



International Labour Organization

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

# Draft Evaluation Report

SEPTEMBER 2021

## Section 6: Recommendations

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***This section of main report is provided in full as supporting document to the Governing Body summary to provide further elaboration of the content of the recommendations.***

***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***

## 6. RECOMMENDATIONS

112. The recommendations are to be considered for inclusion in the new APGE. Both groups of recommendations are complimentary.

### 6.1. Recommendations regarding GEM in ILO Programmatic Work

#### *Recommendation 1*

**Develop an ILO GEM Value Proposition, to facilitate a quantum leap in ILO’s strategic positioning, visibility and impact in its programme outcomes.**

113. *Recommendation Summary:* The value proposition should include priorities for a medium-term timeframe of five years and a portfolio of gender responsive interventions within policy areas and for a typology of countries. It would also require mapping work conducted by partners and documenting the ILO’s comparative advantage and the identification of tools, innovations, strategies and partnerships modalities. Gender specific and responsive programmes could create new funding opportunities and increase the ILO’s comparative advantage
114. *Detailed Recommendation:* Detailed sub-actions within this recommendation should include:
- A clearer picture of where ILO wants to be in a medium-term timeframe of 5 years
  - Development of a clear typology of GEM areas of focus, and complemented by a matrix/set of key assessment criteria, to assist in assessing current and future/desired ILO value proposition strength in that area.
  - Informal benchmarking of other actors’ work, results and models in the area of GEM, both UN-system and outside,
  - Rapid review and inventorying of ILO Policy Departments, to assess existing and potential ILO assets or sources of comparative advantage
  - Rapid review and inventorying of ILO Regions and countries experience and models, with a view to creating models/model variants that can harness past experience and strength and respond to regional and country needs.
  - A more pronounced product development, innovation development and management strategy, including more pronounced focus on ILO distinctiveness and positioning, and strengthened collaboration between HQ and ILO regions (as a purely indicative example, creating an ILO gender innovation lab, with possible regional hubs, might be one axe for reflection)
  - Developing Gender-Specific and -Responsive Programmes, that articulate a compelling and distinct narrative about ILO’s Programmatic work and gender equality, and that leverage ILO strengths and/or existing or potential areas of comparative advantage, such as to complement policy recommendations with a well-targeted, evidence-based advocacy and outreach strategy.

Responsible unit	Priority	Time implication	Resource implication
ILO Senior Management Team (SMT), DDG/POL (Policy Departments), DDG/FOP (ILO Regions)	High	Medium-term	Low

## Recommendation 2

### Develop a dedicated and comprehensive Support Programme for Gender-Responsive Programmatic work to support constituents and enhance their capacity to achieve gender equality in the world of work

115. *Recommendation Summary:* This will require greater dialogue between ILO Regions and HQ to ensure region-relevant strategies and gender-responsive capacity development programme to serve the ILO's constituents needs including a pandemic recovery focus
116. *Detailed Recommendation:* Detailed sub-actions within this recommendation should include:
- Greater dialogue between ILO Regions and HQ, to ensure that strategies take full account of regional and country situations and opportunities.
  - Having a full suite of Gender-responsive training Programme/models that can be used and adapted by ILO regions and countries to serve ILO's constituents demand for support.
  - Training on RBM and Theory/Theories of Change (e.g., having a suite of GEM-focussed Theories of Change tools that can be delivered by ILO regions)
  - Linked to other recommendations – dedicated GEM-focussed models and programmes on a range of areas linked to Theories of Change and how to build ILO and ILO Constituents positioning and influence, and including a key pandemic recovery focus on income-generation (or preservation), entrepreneurship and vulnerability reduction.

Responsible unit	Priority	Time implication	Resource implication
ILO SMT, DDG/POL (Policy Departments), DDG/FOP (ILO Regions), DDG/MR	High	Medium-term	Low

## Recommendation 3

### Strengthen ILO's framework for partnering around gender equality.

117. *Recommendation Summary:* A more structured framework (partnership management framework) for approaching gender-related collaboration should complement and support the ILO's value proposition and strategy around gender equality in its programmatic work. This would build on the portfolio of interventions for typologies of countries in recommendation 1 and lead to a better matching of partnerships.
118. *Detailed Recommendation:* Detailed sub-actions within this recommendation should include:
- Viewing desired progress and target-setting in a medium-term timeframe, and what scale of effort (and from whom) would be required
  - Creating a typology of ILO needs based on its policy goals, at the global, regional and country level.
  - Within this, place a particular focus on how partnering with ILO Social Partners can be further strengthened, for example in areas of programme delivery in gender-focussed/responsive entrepreneurship development programmes and income generation to reduce women's vulnerability.
  - Development of a typology/categorisation of different types of partnering (for example, some indicative examples of categories might include advocacy, thought leadership/research, marketing, ILO Conventions support/ratification, capacity development, project/programme delivery, non-donor funding etc.).
  - Assessing how prospective partner candidates could help contribute to ILO policy goals and help generate increased results and impact.

- As an example, from the above process, assessing in how regions and how many countries ILO has needs related to Convention support and/or ratification support, and whether UN Agencies or others can support, contribute to, or lead a ratification push, as in the case of ILO's collaboration with UN Women to secure ratification of Convention 190 in Ecuador.

