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Labour
Office
Geneva

**Strategy for Gender Mainstreaming in the Employment Sector
2010-2015**

**Aligned with ILO Action Plan for Gender Equality 2010-2015
Phase I: Programme and Budget 2010-2011**

Employment
Sector

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Preface

Gender equality is one of the key cross-cutting priorities of the Employment Sector's mission to promote productive employment and decent work for women and men. Given the persistent gender gaps in the world of work despite some past progress, we in the Employment Sector of the ILO have an obligation to ensure that the ILO supported intervention delivers outcomes which contribute to gender equality in the world of work.

This Strategy for Gender Mainstreaming in the Employment Sector 2010-2015 has been developed as the Employment Sector's continued commitment towards implementing the ILO "Gender Equality and Mainstreaming" Policy and the 2010-2015 Action Plan for Gender Equality. This Office-wide Action Plan was overwhelmingly approved by the ILO Governing Body in March 2010. It provides a results-based management planning framework to mainstream gender equality concerns across all the thematic areas of ILO's Decent Work agenda, including in employment promotion.

In order to meet the employment challenges, in particular, the gender gaps in the global employment patterns, this Gender Mainstreaming Strategy for the Employment Sector has been developed with the aim to ensure that gender concerns are fully integrated into all our technical work related to the formulation, implementation, monitoring and evaluation of employment policies, programmes, and other actions. This Strategy provides a framework to ensure that gender analysis and planning are introduced into all of the ILO supported activities for employment promotion. It also provides the basis for better monitoring and impact assessment of gender mainstreaming in the Sector's work, especially at the national level. The Strategy also serves as a tool to assist the Sector staff to better implement the Organization's policy on gender equality and gender mainstreaming in the ILO's work for employment promotion.

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PART ONE

1. Introduction

This document sets out the Employment Sector's strategy to support achieving gender equality in the world of work. It is part of the Sector's measures to implement the Office-wide ILO's Action Plan for Gender Equality 2010-15¹, which was approved by the Governing Body in March, 2010. This Action Plan has been developed in line with the 2010-2011 Programme and Budget (P&B) that identifies gender equality as a cross-cutting priority, calling the ILO staff to review all its action through a gender lens, taking into account its relevant different impact on women and men. The Action Plan also facilitates effective and gender-responsive delivery of the Decent Work Agenda in line with the 2009 International Labour Conference (ILC) Resolution on Gender Equality at the Heart of Decent Work².

The goal of this Employment Sector specific strategy on gender mainstreaming is to drive the ILO gender equality agenda forward and reaffirm the Sector's commitment to promoting gender equality in the world of work. The objective is to outline how gender dimensions will be systematically addressed across the entire Sector's work by its entire staff.

This Strategy refers to two inter-linked areas: (a) the substantive aspect of Sector's all policies and programmes; and (b) its structure and procedures.

The Strategy outlines six priority areas. For each area it identifies specific measures and actions to be taken. These areas have been broadly aligned with the ILO Action Plan for Gender Equality, 2010-2015, and as such, this document should be read in conjunction with this Office-wide Action Plan.

2. Background

Despite progress made in advancing gender equality in the world of work over the past several decades, there remains a long way to go across the world. Substantive progress has been made in outlawing discrimination based on sex, but women continue to face disadvantages compared with men, who enjoy greater opportunities and better treatment in all areas of economic life. The global employment trends point out the higher vulnerability of women's employment than men's, and that women continue to be over-represented in rural and informal economies, and casual, precarious and low paid jobs in various developing countries. Women are also more vulnerable than men to exploitation and violence at work as migrants, both domestic and international.

The ILO justifies the pursuit of gender equality on two grounds. First, there is the rights-

1 See the ILO Action Plan for Gender Equality: http://www.ilo.org/gender/Informationresources/lang--en/docName--WCMS_141084/index.htm.

2 2 The Resolution concerning gender equality at the heart of decent work adopted at the 98th Session of International Labour Conference (see: http://www.ilo.org/global/What_we_do/Officialmeetings/ilc/ILCSessions/98thSession/comm_reports/lang--en/index.htm).

based equity rationale³. It argues the need to address the discrimination women face in the world of work, as a matter of fundamental human rights and justice. Second, there is the economic efficiency rationale, which argues that women can play a critical role as economic agents capable of transforming societies and economies. Equality is not just an intrinsic value and a right in itself, but is instrumental in achieving economic growth and poverty reduction. Relevant in all cultural settings, economic empowerment of women unleashes their socio-economic potential as a force for development.

In 1999 the ILO adopted a Policy on Gender equality and gender mainstreaming in the International Labour Office. Subsequently, in 2000, the ILO adopted a Gender Policy and a Plan of Action for Gender Mainstreaming across the board in its programmes, structure and personnel. This plan of action defined the basis for the ILO's approach to achieving gender equality in the world of work consisting of: 1) gender analysis to be undertaken in all the Office's technical work; and 2) action to be taken, including gender-specific interventions, to promote gender equality.

The 2006-2007 P&B included a **mainstreamed strategy on advancing gender equality**. This was more specifically articulated during the 2008-2009 P&B under Common Principles of Action: **“All ILO action will apply gender lenses to assess its potential and actual impacts on equality of opportunity and treatment for women and men in the World of Work.”**⁴

In 2009 the International Labour Conference (ILC) held a general discussion on “Gender Equality at the Heart of Decent Work”. The ILO Action Plan for Gender Equality, 2010-2015 was developed, taking into consideration the relevant ILC Conclusions. The ILO Action Plan highlights the key gender responsive action and indicators in the Programme and Budget, 2010-2011.

At the international level, both the 2006 UN Economic and Social Council Ministerial Declaration on Decent Work and the 15-year review of the Beijing Declaration and Platform for Action (2010) attached importance to promoting decent work and full and productive employment for both women and men. In 2010, the new United Nations Entity for Gender Equality and Women's Empowerment (UN Women) was established, merging UN's key gender equality and women's empowerment entities. A major review of the progress in the achievement of Millennium Development Goals for the last 10 years took place at the UN Summit on MDGs, also highlighting the importance of the role of women and gender equality concerns for poverty reduction in development.

The Office is mandated to follow-up on the 2008 *Declaration on Social Justice*⁵, Resolution concerning *Gender Equality at the Heart of Decent Work*⁶ and *Global Jobs Pact*⁷ adopted at

3 The ILO has two key international labour standards specific to promoting equal rights at work, Convention. No. 111 – Discrimination (Employment and Occupation) (1958) and No. 100 - Equal remuneration (1951).

⁴ ILO Programme and Budget (2010-2011).

⁵ 2008 ILO Declaration on Social Justice for a Fair Globalization, ILC, 97th Session, Geneva, 2008 (http://www.ilo.org/global/What_we_do/Publications/Officialdocuments/lang--en/docName--WCMS_099766/index.htm)

⁶ The Resolution concerning gender equality at the heart of decent work adopted at the 98th Session of International Labour Conference (see:

http://www.ilo.org/global/What_we_do/Officialmeetings/ilc/ILCSessions/98thSession/comm_reports/lang--

2009 ILC, as well as the 2010 ILC *Resolution concerning Recurrent Discussion on Employment*⁸. Accordingly, the ILO continues to implement the Decent Work Agenda through Decent Work Country Programmes (DWCPs) towards a fair globalization. Gender equality is at the heart of the ILO's Decent Work Agenda and one of the key cross-cutting priorities of the Global Employment Agenda (GEA), which was adopted by the GB in 2003.

During recent years, the ILO has taken action to integrate employment concerns into the Poverty Reduction Strategy Papers (PRSP) formulated by the World Bank, in an effort to put employment at the heart of national socio-economic policies in poor developing countries. In the aftermath of the 2008 global economic crisis, and in order to follow-up on the Global Jobs Pact, employment priorities are being increasingly integrated into national development plans and policies in close collaboration with the UNDP and other UN organizations operating at national level. In this regard, it is essential that employment and gender concerns be fully integrated into the national development and policy frameworks both through PRSP and UNDAF processes.

