ILO, all papers submitted about its action plan to the Governing Body are publicly available on the ILO website. This transparency, encouraged by UN Women, was commended during the March 2018 discussion of the Governing Body as a good practice that helps increase accountability.

¹⁹ ILO: See decision point in *Minutes – Institutional Section*, Governing Body (GB.332/INS/PV), 8–22 Mar. 2018, Geneva, para. 198(b).

7. Human and financial resources

A wide variety of human and financial resources from across the Organization are needed for effective implementation of the ILO Action Plan 2018–21, and the Governing Body in March 2018 “requested the Director-General to take into consideration its guidance in pursuing the ILO’s mandate to promote gender equality in the implementation of the ILO Strategic Plan for 2018–21 and the two corresponding programme and budgets, and in facilitating extra-budgetary resources”.²⁰

Resources needed to implement the ILO action plans have augmented over the years as have the number and breadth of indicators. Their number increased when the Governing Body in March 2013 requested, and then reiterated in March 2016, its desire for closer alignment to UN-SWAP indicators. Another three indicators were added in 2018 to the UN-SWAP on: programmatic linking to the SDGs, reporting on gender-related results, and catalyzing leadership. Despite having eliminated several less significant or duplicative indicators, this Action Plan 2018–21 contains the highest number ever without a corresponding increase of dedicated human and financial resources.

In keeping with one of the recommendations of the independent evaluation concerning gender budgeting, in 2017 a RESEARCH seminar chaired by GED focused on good practices and lessons learned among gender-budgeting initiatives worldwide. The same year GED provided guidance to a development cooperation programme that planned to pilot a gender-budgeting tool. A related indicator in the Action Plan 2018–21 tracks use of a tool to measure the percentage of professional staff time attributed to the cross-cutting policy driver on gender equality and non-discrimination.

The Programme and Budgets for 2018–19 and for 2020–21 attribute regular budget resources for staffing and activities of GED. The resource-linking process – both in terms of work-months and regular budget technical cooperation (RBTC) funds – is one formal mechanism to support outcome-based workplans that mainstream gender. It also allows for a transparent commitment of funding for field and headquarters-based initiatives to advance gender equality. However, previous independent evaluations of the action plans have revealed that more effective mainstreaming of gender requires resources beyond the regular budget allocation. These efforts form part of Office follow-up on the 2009 ILC resolution on gender equality at the heart of decent work, which states that “in leveraging international partnerships to promote gender equality, the ILO should ... systematically include the goal of gender equality in arrangements involving resource mobilization, knowledge sharing and technical cooperation, in partnership with donors ...”.²¹

During implementation of this Action Plan 2018–21, the Office is continuing to seek extra-budgetary resources through the Regular Budget Supplementary Account (RBSA) and through earmarked funds under partnership agreements with individual member States. However the shift in emphasis from project-based funding to outcome-based workplans has resulted in less extra-budgetary resources explicitly devoted to promoting gender equality.

²⁰ *ibid.*, para. 198(c).

²¹ *Resolution concerning gender equality at the heart of decent work*, para. 57(c).

8. Table: Performance indicators

Parts shaded grey = ILO estimated-level based on June 2018 draft of UN-SWAP technical notes, version 2.0.

Asterisk (*) = indicator retained from previous action plans, based on priority concerns expressed in the ILO policy on gender equality or identified as ILO-unique by the Governing Body.

