

Independent Evaluation: ILO's Gender Equality and Mainstreaming Efforts 2016-2021

September 2021

Appendix 5: Comparison of achievements of Action Plans on Gender Equality 2016-2017 & 2018-2021

THIS APPENDIX IS PART OF THE SUPPORTING DOCUMENTATION FOR THE EVALUATION BUT PRESENTED SEPARATELY AND MADE AVAILABLE AS A LINK TO GOVERNING BODY DOCUMENT TO PROVIDE MORE DETAILED REVIEW OF THE ACHIEVEMENT OF THE ACTION PLANS ON GENDER EQUALITY COVERED BY THE PERIOD OF THE EVALUATION.

THIS IS IN PARTICULAR TO INFORM THE DELIBERATIONS BY THE GOVERNING BODY ON RESULTS OF THE EVALUATION OF THE 2018-21 ACTION PLAN AND PROPOSED APPROACH OF THE NEXT ACTION PLAN

KEY FINDINGS FROM THIS ANALYSIS HAVE BEEN INTEGRATED IN THE MAIN REPORT AND USED TO SUPPORT KEY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS PRESENTED IN THE GOVERNING BODY DOCUMENT.

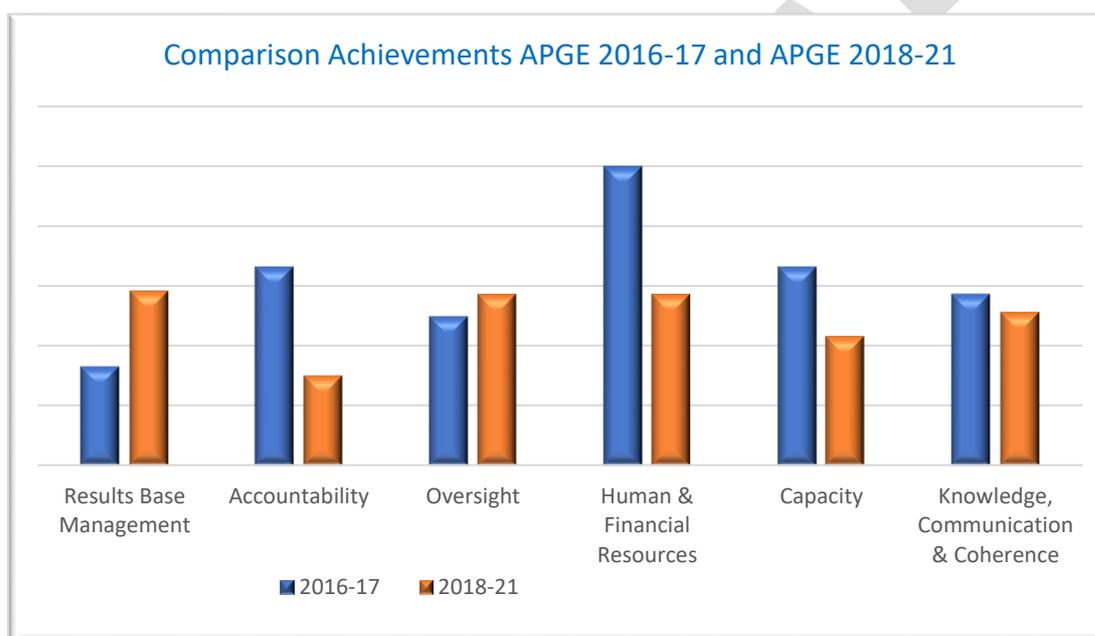
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I. ANALYSIS OF FINDINGS - ACHIEVEMENTS OF APGES

This section provides an assessment of the achievements of each of the periods of the Action Plans for Gender Equality (APGEs), i.e., APGE 2016-17 and APGE 2018-21, as well as a comparison between the two periods. It should be borne in mind that each APGE is different in respect of the expected results and targets, as they reflect the transition from UN SWAP 1 to UN SWAP 2.0.

The chart below shows the achievements of each APGE in respect to the number of target indicators.

Figure A4.1 -Comparison of Achievements of APGE 2016-17 and APGE 2018-21



Results-Based Management

The area of Results Based Management saw an increase in achievement of indicators (i.e., indicator targets either met or exceeded) from the APGE 2016-17 to the APGE 2018-21.

There were three similar indicators across the two APGEs *i) % of policy outcomes reported in the programme implementation report with gender-specific results, ii) DWCP contain indicators disaggregated by sex, and/or gender inclusive, and iii) ILO P&B Policy outcomes include sex-disaggregated data, and/or gender equality.* All three of these indicators were met/exceeded in 2018-21, a 66.7% increase over 2016-17.

In the case of the additional nine indicators, the achievement rate was 44.4% (4 out of 9 indicators). Of the four achieved, of note was that there was a 100% achievement in *policy outcomes reported in the programme implementation with gender specific results* a clear indication that GEM is being

addressed in policy outcomes. The indicator addressing **contributions to SDG 5 targets** also had a 100% achievement, suggesting that the ILO is not working in isolation of global initiatives.