Within this overall context, the Employment Sector of the ILO has an important role to play in ensuring that decent work is achieved equally for both women and men, through supporting employment promotion in order to improve both quantity and quality of employment in its member countries. Indeed, the Employment Sector has some of the most viable gender-responsive product lines, and has made substantial progress in making its work gender responsive during the last three biennia by producing a range of tools and resources (see Annex 2.) The Sector also benefits from the achievements of over 20 years of ILO's experience in piloting research, advocacy, advisory services and technical cooperation, as well as information dissemination in the domain of gender and employment.

In addition to delivering concrete gender specific outputs, the Employment Sector is committed to mainstream gender equality concerns in all of its work, and continuous efforts have been made in this direction.

The Sector adopted the first Gender mainstreaming strategy in 2008-2009, and this revised and up-dated strategy for 2010-2015 will provide an additional push for continued efforts, further mainstreaming gender equality issues in the work of the ILO for employment promotion, across the board.

3. Definition of Gender Mainstreaming

Gender mainstreaming as a strategy to achieve gender equality was identified by governments at the Fourth World Conference on Women, held in 1995 in Beijing. The ILO adopted its own policy in 1999 - *Gender equality and mainstreaming in the International Labour Office*, focussing on three fronts: staffing, substance and structure.

[en/index.htm](#)).

7 Recovery from the crisis: A Global Jobs Pact, ILC, 98th Session, Geneva, 2009

(http://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_108456.pdf)

8 The 2010 ILC Resolution concerning recurrent discussion on employment

(http://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_143164.pdf)

Recent reviews and evaluations in a range of development organizations and agencies have demonstrated that gender mainstreaming had not been well understood or supported and thus has not been effective in translating policy commitments on gender equality into resources and implementation. Recommendations toward increased effectiveness include: 1) adopting a more strategic approach that analyses and identifies priority opportunities and entry points, rather than attempting to do everything, everywhere; 2) strengthening institutional support and accountability mechanisms for gender equality mainstreaming; 3) paying attention to the internal/human resources policies as well as operational/programmatic dimensions of an organization's work; and 4) providing the resources to support proper analysis, implementation, monitoring and evaluation.

UNECOSOC – Definition of Gender Mainstreaming

*“Mainstreaming a gender perspective is the process of assessing the implications for women and men, of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of all policies and programmes in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated. **The ultimate goal of gender mainstreaming is to achieve gender equality**” (emphasis added). (United Nations Economic and Social Council, 1997)*

It is noted here that implementing a gender mainstreaming strategy also entails gender-specific interventions that may target only women or only men, or women and men together, based on gender analysis. These gender specific interventions continue to be necessary and are most effective in reducing the past accumulated and continuing disadvantages certain groups of workers suffer from. The key is how we define the most effective entry points and interventions through undertaking gender analyses, in order to identify existing gender gaps both in terms of quality and quantity of employment. Such analyses entail examining gender differentiated, or women's and men's specific constraints and needs for enhancing access to employment and income, including the burden/constraints of unpaid care work that mostly women undertake.

The gender mainstreaming strategy of the ILO Employment Sector takes the following two pronged approach:

- 1) Integrate gender concerns in the substance of all the Employment Sector's work; and
- 2) Take gender specific action, or target either men or women or both, based on the gender analysis that is undertaken.

The ultimate goal of the gender mainstreaming in employment promotion is to contribute to creating equal opportunities of productive employment and decent work for women and men in the world of work.

The implementation of the gender mainstreaming strategy will entail the integration of gender concerns into the implementation of the Global Employment Agenda (GEA), of which the

implementation strategy has been spelled out in the Vision Document⁹, as well as following-up on key gender and employment related ILC resolutions¹⁰.

4. Objectives

This strategy has broad objectives as follows:

1. Better integrate gender concerns into all the substantive work of the Employment Sector.
2. Enable and empower all the Employment Sector staff to take on the responsibility to mainstream gender concerns in to their daily work.
3. Create an enabling environment for promoting gender equality.

5. Priority Action Areas

For the period 2010-2015, the Employment Sector will focus on six priority action areas to achieve the objectives mentioned above:

1. Design and deliver gender responsive employment policies, strategies and programmes in line with the ILO Action Plan for Gender Equality 2010-15.
2. Strengthen gender mainstreaming capacity of the staff.
3. Share knowledge on gender and employment across the world.
4. Improve gender management, monitoring and evaluation.
5. Improve gender balance in the personnel and create conducive work environment
6. Strengthen institutional mechanisms for gender equality in the Employment Sector.

6. Implementation Measures

6.1 Design and deliver gender responsive employment policies, strategies and programmes in line with the ILO Action Plan for Gender Equality, 2010-2015

Efforts will be made to fully integrate gender concerns into technical work related to formulation, implementation, monitoring and evaluation of employment policies, strategies and programmes. The following steps will be taken:

1. Collect sex- disaggregated data on employment and conduct gender analysis.
2. Establish gender indicators for measuring the impact of employment policies, strategies and programmes on women and men, in cooperation with Office-wide efforts.
3. Ensure that all DWCPs and various ILO supported interventions for employment

9 See Vision document: http://www.ilo.org/employment/Whatwedo/Publications/lang--en/docName--WCMS_103335/index.htm .

10 These refer to relevant ILC Resolutions adopted by ILCs: Resolution on the informal economy (90th Session, ILC, 2002); Resolution on Sustainable Enterprises (96th Session, ILC, 2007); Resolution on Skills for improved productivity, employment growth and development (97th Session, ILC, 2008) as well as Resolution on Promotion of rural employment for poverty reduction (97th Session, ILC, 2008), particularly, those paragraphs specifically mentioning gender specific action by the ILO, in addition to those mentioned in Section 2. Background.

promotion (research, advocacy, technical cooperation, advisory work and capacity-building of the ILO constituents) are gender responsive.

4. Develop specific gender-responsive product lines and tools.
5. Document the outcome and impacts of the ILO technical work in promoting decent and productive employment with specific gender concerns.

Table 1 shows some key gender issues and response strategies in the various employment themes.

Table 1. Key gender issues and response strategies in employment themes	
Theme	Relevant gender issues and response strategy
Employment policy	<p>Women are more affected by unemployment, underemployment, poverty, vulnerability and informality than men in most countries.</p> <ul style="list-style-type: none"> ✓ Ensure that LM and employment patterns are analysed by sex and different needs of various social groups are specifically addressed in the formulation of employment policies and strategies. In doing so, the intersection between sex and other aspects such as class, race, ethnicity and disability need to be considered.
Labour market institutions, regulations and policies	<p>Various social groups are being affected differently by LM policies and regulatory frameworks.</p> <ul style="list-style-type: none"> ✓ It is important to take into consideration, differentiated impacts of LM regulations and policies on various social groups in the analyses, and appropriate policy/regulatory response. The Policies and regulations should contribute to reducing gender gaps, rather than widening them.
Impact of trade and finance on labour markets	<p>During the recent era of globalization for the last 20 years, women's increasing share in the labour force in export sectors has been the major driver for the increase in female employment in many developing countries.</p> <ul style="list-style-type: none"> ✓ It is crucial to ensure that any trade and employment research be done with specific sex disaggregation, not only to keep track on the impact of trade on LM, but also draw gender responsive policy implications and formulate interventions accordingly.
Skills development	<p>Women face higher barriers than men in access to vocational education and training, especially in non-traditional occupations. Gender stereotypes dictating women's and men's skills and occupations tend to persist, causing occupational segregation in various LMs.</p> <ul style="list-style-type: none"> ✓ Providing equal opportunities for women and men in access to relevant and quality education, vocational training, apprenticeships and workplace learning is key to overcome gender gaps in LM/employment. ✓ Encouraging men to take up skills for occupations that are traditionally considered "feminine" also forms a part of the strategy.