| | Approaches requirements | Meets requirements | Exceeds requirements | Indicators | Custodians |
|--|---|--|--|--|--|
| 1. Gender-related SDG results | 1(a)(i). Main strategic planning document includes at least one high-level result on gender equality and women's empowerment which will contribute to meeting SDG targets, and reference to SDG 5 targets | 1(b)(i). Main strategic planning document includes at least one high-level result on gender equality and women's empowerment which will contribute to meeting SDG targets, and reference to SDG 5 targets and 1(b)(ii). Entity has achieved or is on track to achieve the high-level result on gender equality and women's empowerment | 1(c)(i). Main strategic planning document includes at least one high-level transformative result on gender equality and women's empowerment which will contribute to meeting SDG targets, and reference to SDG 5 targets and 1(c)(ii). Entity has achieved or is on track to achieve the high-level transformative result on gender equality and women's empowerment | Percentage of ILO programme and budget policy outcomes that contribute to SDG 5 targets Target 2018–19: 50% in P&B 2020–21 Target 2020–21: 60% in P&B 2022–23 Baseline 2016–17: 40% in P&B 2018–19 (<i>preparation starts two years prior</i>) <i>Note: See indicator below on results reporting</i> | ILO Governing Body and PROGRAM |
| 2. Reporting on gender-related results | 2(a)(i). Entity results-based management system provides guidance on measuring and reporting on gender equality and women's empowerment results or 2(a)(ii). Systematic use of sex-disaggregated data in strategic plan reporting | 2(b)(i). Reporting to the Governing Body or equivalent on the high-level result on gender equality and women's empowerment which will contribute to meeting SDG targets, including SDG 5 and 2(b)(ii). Systematic use of sex-disaggregated data in strategic plan reporting | 2(c)(i). Reporting to the Governing Body or equivalent on the high-level result on gender equality and women's empowerment which will contribute to meeting SDG targets, including SDG 5 and 2(c)(ii). Systematic use of sex-disaggregated data in strategic plan reporting and | Percentage of ILO programme and budget policy outcomes that include sex disaggregation and/or gender equality * Target 2018–19: 30% in P&B 2020–21 Target 2020–21: 35% in P&B 2022–23 Baseline 2016–17: 28% in P&B 2018–19 (<i>preparation starts two years prior</i>) Percentage of ILO programme and budget policy outcomes, reported in programme implementation report, with gender-specific results * Target 2018–19: 100% Target 2020–21: 100% Baseline 2016–17: 100% | ILO Governing Body and PROGRAM PROGRAM and ILO outcome coordinating teams |

| | Approaches requirements | Meets requirements | Exceeds requirements | Indicators | Custodians |
|--|--|---|---|---|--|
| | | | 2(c)(iii). Reporting every two years to the Governing Body or equivalent on implementation of the entity's gender equality and women's empowerment policy | Governing Body receives report on mid-term or final implementation results of gender equality policy, which is operationalized through action plan Target 2018–19: one report Target 2020–21: one report | ILO Governing Body and GED |
| 3. Programmatic results on gender equality and women's empowerment | 3(a). Results on gender equality and women's empowerment are consistently included in programmatic initiative planning documents | 3(b). Programmatic results on gender equality and women's empowerment are met or on track to be met | 3(c)(i). Programmatic results on gender equality and women's empowerment are met or on track to be met and 3(c)(ii). Programmatic initiatives consistently include transformative gender equality and women's empowerment results | Percentage of DWCPs that contain indicators of which at least 35% disaggregate by sex and/or are gender-inclusive * Target 2018–19: 55% Target 2020–21: 60% Baseline 2016–17: 50% Percentage of representative sample of project and programme proposals with improved gender-mainstreamed strategy and results framework, after an appraisal Target 2018–19: 75% Target 2020–21: 50% (<i>expected to drop as compliance with appraisal checklist increases</i>) Baseline: not available (<i>new indicator</i>) Percentage of project and programme proposals meeting the cross-cutting policy driver on gender equality and non-discrimination (adapted) marker 2A ("significant contribution" including gender equality and non-discrimination analysis in the description, and these reflected in the project outputs and outcomes) or 2B ("principal objective" with gender equality and non-discrimination as the primary focus, with such analysis in the description justifying all interventions whose outputs and outcomes contribute to advancing gender equality and non-discrimination) * Global (<i>HQ-managed projects</i>): Target 2018–19: 35% Target 2020–21: 37% Each region: Target 2018–19: + 2% of baseline Target 2020–21: + 4% of baseline Baselines June 2018 (<i>methodology slightly revised to align with cross-cutting policy driver</i>): Global (<i>HQ-managed projects</i>): 14% | ILO tripartite constituents at country level, ILO regional offices, PROGRAM and GED PARDEV and GED Proposal originators including ILO regional offices, field offices and headquarters units, and PARDEV |