The low levels achievement of gender markers in regional **project and programme proposals** must be seen as an area that requires strengthening, and in particular in the case of global proposals (handled by HQ). The ILO must take the lead if it is to convince the national/regional entities of the importance of gender equality and non-discrimination.

Accountability

Accountability showed a downward trend in achievement from 66.6% to 30%. This was a result of not only the addition of new and different indicators but also because of data not being available at the time of reporting. Of the 5 similar indicators across the two APGEs there was a decline in achievement from 60% to 45%.

The indicator **ILO senior staff (P5 and above) held by women** was not achieved in any of the three biennia covered by the two APGEs. A key factor influencing this is that the level of positions/openings in P5 and above are dictated by retirement of ILO staff in these grades, and this is a key institutional constraint that is holding back progress with regard to this target. Moreover, the change in the mandatory retirement age from 62 to 65 in 2017 has meant a 3-year hiatus in retirement during the 2018 and 2020, and this has thus constrained ability to improve gender balance in the senior staff grades. As discussed in the main report, ILO will need to decide if it wants to commit to this target, which will require taking specific measures.

On the other hand, the achievement of an increase in number of women at the P1-P4 levels augurs well for a change at the P5 level in the future.

Oversight

While this category saw an overall increase in achievement, there are some critical indicators that are not being achieved. Of the four similar indicators two were achieved in 2016-17, but only 1 in 2018-21. What is of note here, is that the indicators that were not achieved were those related to the *integration of gender in project scope and design, and the use of gender-responsive methodologies, and analysis techniques*.

The use of gender-responsive tools and techniques at the planning, design, implementation, and monitoring of ILO projects is critical to the organisation's success of achieving gender equality and the empowerment of women. Attention must be paid therefore, to achieving these indicators.

The removal of the indicator **% of DC proposals that received enhanced quality assessment and/or coaching by specialist from GEDI** may require revisiting. The fact that the staff survey indicated a lack awareness of gender tools and mechanisms, as well as low achievement of RBM indicators relating to gender as a cross-cutting policy driver, suggests that there is still the need to provide support both at ILO and constituency levels in order to achieve the goal of gender equality in the world of work.

Human and Financial Resources

Human and financial resources saw a significant decrease in achievement, however, in relation to shared indicators, the achievements remained constant (3 out of 4 indicators met/exceeded). It is important to note also that there were instances where data was not available

There were 3 indicators addressing gender parity, of which only one was met. While gender parity in and off itself does not equate with gender equality and empowerment, it is a critical first step, and therefore these indicators must be seen as important to the work of ILO with regards to GEEW.

Capacity

This category has seen a significant increase in the number of indicators, and a decrease in the level of achievement. It should be noted that there was no data available to assess the achievements of the 4 additional indicators in the APGE 2018-2021, and therefore the real picture of achievement in this area is unclear.

When looked at in the context of the Staff Survey of July 2021, the low achievement on these indicators can possibly be linked to lack of knowledge of ILO's tools and mechanisms for GEM. The question on knowledge of documents revealed that almost 39% were **not familiar with or have never referred to in my work** in relation to the **Gender Equality Policy 1999**, overall, 30% were **not familiar** with the **APGEs**, and 37% responded **Don't Know** in relation to GEM in ILO Strategic Plans, and P&B documents from 2016-2021. The trend of "Don't Know" continued to be quite high across the Staff Survey, suggesting that the ILO may wish to consider increasing work around building awareness among staff on the tools and mechanism on GEM in the organisation.

Knowledge, Communication and Coherence

The shared indicators looking at **sex disaggregated data in reports, research events women speakers and authors and gender dimension in studies** were met and/or exceeded. This suggests a consistency in the work of the Research Department to ensure that gender and GEM is kept on the agenda. However, the achievement around **global (HQ managed) projects and programmes**, as well as **Department of Communication and Public Information training** must be given consideration if the ILO is to improve achievements around GEM, and recognizing the importance of ensuring that staff, constituents, and other UN agencies is aware of those advances.

ANALYSIS OF FINDINGS – INDICATOR COMPARISON OF APGE 2016-17 AND APGE 2018-2021

The APGEs from the period 2016-17 to the period 2018-21 have had several changes in the number of indicators and in the target to be achieved. These changes were due to the alignment from UN SWAP 1 to UN SWAP2 that took place during the period of this evaluation.

In order to show these changes a table overviewing the indicators and their presence in each APGE, as well as the target for each period and the relevant indicator, have been created by the evaluation team. The table below (*Table A4.1*) sets out the indicators for each APGE and shows in the cells shaded in light orange background the indicators that were not present in one of the APGEs (indicated also in

the table by the text '*Not included in APGE XXXX-XX*'). The rows marked in light yellow highlight the indicators that were similar or the same in both APGEs. The analysis of these specific indicators is presented after the table for better understanding of the fact that even when there were several indicators shared the criteria and target changed from one APGE to the other.