Responsible unit	Priority	Time implication	Resource implication
ILO SMT, DDG/POL, DDG/FOP (MULTILATERALS, PARDEV), DDG/MR	Medium	Long-term	Medium

*(Institutional and Programmatic)*

#### **Recommendation 4**

#### **GEM Capacity Development: Develop a more systemic, programme-based approach and delivery system for GEM-related capacity development and training in GEM**

119. *Recommendation Summary:* This should include a comprehensive structuring of GEM competencies needs by the ILO GEM role; a GEM CD framework that sets out CD will be managed, implemented and monitored; how CD will be institutionalised in core ILO processes and integrated in wider GEM Tools and Support, and impact optimisation.
120. *Detailed Recommendation:* Detailed sub-actions within this recommendation should include:
- A comprehensive structuring of GEM skills and competencies needs, broken down by role
  - A GEM capacity development framework that sets out the capacity development will be managed and implemented, as well as monitoring of effectiveness
  - Clear description of various roles (e.g., Gender Specialists, Gender Focal Points and their needs), and
  - Description of how capacity development can be optimally institutionalised with core ILO processes (e.g., intersection points with HRD skills development, incentives for skills development (e.g., training credits), staff performance etc.)
  - Clear development pathways for GEM-related understanding, skills and competencies, that allow ILO staff to see a training and skills development pathway that they can follow
  - Integration in wider GEM Support and Tools (See recommendation 4)
  - Embedding specific GEM training into core processes, including for example specific GEM training modules for standardised on-boarding training and orientation for all ILO Staff, as part of mainstreaming ILO HRD requirements.

Responsible unit	Priority	Time implication	Resource implication
ILO SMT, DDG/POL, (GEDI), DDG/MR (HRD, DDG/FOP (ILO Regions)	High	Short-term (New APGE formulation Timeframe)	Low

## **6.2. Recommendations regarding GEM in the ILO Institution**

#### **Recommendation 5**

#### **Develop a medium-term strategy to mainstream gender equality in the ILO**

121. *Recommendation Summary:* Strengthen anchoring of, and support, for the APGE, in ILO's institutional processes, including a clear strategy-setting process to structure and guide APGE

development. This would include a more explicit strategic framework, dedicated strategic and management oversight and guidance, strengthened ILO leadership, on-call external advisory support as needed, and more involvement of ILO Departments and Staff to increase bottom-up ownership and sustainability.

122. **Detailed Recommendation:** Detailed sub-actions within this recommendation should include:

- Providing a clear strategy-setting process to structure and guide the discussion
- Using external advisory input if/as deemed necessary as part of the strategy reflection and development, including taking account of experience in other UN agencies (e.g., through informal comparison and benchmarking)
- Setting out what could be achievable over a five-to-ten-year period, and using this to ‘frame’ target setting the internal institutional GEM action plan
- Strengthening ILO leadership and embodiment of this change, strengthened accountability at ILO Leadership levels (Governing Board, Senior Management Team, and possibly a Strategic Task force at ILO Management level).
- An operational management framework which can discuss key issues (e.g., where Departments HRD can bring strategic issues to the discussion table as part of the strategy setting) and take decisions
- Creating structures, practices in incentives to support organisational change, including:
- Empowering and mobilising ILO staff energy and passion
- More GEM work through horizontal networks, including a reinvigorated gender network
- A systemic training and capacity development programme (See Recommendation 4)

Responsible unit	Priority	Time implication	Resource implication
ILO SMT, DDG/POL (GEDI), DDG/MR, DDG/FOP (All Departments; Current and future custodians in the APGE)	High	Short-term (New APGE formulation Timeframe)	Low

**Recommendation 6**

**Further develop GEM Support Processes and Tools to Mainstream Gender Equality within the ILO Institution**

123. **Recommendation Summary:** The new APGE should include strengthened GEM support processes and tools to institutionalise GEM based on a systemic approach to GEM capacity development for ILO staff. Other elements are a strengthened gender network, more collaborative, team-based or project-based collaborative work, and more opportunities for ILO staff to champion specific areas, and more knowledge-sharing on good practice and communication on success stories.

124. **Detailed Recommendation:** Detailed sub-actions within this recommendation should include:

- A programme-based, systemic approach to GEM capacity development
- A strengthened gender network, with opportunities for ILO staff to champion specific areas (e.g., creating differing roles, such as GSs, Gender Volunteers)
- Working with HRD to identify practical incentives to recognise those who make contributions to advancing GEM (career development, management develop, etc)
- Strengthened cross Departmental dialogue and experience sharing
- A standardised tool/process for dialoguing with Departments to identify how they can advance GEM, and key staff needs in terms of knowledge or training
- Systematic identification and sharing of emerging good practice and success stories.

- Ongoing dialogue with selected other UN agencies, and sharing of experience and good practice

Responsible unit	Priority	Time implication	Resource implication
ILO SMT, DDG/POL (GEDI), DDG/MR, DDG/FOP, All Departments Current and future custodians in the APGE)	High	Short-term (New APGE Low formulation Timeframe)	

Initial draft