| | Approaches requirements | Meets requirements | Exceeds requirements | Indicators | Custodians |
|---------------|---|--|--|---|--|
| | | | | Africa region: 23% Americas and Caribbean: 14% Arab States: 9% Asia and the Pacific: 31% Europe and Central Asia: 9% | |
| 4. Evaluation | 4(a). Meets some of the United Nations Evaluation Group (UNEG) gender-equality related norms and standards in the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation | 4(b). Meets the UNEG gender equality-related norms and standards and applies the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation during all phases of the evaluation | 4(c). Meets the UNEG gender equality-related norms and standards, applies the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation during all phases of the evaluation, and conducts every five to eight years at least one evaluation to assess corporate performance on gender mainstreaming or evaluation of its gender equality policy/strategy | <p>Number of initiatives conducted to integrate gender into EVAL's internal and external networks *</p> <p>Target 2018–19: four Target 2020–21: four Baseline 2016–17: four</p> <p>Percentage of representative sample of evaluations whose scope of analysis: satisfactorily or fully integrates gender equality and women's empowerment; and whose criteria and questions are designed in a way that ensures gender equality and women's empowerment-related data will be collected *</p> <p>Target 2018–19: 50% Target 2020–21: 65% Baseline: not available (<i>new combined indicator</i>)</p> <p>Percentage of representative sample of evaluations with a satisfactorily or fully-integrated gender-responsive methodology, methods, tools, and data analysis techniques *</p> <p>Target 2018–19: 25% Target 2020–21: 50% Baseline 2016–17: 11%</p> <p>Percentage of representative sample of evaluations that satisfactorily or fully integrate findings, conclusions and recommendations reflecting a gender analysis *</p> <p>Target 2018–19: 60% Target 2020–21: 65% Baseline 2016–17: 35%</p> <p>Number of evaluations conducted every five to eight years to assess corporate performance on gender mainstreaming or equivalent</p> <p>Target 2018–19 and 2020–21: one (<i>conducted in 2016 thus within eight-year period</i>) Baseline 2016–17: one</p> | <p>EVAL</p> <p>EVAL, and ILO regional offices and headquarters departments</p> <p>EVAL, and ILO regional offices and headquarters departments</p> <p>EVAL, and ILO regional offices and headquarters departments</p> <p>EVAL</p> |

| | Approaches requirements | Meets requirements | Exceeds requirements | Indicators | Custodians |
|-------------------------------|---|---|---|---|-----------------------|
| 5. Gender-responsive auditing | | | <p>5(c)(i). Relevant gender equality findings are systematically presented in annual reports of the internal audit departments</p> <p>and</p> <p>5(c)(ii). Internal audit departments undertake at least once every five years a pilot-targeted audit engagement related to gender equality and women's empowerment</p> | <p>Percentage of audited field office reports that identify gender-related risks – such as through quality assurance mechanism reviews of DWCPs – and what mitigating action was taken Target 2018–19: 70% Target 2020–21: 75% Baseline 2016–17: 67%</p> <p>Pilot-targeted audit on effectiveness of internal control procedures to reduce the risk of sexual harassment occurring, and to effectively manage allegations of sexual harassment Target 2018–19: audit designed Target 2020–21: audit completed, results disseminated, and follow-up review if necessary Baseline: not available (<i>new indicator</i>)</p> | <p>OIA</p> <p>OIA</p> |
| 6. Policy and plan | 6(a). Gender equality and women's empowerment, including gender mainstreaming and the equal representation of women, policies and plans in the process of being developed | 6(b). Up-to-date gender equality and women's empowerment policies and plans – including gender mainstreaming and women's equal representation – implemented | <p>6(c)(i). Up-to-date gender equality and women's empowerment policies and plans – including gender mainstreaming and the equal representation of women – policies and plans implemented</p> <p>and</p> <p>6(c)(ii). Specific senior-level mechanism in place for ensuring accountability for promotion of gender equality and women's empowerment</p> | <p>Percentage of ILO professional positions (P1 to P4 on regular budget contracts) held by women * Target 2018–2019: 50% Target 2020–21: 50% Baseline 2016–17: 50%</p> <p>Percentage of ILO senior staff (P5 and above on regular budget contracts) held by women * Target 2018–19: 40% Target 2020–21: 45% Baseline 2016–17: 34%</p> | <p>HRD</p> <p>HRD</p> |