The table is intended to show also the indicators that were the same as well as those that are similar or related. Thus, in accountancy, while in 2016-17 there was one indicator on gender responsive performance management, this actually comprised two different sub-indicators: i) Skills/duties and ii) Gender sensitivity. These two sub-indicators are presented separately in order to match the APGE 2018-21 in which they both are present as separated indicators. The same can be seen in Coherence, Knowledge and information management in 2016-17, where an indicator on Knowledge generation and communication, % of the Research Department's events that feature women as speakers and as authors of related studies, has two sub-indicators women speakers and women authors. These two sub-indicators are presented separately in the table in order to match the APGE 2018-21.

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Table A4.1 – Indicators and Results Comparison between APGE 2016-17 and APGE 2018-21

Indicator	Baseline/ Target	2018-21 Achievement	2016-17 Achievement	Comments
Results Based Management		12 indicators	3 indicators	For APGE 2018-21 7 out of 12 indicators were exceeded or met. For APGE 2016-17 1 out of 3 indicators was exceeded
% Of ILO programme & budget outcomes reported with gender specific results	35%	Not included in APGE 2018-21	Data not available	This indicator appeared only in the 2016-17 APGE, where it was stated that the data would not be available before Feb 2018, however, the indicator did not appear in the 2018-2021 APGE
% of ILO programme & budget outcome indicators that include gender equality and/or are gender inclusive	20%	Not included in APGE 2018-21	28%	Indicator appeared in the APGE 2016-17, but not in the APGE 2018-21 While the indicator was exceeded, a target of 20% may need to be revised upwards in order for the ILO to achieve its goal of gender equality in the world of work.
% of ILO programme & budget policy outcomes contribute to SDG 5 targets	50%	50%	Not included in APGE 2016-17	These 4 indicators were new in the 2018-21 APGE, therefore there is not measurement from 2016-17 to compare. 100% achievement of 3 of these indicators is a clear indication that the ILO is addressing GEM/GEEW in policy outcomes, and in particular the 100% achievement of the indicator which contributes to SDG 5 targets is an indication that the ILO is not working in isolation, but is in fact responding to the global environment.
% of ILO programme & budget policy outcomes include sex-disaggregation and/or gender equality	30%	57%	Not included in APGE 2016-17	
% of Policy outcomes reported in the programme implementation report with gender-specific results	100%	100%	Not included in APGE 2016-17	
# of Report received by the GB on mid-term APGE implementation results	1	1	Not included in APGE 2016-17	

Indicator	Baseline/ Target	2018-21 Achievement	2016-17 Achievement	Comments
% of DWCPs contain indicators of which at least 35% disaggregate by sex and/or are gender inclusive	55%	74%	50%	The target for both APGEs were there same. Results show a significant improvement in achievement from 2016-17 APGE to 2018-21 APGE
% of a representative sample of project & programme proposals with improved gender-mainstreamed strategy and results framework, after an appraisal	75%	21%	Not included in APGE 2016-17	<i>Note from APGE 2018-21: expected to drop as compliance with appraisal checklists increases</i> new indicator in APGE 2018-21, there no data for comparison over the two APs
% of Africa region project and programme proposals meet the cross-cutting policy driver on gender-equality and non-discrimination (adapted) marker 2A or 2B	25%	33%	Not included in APGE 2016-17	These 6 indicators were new indicator in APGE 2018-21, therefore there is no data to compare over the two periods. Underachievement of these regional indicators must be addressed.
% of global (HQ managed) project & programme proposals meet the cross-cutting policy driver on gender equality & non-discrimination (adapted) marker 2A or 2B	35%	14%	Not included in APGE 2016-17	More importantly, the ILO must lead on the achievement of these indicators, thereby convincing national/regional constituents of the importance of gender equality and non-discrimination.
% of the Americas & Caribbean project & programme proposals meet the cross-cutting policy driver on gender equality & non-discrimination (adapted) marker 2A or 2B	16%	10%	Not included in APGE 2016-17	A similar indicator (in the oversight category) in APGE 2016-17 was “% 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 action”
% of Arab States’ project & programme proposals meet the cross-cutting policy driver on gender equality & non-discrimination (adapted) marker 2A or 2B	11%	8%	Not included in APGE 2016-17	There was no target set, but the mid-term assessment indicated an achievement of 38%.