Employment services	<p>Women tend to have less education and professional skills, hence use ES less than men in many developing countries.</p> <ul style="list-style-type: none"> ✓ Ensuring expansive access to gender responsive career counselling and employment services is important to respond to the needs of various social groups that are most affected by unemployment and underemployment. (this needs creative and practical solutions/interventions)
Persons with disabilities	<p>Women with disabilities are often more affected by unemployment, underemployment, and poverty than their non-disabled peers or disabled men. In post-conflict situations, while disabled men may outnumber disabled women, the latter are more vulnerable to discrimination in access to services.</p> <ul style="list-style-type: none"> ✓ Policies and programmes should respond to the needs of disabled women and men in a gender equitable way; this may require targeted action for disabled women.
Youth employment	<p>Young women and men are affected by unemployment and LM vulnerability differently.</p> <ul style="list-style-type: none"> ✓ It is crucial to address the heterogeneity of youth, in particular, with respect to gender and other variables such as the level of education, age, disability status and ethnicity both in the analysis and intervention.
Employment intensive investment	<p>Women tend to face higher barriers than men to access to wage employment in general, including in infrastructure development projects and programmes, as many of these are regarded as traditionally male sectors.</p> <ul style="list-style-type: none"> ✓ It is important to ensure that equal access to, and treatment in employment is fully taken into account in both the target groups analysis and actual intervention. ✓ It is important to ensure women's participation/ representation in the phases of planning, design and implementation of infrastructure projects. ✓ It is also important to enhance public investments in service and health sectors, which can employ more women.
SME and cooperative development	<p>Women and youth tend to suffer higher barriers to start or expand their business/cooperative.</p> <ul style="list-style-type: none"> ✓ Specific gender differentiated analysis (by sex and age) on barriers to entry and expansion of businesses/ cooperative should be undertaken, and policy and intervention should be formulated/undertaken accordingly.
Social finance	<p>Access to and ownership of financial resources and economic assets is often unequally distributed among women and men.</p> <ul style="list-style-type: none"> ✓ Access to finance interventions should ensure that targeted populations are empowered, rather than disempowered both at community and household level. ✓ This also means that mechanisms are in place to ensure equal access to financial services for both women and men.
Informal economy	<p>While figures vary from country to country, women tend to represent a higher share of informal and vulnerable employment, particularly, being engaged in unpaid family labour, domestic work and home-based work, than men.</p> <ul style="list-style-type: none"> ✓ Specific and gender responsive policy and intervention should be formulated/undertaken to ensure that more women benefit

	from transition from informality to formality.
Rural employment	<p>If those in rural areas are most vulnerable to unemployment, underemployment, and poverty, generally speaking, it is even more so with respect to women.</p> <ul style="list-style-type: none"> ✓ Given that the line between productive (SNA¹¹) and reproductive (non-SNA) work is blurred in rural work, it is crucial for any policy or operational intervention to take into account gender specific implications, in particular the burden of unpaid work on women in rural milieu.
Crisis response and reconstruction	<p>In any crisis situation, female populations are most vulnerable; in particular, the young and the very old, while the socio-economical impacts of crisis varies depending on age, sex, ethnicity and poverty levels of a given population.</p> <ul style="list-style-type: none"> ✓ It is important to analyse both the cause and impact of crisis through a gender lens, and formulate the response accordingly.
Follow-up on ILO Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration)	<p>In formal employment structures within (multinational) enterprises, women continue to face discrimination in recruitment, promotion, pay and career development.</p> <ul style="list-style-type: none"> ✓ It is important to raise awareness and understanding on the causes of discrimination based on sex (eg. family responsibilities and gender stereotype) among employers, so that they can take concrete measures and action to combat sex-based discrimination. ✓ Tools should be developed to assist companies in development of non-discrimination and equal opportunities policies and practices for its male and female employees, as part of responsible business practices
Green jobs	<p>Women, particularly the young and the old, are most vulnerable in environmental catastrophes and degradation, while green jobs using new technologies could provide increasing job opportunities for women and young people.</p> <ul style="list-style-type: none"> ✓ It is important that the impact of environmental change on the world of work is assessed with specific gender lens and the formulation of policies and intervention be done accordingly. ✓ More and better jobs should be provided to women and youth in the green jobs initiatives.

In particular, the Employment Sector’s flagship publications and other major publications, as well as ILC papers related to employment will be peer-reviewed at various stages of their development through a gender lens. This will also ensure the technical quality of key employment related publications and policy documents, especially, from a gender perspective.

6.2 Strengthen gender mainstreaming capacity of the staff

The knowledge and understanding of gender issues among the staff members of the Employment Sector remain uneven. Moreover, frequent staff changes make it highly useful to continue maintaining/developing the knowledge and capacities of the staff to

11 SNA: System of National Accounts.

systematically integrate gender concerns in their respective areas of work. Hence, the following measures should be considered:

1. Identify training needs of various departments to strengthen gender mainstreaming capacity at the beginning of each biennium.
2. Organize staff training on gender mainstreaming in employment at least once in a biennium, particularly, to enable staff to conduct gender analysis in programme/project planning, implementation, monitoring and evaluation.
3. Develop and apply intervention-specific gender guidelines and training manuals or modules, or integrate gender concerns in various capacity-building materials of the respective intervention areas of employment promotion.
4. Provide advice on how to integrate gender concerns into their work, where it is necessary

6.3 Share knowledge on gender and employment

The Employment Sector launched a new web site for information sharing and dissemination in early 2010¹². The Sector also published *Gender Guidelines in Employment Policies* in 2010. Units, such as EMP/SEED, EMP/COOP and ILO/CRISIS have developed a series of gender specific tools in the past. All these resources can be utilized for training and/or awareness-raising material both for ILO officials and constituents. These could also be a source of inspiration for replication elsewhere. Such initiatives need to be continued and sustained in order to contribute to the overall ILO efforts in knowledge sharing in general, and more specifically, on gender and employment. The Employment Sector will continue to:

1. Bring visibility to gender and employment products on the ILO website in order to facilitate ease of reference, information search and dissemination.
2. Share relevant information on innovative initiatives and new publications/tools that are developed through the ILO Gender Network, EMP Gender Network, and the Sector's normal information dissemination channel provided by the Sector's Documentation Centre.
3. Enter relevant data on innovative initiatives and new publication/tools on the Information Database managed by GENDER.
4. Organize thematic and dissemination seminars, including inviting outside experts to make presentations on emerging gender and employment issues.
5. Maintain and update the gender coordination common drive both at the Sector and Unit's levels.

6.4 Improve gender management, monitoring and evaluation

As part of the Office-wide efforts, particularly by GENDER and PROGRAM to develop monitoring and evaluation tools and indicators, the Sector will identify its own employment specific gender indicators for monitoring and evaluation. The system should not be too work-intensive in terms of the time required to implement. It should also be part and parcel of the overall programme and project monitoring and evaluation systems, i.e. not to create a parallel Monitoring and Evaluation (M&E) system.

1. Improve the design of gender indicators in P&B proposals.
2. Establish gender indicators/outputs at the individual/units' levels, in accordance with

12 See: http://www.ilo.org/employment/Areasofwork/lang--en/WCMS_DOC_EMP_ARE_GEN_EN/index.htm.

- the Office's planning cycle.
3. Ensure that management meetings review progress in the implementation of gender mainstreaming in the Sector on a regular basis.
 4. Prepare progress reports on the implementation of the Gender Mainstreaming Strategy, plus interim updates on specific issues, and circulate them to the Sector's Senior Management, Unit Chiefs and staff.

Within the context of the ILO Action Plan for Gender Equality 2010–15 an accountability framework for gender equality has been developed, including for work of the Employment sector. Improved mechanisms for gender-responsive programming, monitoring and evaluation are necessary and the application of a gender-assessment tool to review and evaluate the implementation of outcome-based work plan and gender-related strategies will be used.