| | Approaches requirements | Meets requirements | Exceeds requirements | Indicators | Custodians |
|---|---|---|---|--|--|
| 7. Leadership | 7(a). Senior managers internally champion gender equality and women's empowerment | 7(b). Senior managers internally and publically champion gender equality and women's empowerment | 7(c)(i). Senior managers internally and publically champion gender equality and women's empowerment and 7(c)(ii). Senior managers proactively promote improvements in UN-SWAP performance indicators where requirements are not met/exceeded | <p>Senior Management Team convenes a meeting with senior managers (D1 and above) in which an unconscious bias session is organized Target 2018–19: one session Target 2020–21: two sessions Baseline: not available (<i>new indicator</i>)</p> <p>Gender equality features regularly on the agenda of the Senior Management Team's meetings Target 2018–19: 10% of meetings Target 2020–21: 10% of meetings Baseline 2016–17: not available (<i>new indicator</i>)</p> <p>Percentage of departments, offices and other units that are owners of at least three indicators for which the Director or Chief's performance-management outputs include achieving the respective targets Target 2018–19: 40% Target 2020–21: 50% Baseline as of April 2018 (<i>when beginning-of-cycle outputs finalized</i>): 10%</p> <p>Number of meetings held with Directors, Chiefs and other unit heads to discuss achieving targets of their respective custodianship indicators Target 2018–19: two Target 2020–21: two Baseline 2016–17: two</p> | <p>Senior Management Team</p> <p>CABINET</p> <p>Deputy-Directors General</p> <p>Deputy-Directors General</p> |
| 8. Gender-responsive performance management | 8(a). The entity's core values and/or competencies being revised to include assessment of gender equality and women's empowerment | 8(b). Assessment of gender equality and women's empowerment integrated into core values and/or competencies for all staff, with a particular focus on levels P4 or equivalent and above | 8(c)(i). Assessment of gender equality and women's empowerment integrated into core values and/or competencies for all staff, with a particular focus on levels P4 or equivalent and above including decision-making positions in all committees, missions and advisory bodies and | <p>Percentage of ILO job description vacancies that refer to gender-related skills or duties, and gender sensitivity * Skills or duties Target: 2018–19: 68% Target: 2020–21: 70% Baseline 2016–17: 65%</p> <p>Sensitivity Target 2018–19: 100% Target 2020–21: 100% Baseline 2016–17: 100%</p> | HRD |

| | Approaches requirements | Meets requirements | Exceeds requirements | Indicators | Custodians |
|--------------------------------|---|---|---|--|---|
| | | | 8(c)(ii). System of recognition in place for excellent work promoting gender equality and women's empowerment | <p>Clear and measureable targets on gender balance in performance appraisal reports for all staff with supervisory responsibilities Target 2018–19: up-to-date sex-disaggregated statistics shared with department directors and regional office directors prior to BOC discussions Target 2020–21: up-to-date sex-disaggregated statistics shared with department directors and regional office directors prior to BOC discussions Baseline: not available (<i>new indicator</i>)</p> <p>Targets on gender parity (result 6) measured and enforced through accountability mechanism such as manager compacts and scorecards, performance objectives, etc. Target 2018–19: One-page scorecard, of sex-disaggregated professional positions in departments and regions respectively, on agenda of at least two Deputy-Directors General meetings with directors of departments, and with directors of regional offices Target 2020–21: One-page scorecard on agenda of at least two meetings with directors of departments, and with directors of regional offices Baseline: not available (<i>new indicator</i>)</p> | HRD Deputy-Directors General and HRD |
| 9. Financial resource tracking | 9(a). Working toward a financial resource tracking mechanism to quantify disbursement of funds that promote gender equality and women's empowerment | 9(b). Financial resource tracking mechanism in use to quantify disbursement of funds that promote gender equality and women's empowerment | <p>9(c)(i). Financial resource tracking mechanism in use to quantify disbursement of funds that promote gender equality and women's empowerment</p> <p>and</p> <p>9(c)(ii). Results of financial resource tracking influences central strategic planning concerning budget allocation</p> | <p>Reporting tool measures professional staff time attributed to the cross-cutting policy driver on gender equality and non-discrimination Target 2018–19: statistics available Target 2020–21: statistics available Baseline as of October 2017: statistics available</p> | FINANCE |