Indicator	Baseline/ Target	2018-21 Achievement	2016-17 Achievement	Comments
% of Asia & Pacific project & programme proposals meet the cross-cutting policy driver on gender equality & non-discrimination (adapted) marker 2A or 2B.	33%	28%	Not included in APGE 2016-17	
% of Europe & Central Asia project & programme proposals meet the cross-cutting policy driver on gender equality & non-discrimination (adapted) marker 2A or 2B.	11%	6%	Not included in APGE 2016-17	
Oversight		7 indicators	10 indicators	
# of initiatives integrated gender into EVAL networks	4 (2018-21) 3 (2016-17)	8	4	Target for APGE 2016-17 was 3 and increased to 4 in the APGE 2018-21, therefore this indicator was exceeded in both periods, and showed a significant increase in 2018-21
% of project & programme proposals classified by IRIS as ... (including) gender equality in at least one outcome statement as well as in at least some outputs and activities or ... (that the) main stated objective is to promote gender equality, and outcomes, outputs & activities are designed to promote gender equality	35% (2016-17)	Not included in APGE 2018-21	31.5%	The indicator was not met in the APGE 2016-17 and was not included in the APGE 2018-21. While this indicator did not appear in the APGE 2018-21, the inclusion of gender as cross-cutting in regional proposals (see RBM indicators), will serve to address the gender equality in outcomes and outputs.
% of DC proposals that received enhanced quality assessment and/or coaching by a specialist from GEDI.	20% or 45 proposals (2016-17)	Not included in APGE 2018-21	21% 48 proposals	The indicator was met in the APGE 2016-17. It was not included in the APGE 2018-21. The removal of this indicator may not be prudent at this time, since the surveys suggest that there is still a need to provide support in the use of GEM tools and mechanisms at HQ and among constituents.

Indicator	Baseline/ Target	2018-21 Achievement	2016-17 Achievement	Comments
ILO staff responsible for drafting DC project & programme proposals are equipped to integrate gender analysis	3 training sessions	Not included in APGE 2018-21	5	The indicator was met in the APGE 2016-17. It was not included in the APGE 2018-21. The lack of awareness and use of GEM tools and mechanisms (revealed by the staff survey) is an indication that there is still need for improvement in the area of gender analysis among ILO staff.
% of sample evaluations whose scope satisfactorily or fully integrates gender equality and women's empowerment	65% (2016-17)	Not included in APGE 2018-21	16%	Target was not met in 2016-17, and was not included in the APGE 2018-21 therefore there is not data to compare. The integration of gender equality and women's empowerment can adequately be measured in the RBM indicators addresses gender as a cross-cutting driver in policies and programmes.
% of sample evaluations whose criteria & questions specifically address how gender equality and women's empowerment are satisfactorily or fully integrated into the design	60% (2016-17)	Not included in APGE 2018-21	26%	The target was not achieved in 2016-17 and was not included in the APGE 2018-21, therefore there is no data for comparison See comment above
% of sample evaluations with a satisfactory or fully-integrated gender-responsive methodology, methods, tools and data analysis techniques	65% (2016-17)	Not included in APGE 2018-21	11%	The target was not achieved in 2016-17, and did not appear in the APGE 2018-21 See comments above
% of sample evaluations integrated findings, and conclusions and recommendations reflected a gender analysis	60% (2018-21) 65% (2016=17)	61%	35%	The target was not achieved in 2016-17. In the APGE 2018-21, the target was reduced from 65% to 61% and was achieved.
# of evaluations every 5 – 8 years on organizational performance on gender mainstreaming	1	No evaluation done in 2018-20	1	One evaluation was completed in 2016, and second evaluation is currently ongoing (July 2021)

Indicator	Baseline/ Target	2018-21 Achievement	2016-17 Achievement	Comments
% of sampled evaluations whose scope of analysis, and criteria and questions, integrated gender equality	50%	42%	Not included in APGE 2016-17	The indicator seems similar to one appearing in the AGPE 2016-17, which states “% of sample evaluations whose criteria & questions specifically address how gender equality and women’s empowerment are satisfactorily or fully integrated into the design”
% of sampled evaluations integrated gender-responsive methodology, methods, tools & data analysis techniques	25% (2018-21)	19%	Not included in APGE 2016-17	This indicator was new in the APGE 2018-21 and therefore there is no data for comparison. The removal of this indicator may not have a significant of the achievement of the gender equality goal, since it can be adequately addressed in the RBM indicators looking at gender as a cross-cutting policy driver in proposals.
% of audited field office reports identifying gender-related risks and mitigating action taken	70% (2018-21) 60% (2016-17)	25%	67%	Target in 2016-17 APGE was 60%, and was achieved. Target was then raised to 70% in the APGE 2018-21, and was not met There was a significant drop in this achievement from 2016-17 to 2018-21
Audit designed on internal sexual harassment control & response procedures	1	Not designed	Not included in APGE 2016-17	Target was not met. This was a new indicator in the APGE 2018-21
Accountability		9 indicators	6 indicators	
% of ILO professional positions (P1-P4) held by women	50% (2016-17 & 2018-21)	55%	50.5%	Small increase in the level of achievement from 2016-17 to 2018-21, but significant given the male dominance at professional levels in the ILO
% of ILO senior staff (P5 & above) held by women	40% (2018-21) 38% (2016-17)	38%	34%	Target was 38% in APGE 2016-2017 and was not achieved. Target was then increased to 40% in the APGE 2018-21 but was not met.