6.5 Improve gender balance in the personnel and create conducive work environment

It is important that the Employment Sector's Management further renew their commitment to ensure that gender equality concerns are fully integrated not only into the Sector's substantive work, but also to its structure and personnel. The ILO 1999 gender policy sets an Office-wide target of 50 per cent of the professional posts to be filled by women by 2010; raises career development opportunities for General Service staff; and expresses the need for specific measures to create a family-friendly and enabling work environment for all staff, both men and women.¹³ Training and capacity-building on gender equality are accepted use of Staff Learning and Development allocations. Managers need to take into consideration different impacts that management decisions can have on male and female staff, and what are the different approaches that managers need to adopt to equitably address the different needs of staff members.

The implementation of this part of action will be fully in line with the ILO's Action Plan on Enabling institutional mechanisms for gender equality in the Office¹⁴.

6.6 Strengthen institutional mechanisms for gender equality in the Employment Sector

As part of the ILO strategy on gender mainstreaming, the Office has set up a system of gender focal points in HQ and in the field. The Bureau for Gender Equality (GENDER) has the coordinating role of this network. The Employment Sector's Gender Coordinator(s) will review the list of Gender Focal Points within the Employment Sector, and keep up-to date the

13 The original target of 1999 was re-visited in the March 2010 Governing Body in which the DG addressed the PFA. See ILO: GB.307 the Director-General's speech to the Programme, Financial and Administrative Committee (17 March 2010) "... At the end of 2009, four out of every ten professional staff in the ILO were women; exactly 42.5 per cent. This is more than ten percentage points higher than in 1999. Among staff at director level, 41.5 per cent are women; a percentage point increase over 1999..... We know that social scientists tell us that diversity at the workplace is a factor of motivation, and I can observe that this change in the gender composition of our staff is an immense asset to the Organization. The Office will continue to promote gender parity as well as multilingual and multicultural diversity at all levels."

14 See PP. 36-42 of the ILO Action Plan.

list maintained by GENDER on an annual basis, and whenever there are personnel changes. In principle, GFPs' term will be for two years, subject to review and extension at the Units' level.

7. Institutional mechanisms for implementation

7.1 Roles and responsibilities

The overall implementation, monitoring and evaluation of the Employment Sector Gender Mainstreaming Strategy will rest with the Sector's Management, including all line managers.

The Sector's Gender Network (Gender Coordinator and Gender Focal Points) will promote, catalyze and support the implementation of the strategy. In addition to providing overall support for mainstreaming gender equality in employment promotion, they will be resource persons for various actions that would need to be taken, where necessary and they can, and joint work and collaboration between programmes will also be encouraged.

The ILO Bureau for Gender Equality, the senior gender specialists in the field and colleagues in the ILO International Training Centre in Turin will provide technical inputs to the work related to promoting gender perspectives in the Employment Sector's programmes' and units' work, upon request.

The ultimate responsibility and accountability for the implementation of this Gender Mainstreaming Strategy rests with the Employment Sector Executive Director, Department directors and line managers. Responsibility for its implementation in daily work rests with each and every staff member. All managers are responsible and accountable for providing active leadership in implementing this strategy and ensuring that all staff members:

- (i) are aware of his/her responsibility to contribute to the implementation of the Employment's Sector Gender mainstreaming Strategy;
- (ii) are capacitated to carry it out; and
- (iii) achieve the goals and targets set out in this strategy in their field of responsibility, and that their gender responsive action will be acknowledged and rewarded.

7.2 Meetings and reports

Meetings of the Employment Sector's Gender Network will take place every three months, or more often as required, and the Network members will meet with the Executive Director, together with Directors and line managers on an annual basis to keep track of the overall implementation of the Gender Mainstreaming Strategy.

There will be a biennial work plan, which will be reviewed and up-dated annually at Units/Programmes' levels, and annual progress reports at the Sector's level.

7.3 Resources

It is proposed that the Sector Management support the implementation of this strategy

through earmarking a budget at both the sector and department levels. This could include, for example, the cost of an intern and the use of the staff development fund for training and seminars, as well as funding specific gender inputs for delivering technical outputs. Formulating TC projects and joint collaboration across the Sector will also be encouraged. Where GENDER can provide funding for specific gender actions/interventions, this will also be tapped.

PART TWO - Strategy for Gender Mainstreaming in the Employment Sector: Summary matrix¹⁵

<i>Key Priority area</i>	<i>Measures</i>	<i>Outputs</i>	<i>Time Frame</i>	<i>Responsibility</i>
<i>1. Design and deliver gender responsive employment policies, strategies and programmes in line with the ILO Action Plan for Gender Equality 2010-15</i>	1.1 Ensure gender disaggregation of employment data and gender analysis is undertaken for the identification of key employment challenges in a given context (programmes/projects/national and global levels), in specific themes of employment	Specific gender analysis is undertaken and key gender specific employment challenges identified	Continuous	All sector staff
	1.2 Establish gender indicators for measuring the impact of employment policies, strategies and programmes, in cooperation with Office-wide efforts	Key gender indicators established at the design stage of projects/programmes and respective Unit's work plan	Beginning of biennium for work plans, and continuous for others	Sector gender network with GENDER
	1.3 Ensure the integration of gender concerns in research, advocacy, TC projects, technical advisory work, capacity-building on employment for the ILO constituents, in the context of DWCPs.	Guidelines on key gender indicators related to work/outputs planning and delivery established	By end 2011	Gender Coordinators with GENDER
	1.4 Develop specific product lines and tools which are gender-responsive	Gender responsive tools and approaches are applied as an integral part of the Office's work at the national level	Continuous	All sector staff with GENDER
		Full dissemination and application of the existing guidelines and tools, and	Continuous	Sector gender network with GENDER

¹⁵ This key priority is synchronized with Annex One of the ILO Action Plan for Gender Equality 2010-15 which addresses each of the key results areas in the ILO P&B 2010-11 strategic objectives, pp. 24-32. See also Annex One.

	1.5 Document on the outcome and impacts of the ILO technical work in promoting decent and productive employment with specific gender concerns, highlighting innovative practices and new tools and guidelines	development of new tools specifically on gender and employment or integrating gender concerns A publication on good practices on gender mainstreaming is available and which includes sections on each of the sector's departments	End 2011	Sector Gender Network with all Units/Programmes
2. Strengthen gender mainstreaming capacity of the staff	2.1 Identify training needs of various departments to strengthen gender mainstreaming capacity 2.2 Organize staff training on gender 2.3 Develop and/or apply intervention-specific gender guidelines and training manuals or modules, or integrate gender concerns in various capacity-building materials of the respective intervention areas of employment Promotion	Each Department will undertake a training-needs assessment Department proposals will be integrated in the capacity building and training plans of the sector Training session(s) for the whole Sector organized Full application of existing guidelines for gender mainstreaming	Beginning of each biennium Annual planning At least once in a biennium Continuous	EMP Gender Network, training coordinator and managers Gender Coordinator/Training Coordinator for the Sector All sector staff with EMP Gender Network

	2.4 Provide advice on how to integrate gender concerns into the work, where it is necessary	Timely advice on integrating gender concerns is provided when various staff/Units require	Continuous	Gender coordinator, EMP Gender Network, and GENDER
3. Share knowledge on gender and employment	3.1 Bring visibility to gender and employment products on the ILO website in order to facilitate ease of reference, information searches and dissemination	The Sectors web site on gender and employment maintained	Continuous	EMP Gender Network with ED/EMP/MSU
	3.2 Share relevant information on innovative initiatives and new publications/tools that are developed through both the ILO Gender Network, EMP Gender Network and the Sector's normal information dissemination channel provided by the Sector's Documentation Centre	Documentation Centre has a section on gender and coordinates with GENDER on other resources	Continuous	MSU/Documentation Centre EMP Gender Network
	3.3 Enter relevant data on innovative initiatives and new publication/tools on the Information Database managed by GENDER	All sector outputs related to gender exist on GENDER data base	Continuous	EMP Gender Network with GENDER
	3.4 Organize thematic dissemination and thematic seminars, including inviting outside experts to make presentations on emerging gender and employment issues.	Seminars organised	At least once a year	Gender Coordinator/ EMP Gender Network
	3.5 Maintain and update the gender coordination common drive both at Sector and Units' levels	Gender coordination common drive has all updated relevant information	Continuous	EMP Gender Network, Gender Coordinators