| | Approaches requirements | Meets requirements | Exceeds requirements | Indicators | Custodians |
|-----------------------------------|--|--|--|---|---|
| 10. Financial resource allocation | 10(a). Financial benchmark is set for implementation of the gender equality and women's empowerment mandate | 10(b). Financial benchmark for resource allocation for gender equality and women's empowerment mandate is met | 10(c). Financial benchmark for resource allocation for gender equality and women's empowerment mandate is exceeded | <p>Percentage of country programme outcomes scored as meeting the cross-cutting policy driver on gender equality and non-discrimination marker 2A "significant contribution" or 2B "principal objective" Target 2018–19: 40% Target 2020–21: 43% Baseline 2016–17: 38%</p> <p>Percentage of total resources indicated as required to promote gender equality and non-discrimination (monetary sum of all country programmes that are scored as gender marker 2A or 2B) Target: 2018–19: 68% Target 2020–21: 70% Baseline 2016–17: 65%</p> | <p>PROGRAM and ILO regional offices</p> <p>PROGRAM and ILO regional offices</p> |
| 11. Gender architecture | 11(a). Gender focal points or equivalent at headquarters, regional and country levels are: (a) appointed from staff level P4 and above; (b) have written terms of reference; (c) at least 20 per cent of their time is allocated to gender focal point functions. | 11(b)(i). Gender focal points or equivalent at headquarters, regional and country levels are: (a) appointed from staff level P4 and above for both mainstreaming and representation of women; (b) have written terms of reference; (c) at least 20 per cent of their time is allocated to gender focal point functions; and 11(b)(ii). Gender unit is fully resourced according to the entity mandate | 11(c)(i). Gender focal points or equivalent at headquarters, regional and country levels are: (a) appointed from staff level P5 and above for both mainstreaming and representation of women; (b) have written terms of reference; (c) at least 20 per cent of their time is allocated to gender focal point functions; (d) specific funds are allocated to support gender focal point networking; and 11(c)(ii). Gender unit is fully resourced according to the entity mandate | <p>Percentage of ILO headquarters units and field offices with gender focal points * Target 2018–19: 100% Target 2020–21: 100% Baseline 2016–17: 100%</p> <p>Percentage of unit and office gender focal points, and of department gender coordinators, who are professional level 4 and above * Target 2018–19: 50% Target 2020–21: 55% Baseline 2016–17: 47%</p> | <p>GED</p> <p>GED</p> |

| | Approaches requirements | Meets requirements | Exceeds requirements | Indicators | Custodians |
|-----------------------------------|---|---|---|---|--|
| 12. Equal representation of women | 12(a). Plan in place to achieve in the next five years equal representation of women for General Service staff and at P4 and above levels | 12(b). The entity has reached equal representation of women for General Service staff and also at P4 and above levels | 12(c). The entity has reached equal representation of women for General Service staff and also at P4 and above levels including the senior-most levels of representation in field offices, committees, advisory bodies and funds linked to the entity, irrespective of budgetary source | <p><i>Note: Gender parity and plans are part of the HRD-managed ILO Human Resources Strategy 2018–21</i></p> <p>Percentage of women participants in ILO management and leadership development workshops *</p> <p>Target 2018–19: 60%</p> <p>Target 2020–21: 60%</p> <p>Baseline 2016–17: 54%</p> <p>Average share of women delegates and advisers accredited and registered in International Labour Conferences</p> <p>Target 2018–19: at least 45%</p> <p>Target 2020–21: at least 45%</p> <p>Baseline 2016–17: 30.6% accredited and 29.8% registered</p> <p>Average share of women delegates and advisers accredited and registered in Regional Meetings</p> <p>Target 2018–19: at least 45%</p> <p>Target 2020–21: at least 45%</p> <p>Baseline 2016–17: 31.5% accredited and 26.85% registered (<i>Regional Meeting in 2016 for Asia and Pacific with 27.9% women accredited and 27.1% registered; and in 2017 for Europe with 35.1% women accredited and 26.6% registered</i>)</p> <p>Capacity building for ILO social partners on achieving gender parity in delegations in the International Labour Conference and Regional Meetings</p> <p>Target 2018–19: two</p> <p>Target 2020–21: two</p> <p>Baseline: not available (<i>new indicator</i>)</p> | <p>HRD</p> <p>ILO tripartite constituents, JUR, RELMEETINGS and GED</p> <p>ILO tripartite constituents, JUR, RELMEETINGS and GED</p> |
| 13. Organizational culture | 13(a). Organizational culture partly supports promotion of gender equality and women's empowerment | 13(b). Organizational culture fully supports promotion of gender equality and women's empowerment | <p>13(c)(i). Organizational culture fully supports promotion of gender equality and women's empowerment</p> <p>and</p> <p>13(c)(ii). ILO participatory gender audit or equivalent carried out at least every five years</p> | <p>In line with UN ethics-related legal arrangements, ILO staff complete mandatory ethics training</p> <p>Target 2018–19: Internal governance required ten-hour e-learning programme for new ILO staff incorporates ethics component</p> <p>Target 2020–21: Internal governance required ten-hour e-learning programme for new ILO staff incorporates ethics component</p> <p>Baseline: not available (<i>new indicator</i>)</p> | HRD |