Indicator	Baseline/ Target	2018-21 Achievement	2016-17 Achievement	Comments
% of women participants in ILO management & leadership development workshops	50% (2016-17)	Not included in APGE 2018-21	54%	The target was exceeded in 2016-17, but was not included in the APGE 2018-21
% of units that are business owners of indicators for which the director's or chief's performance-management outputs included achieving the respective targets	75% (2016-17)	Not included in APGE 2018-21	Data not available	Mid-term review indicated that data would not be available since outputs would not be available until March/April 2018, beginning of cycle outputs, however the indicator did not appear in APGE 2018-21, and therefore there is no data for a comparison
# of meetings held with directors, chiefs & other unit heads to discuss achieving their respective targets	2 (2016-17)	Not achieved across the 3 portfolios	2	The indicator was met in 2016-17
% of ILO job description vacancies refer to gender sensitivity	100% (both 2018-21 & In 2016-17 60% in Skills /duties 100% in Gender sensitivity.	100%	65% in Skills /duties 100% in Gender sensitivity	ILO consistently met this indicator, the case of Skills /duties
# of unconscious bias sessions held by the Senior Management Team	1 (2018-21)	1	Not included in APGE 2016-17	The indicator was not measured in 2016-17 and therefore there is no data for comparison. The indicator is new to APGE 2018-21
% of Senior Management Team's agendas featured gender equality	10%	37%	Not included in APGE 2016-17	The indicator was not measured in 2016-17 and therefore there is no data for comparison. The indicator is new to APGE 2018-21

Indicator	Baseline/ Target	2018-21 Achievement	2016-17 Achievement	Comments
% of depts, offices, units that are custodians of at least 3 APGE indicators for which the director of chief's performance-management outputs included achieving their respective targets	40%	16%	Not included in APGE 2016-17	The indicator was not in the APGE 2016-17, therefore there is no data for comparison. The indicator is new to APGE 2018-21
% of ILO job descriptions vacancies refer to gender-related skills or duties	68% (2018-21) 60% (2016-17)	59%	65%	The target in 2016/17 was 60% therefore this target was achieved for that period. Subsequent increase in target in the 2018-21 APGE, resulted in target not being met.
One-page score cards of up-to-date sex-disaggregated statistics on the agenda of at least 2 deputy directors' general meetings with dept & regional office directors	No baseline or target set	Not achieved across the 3 portfolios	These indicators did not appear in APGE 2016-17	The indicators were not in the APGE 2016-17, therefore there is no data for comparison. These 2 indicators are new to APGE 2018-21
Up-to-date sex-disaggregated statistics shared with dept & regional office directors prior to beginning-of-cycle performance discussions	No baseline or target set	Not shared		
Human and financial resources		14 indicators	5 indicators	
% of professional staff time, as measured in a piloted reporting tool, attributed to the cross-cutting policy driver and non-discrimination.	(2016-17) No baseline	No data	No data	Mid-term review for APGE 2016-17 indicated that a tool was piloted in 2017 and that a target would be set in the APGE 2018-21, however the indicator did not appear in APGE 2018-21 and therefore there is no data available.
Statistics available based on a tool measuring professional staff time attributed to the cross-cutting policy driver on gender equality & non-discrimination	No baseline or target	Available	Not included in APGE 2016-17	The indicator was not in the APGE 2016-17, therefore there is no data for comparison

Indicator	Baseline/ Target	2018-21 Achievement	2016-17 Achievement	Comments
% of total resources indicated as required to promote gender equality & non-discrimination (monetary sum of all country programmes that scored as gender marker 2A or 2B)	68% (2018-21) No baseline or target set for 2016-21	76%	65%	Mid-term review for APGE 2016-17 indicated that 65% achievement, without there being a target. APGE 2018-21 exceeded its target. There was an improvement on this indicator for 2016-17 to 2018-21
% of HQ & field offices with a minimum size have a gender focal point	100%	100%	100%	Target for both APGE 2016-17 and 2018-21 set and achieved a target of 100%.
% of focal points & dept gender coordinators are professional level 4 & above	50% (2018-21) 40% (2016-17)	54%	48%	Target was increases from 40% to 50%, and was consistently exceeded from 2016-17 to 2018-21, with significant increase over the two periods.
% of women participants in ILO management & leadership development workshops	60% (2018-21)	60%	Not included in APGE 2016-17	No data for comparison
10-hour e-learning programme required by internal governance for new ILO staff incorporates ethics component	No baseline/target	Incorporated	Not included in APGE 2016-17	This indicator is not comparable as there is any available data on early e-learning programme requirement for new staff.
# of facilitative initiatives piloted to build & strengthen diversity & foster inclusion	5 initiatives	5	Similar initiative in 2016-17	The 2016-17 indicator reads "ILO staff responsible for drafting DC project & programme proposals are equipped to integrate gender analysis". The target was set of 3 training session and 5 were held. <i>NOTE: see matching colour block fill under oversight</i>
% of country programme outcomes scored as meeting the cross-cutting policy driver on gender equality & non-discrimination marker 2A or 2B	40%	29%	Not included in APGE 2016-17	This indicator was new to the APGE 2018-21 and therefore there is no data for comparison with 2016-17.