4. Improve gender management, monitoring and evaluation	4.1 Improve the design of gender indicators in P&B Proposals in future biennium	Outcome coordinators report better on gender mainstreaming through regular reporting mechanism	Continuous starting June 2010	Outcome coordinators
	4.2 Establish gender indicators/outputs at the individual/units' levels, in accordance with the Office's planning cycle	Gender indicators/outputs identified/defined at individual and Units' levels	In accordance with the work planning cycle.	All staff
	4.3 Ensure that management meetings review progress in the implementation of gender mainstreaming in the sector on a regular basis	Gender mainstreaming is on the agenda of the Senior management meetings at least yearly	At least once a year	Senior management
	4.4 Prepare regular progress reports on the implementation of the Gender mainstreaming, and Strategy, plus interim updates on specific issues circulate them to the Sector's Senior Management and staff	Annual up-date on progress is presented to the senior management	Annual	Gender coordinators
5. Improve the gender balance in the personnel and create conducive work environment	<i>This will be undertaken in line with the ILO/HRD policies and strategy.</i>		Continuous	Executive Director and all line managers
6. Strengthen institutional mechanisms for gender equality in the Employment Sector	6.1 Ensure that the list of Gender Coordinators and Gender Focal Points is up-to-date	The list of members of the Gender network (Employment Sector Gender Coordinator and Gender Focal Points) reviewed annually and up-dated whenever there is a personnel change	Annual review and regular up-date	GENDER and Gender Coordinators

Annex One: Gender equality results in the ILO's Programme and Budget for 2010-2011

Strategic Objective: Employment – Create greater opportunities for women and men to secure decent employment and income		
<i>133. ... The Office will promote equal opportunities for women and men through the existing gender checklist, a tool encompassing the GEA's policy areas</i>		
ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
<p>52. Regarding knowledge and capacity building to support gender-sensitive policy formulation, the ILO should:</p> <p>(a) strengthen its research agenda and knowledge base on emerging issues, especially in the context of the global economic crisis, so as to identify new trends and patterns in the world of work, and links between economic efficiency, social justice and gender equality; this includes making more systematic use of sex-disaggregated data so as to inform policy formulation and new monitoring mechanisms to track achievements in gender equality, using key indicators on sex discrimination in the world of work and gender-responsive budgeting. The purpose of data collection should be well defined so that it is used in a focused and meaningful manner;</p> <p>(b) support efforts for more effective policy development for specific vulnerable groups of women;</p> <p>(e) develop measurement systems to create incentives for progress in formalizing the informal economy, increasing the participation of women in the formal economy and increasing the proportion of women in the workforce; ...</p> <p>53. Regarding employment and job creation, the ILO should: ...</p> <p>(f) monitor progress of the Global Employment Agenda in promoting gender equality within its ten core elements;</p> <p>(g) implement targeted interventions for the creation</p>	<p>Outcome 1: More women and men have access to productive employment, decent work and income opportunities</p> <p>135. Creating opportunities for productive and decent employment for women and men requires sustained economic growth ...</p> <p>136. [The strategy] monitors and evaluates trends in the informal economy and supports policy action to facilitate the transition to formality ... The strategy supports public and private investment and initiatives in [areas related to Outcome 1] and includes a gender perspective ...</p> <p>137. ... [Promoting employment-intensive infrastructure investment with particular attention to increasing the employment content of public and private investment in infrastructure] will be done through redirecting fiscal policies, strengthening governance in tendering and contracting processes, promoting skills and entrepreneurship among small contractors in the domestic construction industry, and integrating rights and other aspects of the Decent Work Agenda. Work on microfinance will be further developed to promote employment, decent work and income opportunities in line with the approach endorsed by the Committee on Employment and Social Policy of the Governing Body in March 2005 ...</p> <p>139. The policies and approaches the ILO advocates promote respect for rights and social dialogue on policy alternatives ...</p> <p>140. The mainstreaming of gender equality and</p>	<p>Indicator 1.1: Number of member States that, with ILO support, integrate national, sectoral or local employment policies and programmes in their development frameworks</p> <p>Measurement: To be counted as reportable, results meet the following criteria.</p> <ul style="list-style-type: none"> – National development frameworks (five-year plans, poverty reduction strategies) prioritize productive employment, decent work and income opportunities within their macro analysis, sectoral or economic stimulus strategies. – Comprehensive national employment policies and/or sector strategies are developed, in consultation with social partners, and endorsed by government (cabinet, parliament, or inter-ministerial committees). <p>Baseline: To be established based on 2008–09 performance</p> <p>Target: 8 member States</p> <p>Indicator 1.3: Number of member States that, with ILO support, put in place or strengthen labour market information and analysis systems and disseminate information on national labour market trends</p> <p>Measurement: To be counted as reportable, results must meet the first and one of the other two criteria.</p> <ul style="list-style-type: none"> – The member State reports on the MDG indicators relating to full, productive and decent employment. – Labour market information units are linked to national monitoring systems. – National labour market data and analysis are

<p>of decent and productive employment for women and men who are unemployed, underemployed, in the informal economy, and in rural areas; and (h) advocate gender-responsive employment creation as part of national policies and national development frameworks, poverty reduction strategies and policy coherence with macroeconomic policies.</p>	<p>non-discriminatory employment approaches in national and sectoral policies will be guided by the gender dimension of the GEA implementation framework. At country level, it will be promoted by strengthening constituents' engagement and advocacy capacity, including the promotion of employment-intensive gender budgeting. Labour market information will continue to provide a gender-disaggregated monitoring tool at global, regional and country levels.</p> <p>141. [Policy responses to creating inclusive job-rich growth] comprise shifts in macro, trade and financial policies and their impact, development of employment diagnostics and targeting at national and sector level, the drivers of informality and policies to facilitate the transition to formality, employment-intensive strategies in infrastructure investment and links between climate change, green jobs and labour.</p>	<p>provided to the ILO for international monitoring and comparison. Baseline: To be established based on 2008–09 performance Target: 5 member States</p> <p>Indicator 1.4: Number of member States that, with ILO support, include the promotion of productive employment, decent work and income opportunities, in their disaster risk reduction/recovery measures and in their conflict prevention, reconstruction and recovery programmes Measurement: To be counted as reportable, results must meet the following criteria.</p> <ul style="list-style-type: none"> – Sustainable employment-intensive recovery programmes are implemented to address the job losses caused by disaster. – An awareness-raising and training strategy targeting employers, workers and their organizations is implemented by one or more of the tripartite constituents in order to prepare the social partners to better engage in crisis-related recovery programmes. <p>Baseline: To be established based on 2008–09 performance Target: 7 member States</p> <p>Indicator 1.5: Number of member States that, with ILO support, show an increasing employment content of investments in employment-intensive infrastructure programmes for local development Measurement: To be counted as reportable, results must meet the following criteria.</p> <ul style="list-style-type: none"> – A mechanism including government and social partners is established or strengthened to target, monitor and evaluate employment content of public investments in infrastructure within national development frameworks.
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		<ul style="list-style-type: none"> - Employment-intensive infrastructure programmes are implemented that integrate rights, skills, entrepreneurship, social protection and social dialogue aspects of the Decent Work Agenda. <p>Baseline: To be established based on 2008–09 performance Target: 5 member States</p> <p>Indicator 1.6: Number of member States where, with ILO support, governments, employers' and/or workers' organizations have taken initiatives in policy areas that facilitate transition of informal activities to formality</p> <p>Measurement: To be counted as reportable, results must meet the following criteria.</p> <ul style="list-style-type: none"> - A gender-sensitive and effective policy initiative/reform is adopted by one of the tripartite constituents, that facilitates transition to formality. - The policy initiative/reform includes practical measures in at least two of the following policy areas: the adequacy of the regulatory framework and its enforcement; entrepreneurship, skills and financial support; extension of social protection; and representation and organization. <p>Baseline: To be established based on 2008–09 performance Target: 6 member States</p>
<p>52. Regarding knowledge and capacity building to support gender-sensitive policy formulation, the ILO should: ...</p> <p>(c) collect information on pressures placed on boys and men to conform to gender stereotypes in the world of work; ...</p> <p>(g) ensure that the ILO International Training Centre in Turin and the Inter-American Centre for</p>	<p>Outcome 2: Skills development increases the employability of workers, the competitiveness of enterprises, and the inclusiveness of growth 150. Experience shows that countries that succeed in improving the employability of women and men and the productivity of enterprises: align training supply and demand in the current labour market; assure equality of opportunity in access to initial training</p>	<p>Indicator 2.1: Number of member States that, with ILO support, integrate skills development into sector or national development strategies</p> <p>Measurement: To be counted as reportable, results must meet at least one of the following criteria.</p> <ul style="list-style-type: none"> - National process to draft or revise national development strategies explicitly includes skills development policies.