| | Approaches requirements | Meets requirements | Exceeds requirements | Indicators | Custodians |
|--|-------------------------|--------------------|----------------------|--|--|
| | | | | <p>Pilot facilitative initiatives to build and strengthen diversity, and to foster inclusion, in addition to existing policies on maternity, paternity, adoption, family and emergency leave, breastfeeding and childcare Target 2018–19: five Target 2020–21: five Baseline: not available (<i>new indicator</i>)</p> <p>In line with UN monitoring mechanisms, pilot interview for exiting ILO staff about organizational culture for insights on gender-responsive recruitment, retention and staff experience Target 2018–19: design and pilot interview with minimum ten exiting staff, then refine interview methodology Target 2020–21: interview with minimum ten exiting staff, then report to Governing Body on pilot assessment and preliminary results Baseline: not available (<i>new indicator</i>)</p> <p>In line with UN anti-sexual harassment and discrimination prevention policies, staff are aware of One ILO – Zero Sexual Harassment campaign Target 2018–19: campaign materials accessible from ILO public home page Target 2020–21: campaign materials accessible through social media Baseline: not available (<i>new indicator</i>)</p> <p>Percentage of ILO managers receiving upward feedback about whom staff state they “agree” or “absolutely agree” that the manager creates an environment that values diversity * Target 2018–19: 85% (<i>tool being updated in 2019</i>) Target 2020–21: To be set (<i>rating scale to be aligned with revised tool</i>) Baseline 2016–17: 81%</p> | <p>HRD</p> <p>HRD and mediator</p> <p>HRD</p> <p>HRD</p> |

| | Approaches requirements | Meets requirements | Exceeds requirements | Indicators | Custodians |
|--------------------------|--|---|--|--|--|
| 14. Capacity assessment | 14(a). Assessment is carried out on capacity in gender equality and women's empowerment for individuals in entity | 14(b)(i). Entity-wide assessment is carried out on capacity of all relevant entity staff at headquarters, regional and country levels in gender equality and women's empowerment and 14(b)(ii). A capacity development plan is established or updated at least every five years | 14(c)(i). Entity-wide assessment is carried out on capacity of all relevant entity staff at headquarters, regional and country levels in gender equality and women's empowerment and 14(c)(ii). A capacity-development plan is established or updated at least every three years | Findings of gender mainstreaming-related staff capacity assessments compiled and this scan analysed, with results informing draft capacity-development plan Target 2018–19: capacity assessments scan conducted and analysed Target 2020–21: capacity development plan drafted Baseline: not available (<i>new indicator</i>) | HRD and GED |
| 15. Capacity development | 15(a). Working towards ongoing mandatory training for all levels of entity staff at headquarters, regional and field offices | 15(b). Ongoing mandatory training for all levels of entity staff at headquarters, regional and field offices | 15(c)(i). Ongoing mandatory training for all levels of entity staff at headquarters, regional and country offices and 15(c)(ii). Senior managers receive tailored training during orientation | Percentage of sections of management and leadership development workshop materials that incorporate gender * Target 2018–19: 45% Target 2020–21: 47% Baseline 2016–17: 43% Number of days training that field-based gender specialists and focal points of key units receive on gender equality and women's empowerment * Target 2018–19: two days training Target 2020–21: two days training Baseline 2016–17: four days training (<i>not sustainable with decreased resources</i>) Percentage of females among participants in the International Training Centre of ILO (ITC-ILO) training activities Target 2018–19: 45% Target 2020–21: 45% (<i>may be raised once ITC-ILO programme and budget approved</i>) Baseline 2016–17: 44% Percentage of females among ILO staff participants in ITC-ILO training activities Target 2018–19: 50% Target 2020–21: 50% Baseline 2016–17: 49% | HRD GED ITC-ILO ITC-ILO |