Indicator	Baseline/ Target	2018-21 Achievement	2016-17 Achievement	Comments
% of women delegates & advisers accredited & registered in the ILO conference	45%	35% accredited 35.9% registered	Not included in APGE 2016-17	This indicator was new to the APGE 2018-21 and therefore there is no data for comparison with 2016-17.
% of women delegates & advisers accredited & registered in ILO meetings	45%	27.1% accredited 28.3% registered	Not included in APGE 2016-17	This indicator was new to the APGE 2018-21 and therefore there is no data for comparison with 2016-17.
# of capacity building events for the ILO social partners on achieving gender parity in delegations in the ILO conference & regional meetings	2	Not held	Not included in APGE 2016-17	This indicator was new to the APGE 2018-21 and therefore there is no data for comparison with 2016-17.
Design & pilot interview with minimum of 10 exiting staff on organizational culture for insights about gender-responsive recruitment, retention & staff experience, then refine interview methodology	1	5 exiting staff interviewed & methodology refined	Not included in APGE 2016-17	This indicator was new to the APGE 2018-21 and therefore there is no data for comparison with 2016-17.
# of ILO sexual harassment campaign materials accessible from the ILO public home page	1	Not accessible	Not included in APGE 2016-17	This indicator was new to the APGE 2018-21 and therefore there is no data for comparison with 2016-17.
% of ILO managers receiving upward feedback about whom staff stated they created an environment valuing diversity	85% (2018-21) 75% (2016-17)	83%	81%	There was an increase in the target from 2016-17 to 2018-21. In 2016-17 the target was exceeded, however the 2018-21 target was not met, even though % of achievement had increased over 2016-17
Capacity		7 indicators	3 indicators	
Staff gender mainstreaming-related capacity assessment scan conducted & analysed	No baseline or target	Yes	Not done 2016/17	A similar indicator in the APGE 2016-17 stated: "Assessment tool piloted with a selection of HQ and field-based staff on their capacity in gender equality and women's empowerment"

Indicator	Baseline/ Target	2018-21 Achievement	2016-17 Achievement	Comments
				The results stated that the tool was not ready and that a target would be set in 2018-21, however this indicator did not appear in APGE 2018-21.
% of sections of management & leadership development workshop materials incorporated gender	45% (2018-21) 40% (2016-17)	51%	43%	Target in 2016/17 was 40%; target exceeded in both periods
2-day gender-related training for field-based gender specialists & focal points of key units	No baseline	1 2-day training session held	4 days of training held	There was 4 days of training for the 2016-17 period. There was a decrease in the number of days of training from 2016-17 to 2018-21.
% of females among participants in Turin Training Centre training courses	45%	Not available	Not included in APGE 2016-17	These indicators were all new to the APGE 2018-21 and therefore there is no data to compare. The achievement of these indicators is vital to the accomplishment of the overall GEM goals of the ILO. The lack of awareness and use of GEM tools revealed in the staff survey is an indication for the need for building awareness and capacity around gender
% of females among ILO staff participants in Turin Training Centre training courses	50%	Not available	Not included in APGE 2016-17	
% of males among ILO staff participants in Turin Training Centre gender-specific training courses	50%	Not available	Not included in APGE 2016-17	
% of females among constituents in Turin Training Centre training courses	44%	Not available	Not included in APGE 2016-17	
Knowledge, communication & coherence		7 indicators	5 indicators	

Indicator	Baseline/ Target	2018-21 Achievement	2016-17 Achievement	Comments
% of Research Dept's TORs & outlines of key ILO flagship reports integrated sex-disaggregated data & analysis	95% (2018-21) 75% (2016-17)	100%	87%	Target for 2016-17 was 75%; ILO has improved significantly on this indicator. There was a significant increase in the target in the APGE 2018-21, nonetheless the targets were consistently exceeded.
% of Dept of Communications & Public Information's plans & guides include gender-related references	75% (2018-21) 25% (2016-17)	86%	68%	Target for 2016-17 was 25%; doing extremely well on this indicator
# of Dept of Communication & Public Information Training or other support for ILO staff and/or constituents on gender equality and women's empowerment	No baseline or target	11	No data	No data available for comparison.
% of inter-agency coordination mechanisms on gender equality and women's empowerment were contributed to or attended by ILO staff	75% (2018-21) 60% (2016-17)	75%	71%	Target for 2016-17 was 60%; consistently exceeded target
% of Research Dept events featured women as speakers	45% (2018-21) 40% (2016-17)	48%	38%	The target was not met for 2016-17. It was increased, and exceeded for 2018-21.
% of Research Dept events-related studies substantively addressed a gender dimension	55% (2018-21) 20% (2016-17)	26%	37%	The target was exceeded in 2016-17. Target was then increased in 2018-21, however target was not met, and in fact achievement was lower than 2016-17
% of Research Dept events featured women as authors of relevant studies	45% (2018-21) 30% (2016-17)	44%	39%	The target was exceeded in 2016-17 but not achieved in 2018-21.