<p>Knowledge Development in Vocational Training (CINTERFOR) are adequately resourced so they can provide support in capacity building and training on gender equality; gender should be integrated into all training courses; ...</p> <p>53. Regarding employment and job creation, the ILO should:</p> <p>(a) assist with the development of labour market policies and tools designed to build the capacity of constituents in the fields of employability, skills and competencies of women, including their entry into male-dominated trades and sectors; similar efforts should be made to include men in female-dominated occupations in order to overcome sex-based job segregation; ...</p>	<p>and lifelong learning; and prepare for anticipated changes in occupations and industries.</p> <p>155. In addition, focus on gender issues is particularly important in work on apprenticeships, community-based training, and recognition of informally acquired skills ... Policy guidance to improve working conditions in informal apprenticeship includes OSH training, HIV/AIDS awareness, and access to social security provisions ... The wide availability of good quality training helps sectors of the workforce that often face discrimination to better participate in and benefit from [the growth of emerging industries].</p> <p>157. ... [Research priorities include] finding ways of upgrading informal apprenticeship systems in order to improve young women and men's employability ...</p>	<ul style="list-style-type: none"> – Government entity (inter-ministerial in most cases) is established or strengthened with responsibility for linking skills and education into sector or national development strategies (such as MDGs, PRSPs, national five-year plans). – Tripartite institutions operate at national or local levels to link skills supply and demand. – Specific measures are implemented to link skills to development strategies targeting technology, trade, environment, or science and research capabilities. <p>Baseline: To be established based on 2008–09 performance</p> <p>Target: 8 member States, of which at least 3 in Africa</p> <p>Indicator 2.5: Number of member States that, with ILO support, develop and implement integrated policies and programmes to promote productive employment and decent work for young women and men</p> <p>Measurement: To be counted as reportable, results must meet at least two of the following criteria.</p> <ul style="list-style-type: none"> – Youth employment is a priority of national development strategies or national employment policies. – National plans promoting youth employment are developed by the government and the social partners and contain priority measures as well as human and financial resources for their implementation. – National programmes promoting decent employment of disadvantaged youth are implemented by the government with the support of the social partners. – An information dissemination, awareness-raising, training or outreach strategy on youth employment is implemented by one or more of the tripartite constituents, as documented through evidence of, for example, establishment of hotlines and brochures,
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		<p>training courses, services or recruitment campaigns. Baseline: To be established based on 2008–09 performance</p> <p>Target: 15 member States, of which at least 6 in Africa</p>
<p>53. Regarding employment and job creation, the ILO should: ... (b) extend programmes to foster women's entrepreneurship and economic development; ... (e) compile and disseminate good practices promoting women's participation in private sector development and sustainable enterprises; ...</p>	<p>Outcome 3: Sustainable enterprises create productive and decent jobs 164. ... The following lessons have been learned: ... – ... Facilitating the transition of informal activities to formality through improvements in productivity and employment quality is particularly crucial ... 165. Sustainable enterprises respect fundamental principles and rights at work, international labour standards, and foster good labour–management relations in the workplace as important means for raising productivity and creating decent work ... 166. The strategy targets the needs of the informal economy, and groups such as youth and women entrepreneurs that are often subject to a range of policy and regulatory obstacles as well as cultural biases which restrain them from starting and growing an enterprise. Building an entrepreneurship culture amongst these groups and supporting them to realize their potential is a crucial aspect of the strategy. 169. The strategy provides constituents with information, resources, training, and technical assistance in the following areas: – Policy, legal and regulatory reforms that support the development of an enabling environment for sustainable enterprises, and promote respect for workers' rights and gender equality ..</p>	<p>Indicator 3.2: Number of member States that, with ILO support, implement entrepreneurship development policies and programmes for the creation of productive employment and decent work Measurement: To be counted as reportable, results must meet at least two of the following criteria. – The member State introduces entrepreneurship development policies in national development frameworks or similar national policy documents. – Entrepreneurship development strategies are implemented in economic sectors or value chains that have been selected because of their high job-creation potential. – A national association or network of trainers and organizations with the skills and resources to support the delivery of entrepreneurship programmes, especially with a focus on entrepreneurship for women and young people, is established or strengthened. – Targeted entrepreneurship development strategies are implemented that support (a) the transition of informal activities to formality or (b) poverty reduction in rural areas, in line with the 2008 ILC resolution concerning the promotion of rural employment for poverty reduction. Baseline: To be established based on 2008–09 performance</p> <p>Target: 10 member States</p> <p>Indicator 3.4: Number of member States that, with ILO support, adopt policies that integrate the</p>

		<p>principles of the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration)</p> <p>Measurement: To be counted as reportable, results must meet the following criteria.</p> <ul style="list-style-type: none"> – Awareness-raising strategies are implemented, including consultations among governments, employers and workers, as well as multinational enterprises, with regard to topic areas of the MNE Declaration, such as general policies, employment, training, conditions of work and life, industrial relations. – Policies are established aimed at attracting foreign direct investment, with special attention being given to topic areas of the MNE Declaration, such as general policies, employment, training, conditions of work and life, industrial relations. <p>Baseline: To be established based on 2008–09 performance</p> <p>Target: 5 member States</p>
<p>1 The Conclusions concerning the role of the ILO, and two preceding paragraphs on child labour and on gender and the Decent Work Agenda, are excerpted from <i>Gender equality at the heart of decent work – Report of the Committee on Gender Equality</i> (identified by paragraph number) along with gender-related references from the strategic framework of the P&B 2010–11. Gender-related references of the P&B 2010–11 appear in bold for the purposes of this Action Plan.</p>		

Annex Two: Employment and Gender Related Tools and Products of the Employment Sector¹⁶

1. Research and Publication	28
2. Tools: Manuals/Training Guides/Data Bases/Awareness-raising materials	33
3. CDROM	36
4. Promotional and advocacy materials	37
5. Technical Cooperation Projects	38

¹⁶ Last up-dated in October, 2010.

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- Anila Ishaque Khan. *Frame work for Assessment of Gender and Employment Intensive Investment Programme. Participation, employment, and working conditions for women in labour based infrastructure programmes*, October 2002 (ILO, Geneva).
- *Investment for poverty reducing employment in Uganda: Strategies and options*.
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- Peter Oakley and ILO, Employment-Intensive Investment Branch. 2001. *Organisation Negotiation and Contracting in Development Programmes and Projects. A study of current practice at the community level*, (ILO, Geneva).
- Jennings, Mary. 1992. *Study of the Constraints on Women's use of transport in the Makete District, Tanzania* (ILO, Geneva)

Skills and employability

Reports:

- Maureen Gilbert. 2007. *Link and learn: Inclusion of women with disabilities in the ILO Women's Entrepreneurship Development and Gender Equality Programme (WEDGE)*, progress assessment in four African countries (ILO, Geneva).