| | Approaches requirements | Meets requirements | Exceeds requirements | Indicators | Custodians |
|---------------------------------|---|---|---|---|--|
| | | | | <p>Percentage of males among ILO staff participants in ITC-ILO gender-specific training activities Target 2018–19: 50% Target 2020–21: 50% Baseline 2016–17: 44%</p> <p>Percentage of females among tripartite constituents participating in ITC-ILO training activities Target 2018–19: 44% Target 2020–21: 45% (<i>may be raised once ITC-ILO programme and budget approved</i>) Baseline 2016–17: 44%</p> | ITC-ILO ITC-ILO |
| 16. Knowledge and communication | 16(a). Internal production and exchange of information on gender equality and women's empowerment | <p>16(b)(i). Knowledge on gender equality and women's empowerment is systematically documented and publicly shared</p> <p>and</p> <p>16(b)(ii). Communication plan includes gender equality and women's empowerment as an integral component of internal and public information dissemination</p> | <p>16(c)(i). Knowledge on gender equality and women's empowerment is systematically documented and publicly shared</p> <p>and</p> <p>16(c)(ii). Communication plan includes gender equality and women's empowerment as an integral component of internal and public information dissemination</p> <p>and</p> <p>16(c)(iii). Entity is actively involved in an inter-agency community of practice on gender equality and women's empowerment</p> | <p>Percentage of Research Department's terms of reference and outlines of key ILO flagship reports <i>World Employment and Social Outlook</i>, and <i>World Employment and Social Outlook Trends</i> – that integrate sex-disaggregated data and analysis *</p> <p>Target 2018–19: 95% Target 2020–21: 95% Baseline 2016–17: 87%</p> <p>Percentage of Research Department's events-related studies that substantively address or take into account a gender dimension, based on an agreed checklist *</p> <p>Target 2018–19: 55% Target 2020–21: 55% Baseline 2016–17: 37%</p> <p>Percentage of Research Department's events that feature women as speakers and as authors of relevant studies *</p> <p>Target 2018–19: 45% speakers Target 2020–21: 45% speakers Baseline 2016–17: 38% speakers</p> <p>Target 2018–19: 45% authors Target 2020–21: 45% authors Baseline 2016–17: 39% authors</p> | RESEARCH RESEARCH RESEARCH |

| | Approaches requirements | Meets requirements | Exceeds requirements | Indicators | Custodians |
|---------------|---|--|--|---|--------------------------------------|
| | | | | <p>Percentage of communication plan and sections of Communication Department's guides – on communicating about decent work, on campaigns, and on social media – that include gender-related references Target 2018–19: 75% Target 2020–21: 75% Baseline 2016–17: 68%</p> <p>Promotion of strategic communication approaches with communities of practice including for gender equality and women's empowerment Target 2018–19: Training or other support for ILO staff and/or constituents Target 2020–21: Training or other support Baseline: not available (<i>new indicator</i>)</p> | <p>DCCOMM</p> <p>DCCOMM</p> |
| 17. Coherence | 17(a). Participates in an ad hoc fashion in inter-agency coordination mechanisms on gender equality and women's empowerment | <p>17(b)(i). Participates systematically in inter-agency coordination mechanisms on gender equality and women's empowerment</p> <p>and</p> <p>17(b)(ii). Participates in a UN-SWAP peer-review process</p> | <p>17(c)(i). Participates systematically in inter-agency coordination mechanisms on gender equality and women's empowerment</p> <p>and</p> <p>17(c)(ii). Participates in a UN-SWAP peer-review process</p> <p>and</p> <p>17(c)(iii). Supports implementation of at least one UN-SWAP performance indicator in another entity</p> | <p>Percentage of inter-agency coordination mechanisms on gender equality and women's empowerment contributed to or attended by ILO staff Target 2018–19: 75% Target 2020–21: 75% Baseline 2016–17: 71%</p> | GED and action plan indicator owners |

Appendix I

Excerpts: ILO Strategic Plan for 2018–21

Following are specific excerpts ¹ of the ILO Strategic Plan 2018–21 which are relevant to the theme or key standards related to gender equality.