ANALYSIS OF FINDINGS - SIMILAR INDICATORS PRESENT IN BOTH APGEs 2016-17 AND 2018-2021

Result-based Management

In this section only one indicator was comparable across both APGEs. The percentage of Decent Work Country Programmes (DWCPs) contain indicators of which at least 35% disaggregate by sex and/or are gender inclusive for both periods the target was 55%. The APGE 2016-17 achievement of 50% was below target, however the achievement of 74% for the two biennia (2018-21) shows a significant improvement in gender awareness and inclusiveness in the DWCPs.

Oversight

Regarding the indicator *# of initiatives integrated gender into EVAL networks* the target for APGE 2016-17 was 3 and increased to 4 in the APGE 2018-21. The indicator was exceeded in both periods covered by the two APGEs. While there was only a 33.33% increase in the target there was a 100% increase in achievement, which signals the increase in awareness as well the value placed on gender integration by EVAL.

Regarding the indicator *% of sample evaluations integrated findings, and conclusions and recommendations reflected a gender analysis* for the period 2016-17 the target was 65% while for the period 2018-21 was 60%, showing a decrease on the expected target. The 35% achievement rate for 2016-17 was just above the halfway mark of the 65% target set for the biennium. Reducing the target to 60% for the following two biennia of the 2018-21 period shows the target being met, however, this achievement of the reduced target by a small margin may be an indication of the need for increased awareness around the importance of gender analysis, or better understanding of the use of gender analysis tools.

Regarding the indicator *# of evaluations every 5 – 8 years on organizational performance on gender mainstreaming* the target for both APGEs is 1 evaluation. One evaluation was completed in 2016, and second evaluation is currently ongoing (July 2021). This is in keeping with the target of 1 report every 5-8 years. It may be useful however, to consider an evaluation within two biennia (every 4 years) so as to be able to better assess impact of ILO GEM progress and results.

On the indicator *% of audited field office reports identifying gender-related risks and mitigating action taken* for the first period the target was 60% and increased to 70% for the second period. The achieved results were exceeded for the first period with 67% however for the second period only 25% was achieved. There was a significant drop in achievement from 2016-17 to 2018-21, even without considering the increase in the target. The target was increased by just over 15% (from 60% to 70%), however achievement was reduced by almost 63%, indicating that even if the target was not increased there is a need for work on identifying gender-related risks, and developing corresponding mitigation actions.

Accountability

In this section four of the indicators were maintained allowing scope for comparison of evolution during the evaluation period. In the case of the target *% of ILO professional positions (P1-P4) held by women* the target was the same for both periods. During the period 2016-17 the parity in P1-P4 positions was exceeded by 0.5% and in 2018-21 the parity was exceeded by 5.2%. These staff grades

exceeded the parity by the end of 2018, however it should be pointed out that when one looks individually at each grade the parity is not reached across all of the four P grades of this indicator, with P1 having 100% of female staff, P2 having 63.3%, and P3 having 63.3%, while P4 had 49.5%. While the increase might seem to represent a relatively small increase in the level of achievement from 2016-17 to 2018-21, it is however significant given the context of strong male dominance at professional staff levels in the ILO. The age group of the staff grades seems to be correlated.

The indicator on *% of ILO senior staff (P5 & above) held by women* had different targets for each APGE, thus for the 2016-17 the target was 38% and for 2018-21 the target was increased to 40%. This indicator was not met in either period, due in important part to the increase in mandatory recruitment as mentioned earlier and a lack of dedicated temporary/proactive measures to favour female recruitment at senior staff grades. During 2016-17 the result attained was 34% against the 38% target, while in 2018-21 the result attained was 38% compared with the 40% target. It should be borne in mind that while the recruiting process is taking place the gender parity requirement is competing with other requirements of diversity and non-discrimination for which different measures have been taken to be achieved, whereas this is not the case for the gender parity target.

The following indicators on the APGE 2018-21 *% of ILO job description vacancies refer to gender sensitivity* (with a 100% target) and *% of ILO job description vacancies refer to gender-related skills or duties* (with a 68% target) were included as one indicator (with sub categories) in the APGE 2016-17 under 2. Gender-responsive performance management, *% of ILO job description vacancies that refer to gender related skills and gender sensitivity* and targeted 60% in Skills/duties and 100% on Gender Sensitivity ILO has in both periods met these indicators.

Human and financial resources

This section has 6 indicators that are comparable across the two APGEs.

The indicator *% of total resources indicated as required to promote gender equality & non-discrimination (monetary sum of all country programmes that scored as gender marker 2A or 2B)* featured as an indicator in both APGEs, however in the APGE 2016-17 the target was not provided as there was no available baseline when this "new" indicator was piloted in 2016-17. For the APGE 2018-21 the target was set at 68%, which was exceeded, with a result of some 76% achieved.