Social Finance

- ILO. 2009. *Microinsurance that works for women: making gender-sensitive microinsurance programmes* (Geneva).
- ILO. 2003. *Property rights and collateral – How gender makes a difference*. Social Finance Working Paper Series 35 (Geneva).
- Gbinlo, Roch, Soglo, Yves. 2003. *Libéralisation financière et accès au crédit et à l'épargne des systèmes financier décentralisés: le cas des femmes au Bénin*. Social Finance/IFLIP Working Paper 03-4 (ILO, Geneva).
- Guerin, Isabelle. 2002. *Microfinance et autonomie féminine*. Social Finance Working Paper Series, 32 (ILO, Geneva).
- Ekumah, E.K., Essel T.T. IFLIP. 2001. *Gender Access to Credit under Ghana's Financial Sector Reform: a Case Study of Two Rural Banks in the Central Region of Ghana*. Working Paper 01-4 (ILO, Geneva).
- Mayou, Linda. 2000. *Micro-finance and the Empowerment of women – A review of the key issues*, Social Finance Working Paper Series, 23 (ILO, Geneva).

Others

Book

- Lin Lean Lim. 1998. *The Sex Sector: The economic and social bases of prostitution in South-East Asia* (ILO, Geneva).

2. Tools: Manuals/Training Guides/Data Bases/Awareness-raising materials

Employment Policies and strategies

- *Guidelines on Gender in Employment Policies*. 2009. (ILO, Geneva).
- *A guide to integrate gender issues into PRSP process, in Tanzania*. 2008 (ILO, Dar-es-Salaam)
- Employment Sector. 2006. *Measuring Gender Dimensions of the World of Work in Bangladesh: A training guide* (ILO, Geneva).
- Gender Promotion Programme. 2004. *A Guide on Employment of Older Women Workers in Estonia*, Series on Gender and Life Cycle (ILO, Geneva).
- Gender Promotion Programme, 2003. *Preventing discrimination, exploitation and abuse of migrant women workers: An information guide*, (ILO, Geneva).
- Lim, L. Lin. 1996. *More and Better Jobs for Women: An action guide*, Lin Lean Lim, an ILO follow-up to the Fourth World Conference on Women and the World Summit for Social Development (ILO, Geneva.)

Informal economy

- ILO Regional Office for Arab States. 2009. *Gender, employment and the informal economy: Glossary of terms*. (ILO, Beirut)
- Gender Promotion Programme. 2003. *Identification of Economic Opportunities for Women's Groups and Communities*, Series on Gender and Employment, (ILO, Geneva).
- Programa de Promoción de Género. 2003. *Identificación de oportunidades económicas para grupos de mujeres y comunidades*, Serie sobre género y empleo (ILO, Geneva)
- International Labour Office. 2000. Development Policies Department. *Modular package on gender, poverty and employment : facilitator's kit : facilitator's guide* (ILO, Geneva)
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- Ed. Otobe, N. 1997. *Rural women in micro-enterprise development: A training manual and programme for extension workers* (ILO, Geneva)

Employment Intensive Investment

- Donnges, Chris. *Improving Access in Rural Areas. Guidelines for integrated Rural Accessibility Planning*, 2003. (ILO, Bangkok)
- *The Window of Opportunity: Strategies for enhancing women's participation in technical cooperation projects*, WID Occasional Paper No. 3, ILO, Geneva.

Crisis response and Reconstruction

- *Building entrepreneurial capacity for returnee and refugee women in Angola and Mozambique*. 2006. (ILO, Geneva).
- *Gender in crisis response: A guide to the gender-poverty-employment link*, 2003. (ILO, Geneva).
- *ILO Crisis Response Trainer's Guide*. 2003. (ILO, Geneva).
- *Decent work matters in crisis: ILO response to crisis challenges: Fact sheet on Gender and crisis response*, 2003. (ILO, Geneva).

Enterprise development

TOOLS	For Whom	What it is
Organizing Promotional Events for Women Entrepreneurs: A Guide	Business support organizations	A guide to demonstrate how to organize promotional events for women entrepreneurs
Assessment Framework for GOWEs (Assessment Framework for Growth-Oriented Women Entrepreneurs) English	Government units, small enterprise and WED support agencies, Business Development Services (BDS) providers	A research and policy analysis tool for assessing the supportive mechanisms that exist in a country to assist women entrepreneurs with growth potential.
FAMOS Check, 2007 (Service Quality Check for Supporting Female and Male Operated Small Enterprises) Kiswahili, English	Business support organizations	A gender self-check to identify improvements in an organization's operations with respect to the needs of women entrepreneurs.
GET Ahead Gender and Entrepreneurship Together: 2004 Kiswahili, English, Bemba and Nyanja, Arabic, Kurdish, Khmer, Lao, Vietnamese	Low-income women	A training tool for low-income women engaged in or wishing to start a small-scale business.

<p>GSVCA Guide (<i>Gender-Sensitive Value Chain Analysis</i>), English, Arabic</p>	<p>SME Development practitioners working on Value Chain Analysis (VCA)</p>	<p>A guide that takes an explicitly gendered approach and applies principles of participatory approaches to VCA.</p>
<p>IYES (<i>Improve Your Exhibiting Skills</i>), 2006 Kiswahili, English, Lugandan Bemba and Nyanja</p>	<p>Women in micro and small enterprises</p>	<p>A guide for facilitators to use in trade fair training workshops for women entrepreneurs.</p>
<p>MOWE Guide (<i>Month of the Women Entrepreneur Guide</i>) English</p>	<p>Women entrepreneurs and organizations</p>	<p>A guide to assist organizations involved in the promotion of women entrepreneurs through events that highlight their role and contribution in socio-economic development.</p>
<p>WEA Capacity Building Guide, 2006 (<i>Women Entrepreneurs' Association Capacity Building Guide</i>) English, Bemba and Nyanja</p>	<p>Women Entrepreneurs' Associations (WEAs) and Small Business Associations (SBAs)</p>	<p>A training tool designed to build the capacity of WEAs in running and improving their associations.</p>
<p>WED Capacity Building Guide (<i>Women's Entrepreneurship Development Capacity Building Guide</i>) English, French, Arabic, Kurdish</p>	<p>Service providers</p>	<p>A training tool for improving the skills of staff in Small and Medium Enterprise (SME) support institutions and projects, enabling them to provide more effective services.</p>
<p>Business Group Formation: Empowering Women and Men in Developing Communities Trainer's Manual English, Khmer and Lao</p>	<p>Trainers from various organizations interested in supporting micro and small enterprise development</p>	<p>A training tool for trainers to promote group formation as a way to empower women and men in low income communities.</p>
<p>Financial Education: Trainers Manual English and Khmer</p>	<p>Trainers from various organisations interested in increasing the financial literacy of very poor men and women.</p>	<p>An in-depth guide designed to educate vulnerable groups, primarily mothers of working children, in financial literacy. It contains examples and case studies from Cambodia. The manual heavily emphasize gender equality and follows a</p>

		participatory adult-learning approach considered the most suitable for learners with limited formal education and training.
Guidelines on the Formation of Self-Help Groups - For Families of Working Children English and Khmer	For trainers in organisations interested in rural development and particularly in empowering women to help themselves and their neighbors.	This tool is intended to help to properly prepare women (and men) to start and manage a self help group. The toolkit includes guidelines for trainers, a savings book, a loan book, an individual savings and loan card and a cash book as well as pictures for use in promotional activities.

- *ILO strategy on promoting women's entrepreneurship development*, Committee on Employment and Social Policy, ILO, Geneva, March 2008.

Cooperative development

- ILO. 2010. *Gender mainstreaming in Local economic Development Strategies: A guide* (ILO, Geneva).
- *Leadership Training Manual for Women Leaders of Co-operatives*. This training manual was developed jointly by the International Cooperative Alliance Regional Office for Asia and the Pacific through its Regional Women's Committee.

Skills and Employability

- *Career Guidance Handbook*. Specific attention to gender concerns was included in the chapter on Understanding the Country Context. In addition, a group of websites with career guidance information specifically tailored for women was included in the inventory of websites included in the Handbook. Attention was paid that the entire text was gender sensitive.
- *Brochure - Skills and entrepreneurship: Bridging the technology and gender divide*: the SKILLS team contributed the development of the brochure for the Gender Equality campaign by Gender Bureau
- *Guide to Private Employment Agencies: Regulation, Monitoring and Enforcement*. This guide was published in 2007 and gender considerations were taken into account in the guide.
- *TREE Manual: A Generic Guide to Rural Skills Training (Chapter on Gender)*.