10. Despite the commitment made by all ILO Members with the adoption of the ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up in 1998, the violation and denial of the fundamental principles and rights that are the subject of the Declaration remain widespread. Discrimination in various forms continues to exclude large numbers from social and economic progress. Certain patterns of gender discrimination, for example, are proving to be highly stubborn. Women still earn on average 77 per cent of what men earn and only 37 per cent of young women participate in the labour market. Some 168 million children remain trapped in child labour, more than half of them, 85 million, in hazardous work and almost 21 million in forced labour (11.4 million women and girls, and 9.5 million men and boys). Freedom of association and the right to collective bargaining are fundamental to decent work: they are essential mechanisms to claim social justice, but are too often under threat, with reduced coverage of collective bargaining being a common and worrying trend in many contexts.
28. In the resolution [on Advancing Social Justice through Decent Work], the Conference reiterated that the four strategic objectives of the Decent Work Agenda – employment, social protection, fundamental principles and rights at work, and social dialogue – continue to be the contemporary expression of the ILO’s social justice mandate. It called for ILO action under the headings of: strengthening of the results-based management framework and Decent Work Country Programmes (DWCPs); institutional capacity building; research, information collection and sharing; and partnerships and policy coherence for decent work.
29. The adoption by the UN General Assembly of the 2030 Agenda in September 2015 has been widely acclaimed as a profound commitment by the international community to bring an end to poverty and hunger, to protect human rights and promote gender equality, to combat inequalities, to build peaceful, just and inclusive societies, and to ensure lasting protection of the planet and its natural resources. From an ILO perspective, it is crucial that there has been explicit recognition of the central place of decent work as an instrument and goal of sustainable development and, hence, as an unprecedented opportunity to engage not only member States but also other organizations of the multilateral system in its promotion.
36. The Strategic Plan will drive action to shape an ILO 2021 that has significantly enhanced its influence as an actor and advocate for social justice. ILO 2021 will have:
...
 - (b) increased significantly its capacity to reach out to, and address the needs of, those most vulnerable and disadvantaged in the world of work, including those in poverty and those affected by situations of conflict and fragility, and by egregious violations of fundamental rights and freedoms;...

¹ ILO: *The ILO’s Strategic Plan for 2018–21* (GB.328/PFA/1), Geneva, 7 Oct. 2016.

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42. To support the policy outcomes, it is essential for the ILO to maintain a limited number of cross-cutting issues which should be a permanent part of all of its areas of work by virtue of their constitutional or otherwise strategic value.
 43. Gender equality and non-discrimination, international labour standards, and tripartism and social dialogue have previously been identified as necessary cross-cutting policy issues and will continue to be during the period of the Strategic Plan.
 49. *The Women at Work Initiative* will help build an evidence base on which to develop and implement innovative measures to advance the ILO's work for gender equality and non-discrimination as essential components of social justice. The considerable and recognized contribution of the ILO to the pursuit of gender equality needs to be taken forward to its full conclusion. This requires improved understanding of the complex and contextually specific structural obstacles to equality which persist, often in spite of the enactment of legislation against discrimination. This also implies giving specific attention to groups of women workers who are particularly vulnerable to discrimination, poverty or exclusion. The Initiative directly addresses the central message of the 2030 Agenda of "leave no one behind" and, in synergy with the End to Poverty Initiative, it will be an essential response to SDG 5 on the achievement of gender equality and the empowerment of all women and girls.
 51. *The Future of Work Initiative* stands as the centrepiece of the centenary activities. It will enable the ILO to sustain its capacity to pursue its social justice mandate in conditions of transformational change in the world of work. It will be supported by the ILO's research, statistical and analytical activities and tackle key policy issues as identified in the four centenary conversations which provide structure for the national "future of work" dialogues under way in over 130 member States. This Initiative influences the work of, and is informed by, the other six Centenary Initiatives. For example, analytical work on demographics, migration and technological change will inform policy work steered by the Women at Work, Green, and Enterprises Initiatives, while work under the End to Poverty Initiative, including the application of tools and the design of interventions at the country level, will feed into the Future of Work Initiative.
 66. Secondly, the effective and efficient management of human resources is key to sound organizational performance. The strategic elements for further improvements in this regard are in respect of determined implementation of the mobility policy, significant improvements in performance management and living up to ILO responsibilities on geographical diversity and gender equality. An organizational learning culture will be encouraged and the Turin Centre will also have a key role to play in staff development.

Appendix II

ILO Policy on Gender Equality and Mainstreaming ¹

1. This policy supplements efforts 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.
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. An Office-wide target has been set of 50 per cent of Professional posts to be filled by women, 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. 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.
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.

¹ This policy, announced in 1999 and shared in this updated form with the senior management team in 2016, includes the concept of gender mainstreaming as based on the definition in the Agreed Conclusions in 1997 of the UN Economic and Social Council (ECOSOC): "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 women's as well as men's concerns and experiences an integral dimension in 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 inequality is not perpetuated. The ultimate goal is to achieve gender equality."

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8. These are expected 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.

Action plan

10. An action plan will be the operational tool for the implementation of gender mainstreaming in the ILO.

Implementation

11. 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.
12. 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.