With regard to the indicator *% of HQ & field offices with a minimum size have a gender focal point* was targeted in both period with 100%, and in both periods the target was met with a result of 100% being posted.

Regarding the indicator *% of focal points & dept gender coordinators are professional level 4 & above*, for the period 2016-17 the target was 40% and was increased to 50% for the following period. This indicator was in both case exceeded, with a result of 48% for the first period and a result of 54% for the second period.

With regard to the indicator *# of facilitative initiatives piloted to build & strengthen diversity & foster inclusion*, for the APGE 2018-21 this seems to be related to the 2016-17 period indicator that reads *"ILO staff responsible for drafting DC project & programme proposals are equipped to integrate gender*

analysis". In the APGE 2016-17 this indicator had targeted 3 training sessions and was exceeded, with 5 training sessions having been organised and delivered. Regarding the indicator in the APGE 2018-21 *# of facilitative initiatives piloted to build & strengthen diversity & foster inclusion*, this targeted 5 initiatives and the target was met.

Regarding the indicator *% of ILO managers receiving upward feedback about whom staff stated they created an environment valuing diversity*, the target for the period 2016-17 was 75% while in 2018-21 the target was increased to 85%. Regarding results, the target was exceeded for the period 2016-17, while for 2018-21 the target was almost achieved with a result of 83% being registered.

Capacity

The indicator *Staff gender mainstreaming-related capacity assessment scan conducted & analysed* mentioned in the period 2018-21 did not have a baseline nor a target. There is a similarity to the indicator *Assessment tool piloted with a selection of HQ and field-based staff on their capacity in gender equality and women's empowerment* in the APGE 2016-17, which was not delivered as the assessment tool was not ready during the 2016-17 period. In spite of the APGE stating that the target would be set for the period 2018-21, this indicator was no longer considered for the 2018-21 period, and it seems to have been replaced by *Staff gender mainstreaming-related capacity assessment scan conducted & analysed*.

Regarding the indicator *% of sections of management & leadership development workshop materials incorporated gender*, for the period 2016-17 the target was 40% while for the period 2018-21 the target was increased to 45%. This indicator shows an increase in not only the target but also the achievement level from APGE 2016-17 to APGE 2018-21, with 43% achievement in the first period and 51% on the second period, and suggests that ILO is working consistently to improve awareness around GEM and gender related issues at the management/leadership level.

With regard to the indicator *2-day gender-related training for field-based gender specialists & focal points of key units*, both APGEs set targets of 2 days of training. It is unclear if this is 2 days per year or per biennium. There were 4 days of training for the 2016-17 period (suggesting it was 2 per year). The number of training days achieved in 2018-21 decreased by 50%. This can be seen as the target being achieved it was 2 days per action plan, however, if measured as 2 days of training per year, then this target fell short by 6 days (should have been a total of 8 days of the 4 years covered in the APGE 2018-21).

Knowledge, communication and coherence

Regarding the indicator *% of Research Dept's TORs & outlines of key ILO flagship reports integrated sex-disaggregated data & analysis*, for the period 2016-17 the target was 75% while for 2018-21 the target was set at 95%. Although there was a significant increase in the expected target in 2018-21 ILO consistently exceeded this indicator in both periods, with a result of 87% for 2016-17 and 100% for 2018-21.

Concerning the indicator *% of Dept of Communications & Public Information's plans & guides include gender-related references*, for the period 2016-17 the target was 25% while for the period 2018-21 the target was increased to 75%. In both periods the target was successfully exceeded, with 68% achievement rate in the first period and an achievement rate of 86% in the second period.

Regarding the indicator *% of inter-agency coordination mechanisms on gender equality and women's empowerment were contributed to or attended by ILO staff*, the target for the first period was 60% while for the second period the target was increased to 75%. In the first period this indicator was exceeded with a result of 71% being achieved, while in the second period the target was met with a result of 75% being recorded.

With regard to the indicator *% of Research Dept events featured women as speakers*, a target of 40% was set for the 2016-17 period while for the period 2018-21 the target increased to 45%. The initial target for the first period was not met, with a result of 38% being achieved, while during the second period the target was exceeded with a result of 48% being attained.

Regarding the indicator *% of Research Dept events-related studies substantively addressed a gender dimension*, the period 2016-17 targeted a result of 20% while the following period 2018-21 the target was significantly increased to 55%. During the first period the target was exceeded, with a result of 37% being attained. For the second period, the target of 55% was not attained, and the 26% result recorded represented a decline compared with the 2016-17 result.

For the indicator *% of Research Dept events featured women as authors of relevant studies* the target for the period 2016-17 was 30% while for the period 2018-21 the target was increased to 45%. The target for the 2016-17 period was exceeded, with 39% being attained, while in the case of the second period the result of 44% reached just fell narrowly short of the target of 45%.