Social Finance

- *Small Change, Big Changes: Women and Microfinance*. Social Finance Programme and Gender Bureau, 2008.

3. CDROM

Enterprise Development

- *Women's Entrepreneurship Development: A resource CD ROM, Version III, 2007*.

Employment Policy (equality in employment policies)

- An Information Base on Equal Employment Opportunity (EEO) for Women and Men, 2005 Edition.

4. Promotional and advocacy materials

Briefs:

Employment Sector. 2010. *Employment for social justice and a fair globalization: Overview of ILO programmes; Gender and employment* (ILO, Geneva)

Employment:

Otobe, N. 2010. *Global Jobs Pact Policy Briefs- Policy Brief no. 15 Global Economic Crisis, Gender and Work; Key challenges and policy options* (ILO, Geneva).

Otobe, N. 2010. *Gender and Employment Policy Brief, October, 2010. Two years after the global recession: Renewed call for gender equitable economic recovery measures* (ILO, Geneva).

Rural employment:

Skills development:

Eskola, T. And Gasperini, L. 2010. *Investing in skills for socio-economic empowerment of rural women* (ILO, Geneva, IFAD, FAO, Rome).

Employment:

Otobe, N. 2010. *Gender-equitable rural work to reduce poverty and boost economic growth* (ILO, Geneva, IFAD, FAO, Rome).

Enterprise Development:

Simpson, J. 2010. *Rural women's entrepreneurship is "good business"!* (ILO, Geneva, IFAD, FAO, Rome).

Employment Intensive Investment:

Gutierrez, Maria Teresa. 2010. *Women in infrastructure works: Boosting gender equality and rural development!* (ILO, Geneva, IFAD, FAO, Rome).

Skills development – integrating disabilities

This booklet showcases the personal stories of women who now own and operate their own businesses in four East African countries and have benefited from training provided by the ILO-Irish Aid Partnership Programme. Individual country booklets highlighting successful women entrepreneurs in Ethiopia, Tanzania, Uganda and Zambia are also available.

Gender Equality at the Heart of Decent Work campaign (2008-2009) Material on employment themes

Three topics were specifically related to the Employment Sector (Youth Employment; Skills and Entrepreneurship; Green jobs) and the materials can still be used in awareness raising and advocacy activities (see: <http://www.ilo.org/gender/Events/Campaign2008-2009/lang--en/index.htm>).

5. Technical Cooperation Projects

Enterprise development

- Virtually all WEDGE's activities have been funded from the ILO-Irish Aid Partnership Programme. Up to and including 2004 this was focused on Ethiopia, UR Tanzania and Zambia. From 2005 onward it has been expanded to include activities in Kenya, Uganda, Lao PDR and Cambodia. There have also been some regional African activities.
- WEDGE also backstopped a Women Entrepreneurs Development programme in Banda Aceh, also funded by Irish Aid. This began in September 2005 and continued until August 2006.
- The list of projects was as follows:
 - Regional approach to Women's Entrepreneurships Development (Phase I): US\$1.95 million
 - WEDGE- Promoting Women's Entrepreneurship Development and Gender Equality: US\$3 million
 - WEDGE- Promoting Women's Entrepreneurship Development and Gender Equality: US\$3.27 million
 - WEDGE - Promoting Women's Entrepreneurship Development and Gender Equality: Euro 3.1 million

Cooperative development

- TC project RAF/04/51M/NET FORCE/LCP covered 27,463 poor persons, 90 per cent of whom were women. They benefited from project experiences in capacity building and employment creation.
- TC project "Empowerment of women entrepreneurs, by supporting the vitalization of the traditional handicraft sector in Northern Albania", funded by AGFUND.

Gender Promotion Programme

- A series of TC projects - More and Better Jobs for Women implemented in Bangladesh, India, Nicaragua, Mexico, Estonia, Viet Nam and Tanzania between 2000-2004 in total of some US\$3.5 million.
- Promoting gender equality and decent work throughout all stages of life in Tanzania, 2004-05: US\$1.5 million.
- Women's Empowerment through Decent Employment and Health, in Bangladesh, 2001 – 2005: US\$3 million.

- Improving market access for women in the informal economy (Phase II): US\$1.5 million.
- Knowledge management and knowledge sharing through the Gender and Employment Help Desk, 2004-05: US\$381,000.
- Promoting decent work for women workers in India, ILO, May, 2001 – June 2003: US\$1.3 million.

Skills development

EMP/SKILLS has been involved in **technical cooperation** activities that include the promotion of access to literacy, vocational and entrepreneurial skills for both men and women, so as to improve their employability and earning potential. A few examples of projects:

- The Training for Rural Economic Empowerment (TREE) Projects in Pakistan, the Philippines and Sri Lanka implemented a model on community-based skills training for income generation and employment creation for the most marginalized groups in diverse, geographical areas, for post-conflict or disaster response. Many of the target beneficiaries of the projects were women who had benefitted from skills training and employment through post training services and assistance. To empower poor women in Pakistan, the project used an approach to encouraging the husbands, fathers and brothers to let the women participate in the training activities. The national manuals developed under the projects have integrated gender concerns and activities.
- Technical cooperation projects in Africa on women's entrepreneurship promoted equal access of disabled women into entrepreneurship development programmes and services¹⁷.
- "Developing Entrepreneurship among Women with Disabilities" project developed a strategy to support women with disabilities and women with disabled dependents in improving their standard of living through training in micro-enterprise skills, vocational skills training as well as access to credit and business development services. The project was extended with a slightly different focus and covering also Asian countries (Lao, Cambodia and Viet Nam) under the name of INCLUDE.
- Skills Training for Gainful Employment (STAGE) is a project implemented in Timor Leste to contribute to poverty alleviation and economic growth by building a national capacity to deliver demand driven enterprise and skills training and contribute to income generating activities for women and men in the communities. To ensure a gender balance in project implementation, it established a gender disaggregated vocational training and enterprise skills development management information system and mainstreamed gender issues in the programme workshops and committees.
- During the early 2000's the ILO supported the pilot-testing and adaptation of a gender-responsive implementation of its Community Based Training (CBT) methodology in the context of Bangladesh through a technical cooperation

¹⁷ DEWD project, in collaboration with WEDGE.

project entitled Skills Training and Employment Promotion for Women through Strengthening of Technical Training Centres. A key strategy of the approach raised gender awareness and promoting an enabling environment supportive to women's pursuit of economic activities, including in non-traditional trades, thus creating opportunities for them to enter into more lucrative fields.

- The project "Skills development for the reconstruction and recovery of Kosovo" aimed to establish a training delivery system for workers and unemployed adults, as well as build the capacity of Kosovar labour-related institutions in providing counselling, guidance and other assistance to unemployed persons.
- In the "Afghanistan Employment Centres" project, the needs of women, particularly educated or skilled women, were taken into account as they seek to enter the workforce. The project closely worked with the ILO project on "Re-entry of Afghan Women into the Labour Market" and liaised with the Ministry of Women's Affairs and Afghan Women's Business Association and UNIFEM.
- The 'Operationalizing pro-poor growth' project aimed to develop gender-sensitive policies and tools for ILO constituents to improve skills and employability of vulnerable groups, in particular young women and men, to be productive workers in value chains with high employment potentials.
- The project "Alleviating Poverty through Peer Training" (APPT) was implemented by the ILO in Cambodia in 2002-2008. It successfully tested a methodology called Success Case Replication (SCR), which is particularly suited to people with disabilities, women and individuals in remote rural areas or those who have otherwise limited or no opportunities to skills training and employment. In sum, the project aimed to increase income levels of people with disabilities by providing them with alternative skills training and business development services. This was done through the SCR approach which relies on peer training whereby a successful village-based micro entrepreneur trains his or her disabled peer to replicate his or her business.

Employment Sector

**For more information visit our site:
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