



Governing Body

344th Session, Geneva, March 2022

Institutional Section

INS

Date: 10 February 2022

Original: English

Tenth item on the agenda

Results of the ILO Action Plan for Gender Equality 2020–21, action plan-related findings of the high-level independent evaluation of the ILO's gender equality and mainstreaming efforts in 2016–21, and proposed outline of the Action Plan 2022–25

Purpose of the document

This paper summarizes the results of the implementation of the ILO Action Plan for Gender Equality 2018–21 during the period 2020–21, the main findings of the high-level independent evaluation of the ILO's gender equality and mainstreaming efforts, including of the action plans during the period 2016–21, and the proposed outline of the ILO Action Plan for Gender Equality 2022–25. The Governing Body is invited to provide guidance on the proposed outline. It is also invited to request the Director-General to: consider the Governing Body's guidance when finalizing and implementing the ILO Action Plan for Gender Equality 2022–25; and pursue a transformative agenda in implementing the ILO's Strategic Plan for 2022–25 and the corresponding programmes and budgets (see the draft decision in paragraph 27).

Relevant strategic objective: All.

Main relevant outcome: All policy outcomes, including outcome 6: Gender equality and equal opportunities and treatment for all in the world of work, as well as the marker on gender equality and non-discrimination.

Policy implications: All ILO services and products support constituents to proactively promote gender equality through their own gender-responsive outputs and outcomes.

Legal implications: None.

Financial implications: None at this stage.

Follow-up action required: See the draft decision.

Author unit: Conditions of Work and Equality Department (WORKQUALITY).

Related documents: [GB.340/INS/7\(Rev.1\)](#), [GB.343/PFA/10](#), [GB.343/INS/INF/3](#).

▶ Introduction

1. As an organization dedicated to fundamental human rights and social justice, the ILO must take a leading role in international efforts to promote and realize gender equality. This is critical for the world of work – especially during crisis response and recovery – to achieve decent work for all. Women’s equal opportunities and treatment in labour markets are at the heart of the ILO’s mandate as set out in its Constitution.¹ This mandate is expressed in labour standards, decisions of the Governing Body and texts adopted by the International Labour Conference. The action plans for gender equality, which operationalize the ILO Policy on Gender Equality and Mainstreaming,² are one tool among multiple efforts required to render ILO services and products for constituents more gender-responsive and transformative. As instructed by the Governing Body,³ the action plans are aligned with the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP).⁴
2. At its 343rd Session (November 2021), the Governing Body discussed the findings of the high-level independent evaluation of the ILO’s gender equality and mainstreaming efforts in 2016–21,⁵ which also covered the ILO Action Plan for Gender Equality 2018–21 (Action Plan 2018–21).
3. The purpose of this paper is to summarize the results of the implementation of the Action Plan 2018–21 during the period 2020–21 and the main findings of the above-mentioned high-level independent evaluation related to the Action Plan 2018–21. It also proposes an outline of the ILO Action Plan for Gender Equality 2022–25, drawing on the recommendations of the high-level independent evaluation, the Office’s response, and the Governing Body’s guidance provided in November 2021.

▶ Results of the implementation of the ILO Action Plan for Gender Equality 2018–21 during the period 2020–21

4. The results of the ILO’s implementation of its Action Plan 2018–21 during the period 2020–21 are presented below in graph form (see figures 1–6), based on the six UN-SWAP categories. Further detail on the indicators and targets is presented in the appendix. The monitoring results for implementation of the Action Plan 2018–21 during the period 2020–21 showed that 65 per cent of targets (or 37 of a total of 57) were met or exceeded, 35 per cent (or 20 targets) were not met, and statistics were unavailable for 1 target (on gender parity in regional meetings, which were not held owing to the COVID-19 pandemic). This compares with

¹ ILO, [ILO Constitution](#), including the Declaration of Philadelphia (annex to the Constitution), Versailles, 1919.

² ILO, [ILO Action Plan for Gender Equality 2018–21](#), Geneva, 2018, Appendix II.

³ ILO, [Minutes of the 317th Session of the Governing Body of the International Labour Office](#), Institutional Section, Geneva, March 2013, GB.317/PV; and [Minutes of the 326th Session of the Governing Body of the International Labour Office](#), Institutional Section, GB.326/PV, Geneva, March 2016.

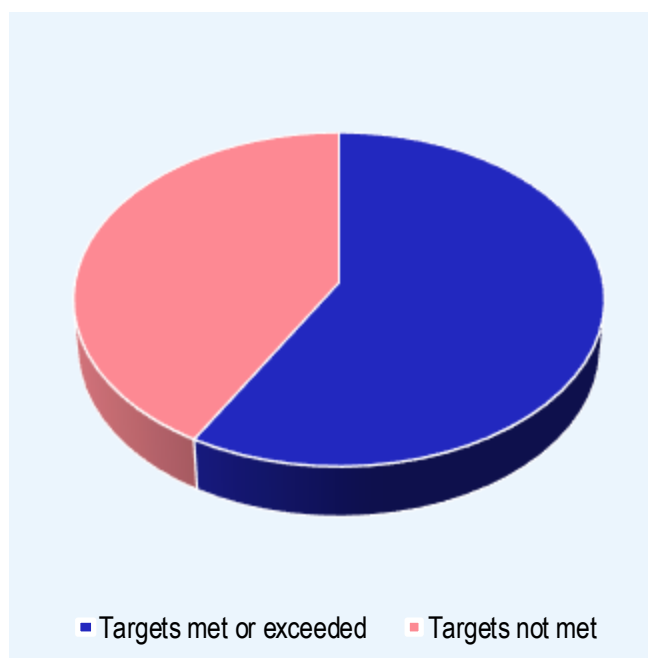
⁴ United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), [UN-SWAP 2.0: Accountability Framework for Mainstreaming Gender Equality and the Empowerment of Women in United Nations Entities](#), New York, 2021.

⁵ ILO, [High-level Independent Evaluation of ILO’s Gender Equality and Mainstreaming Efforts, 2016–21](#), Geneva, 2021.

monitoring results in 2018–19, when 50 per cent of targets (or 29 of a total of 57) were met or exceeded, 42 per cent (or 24 targets) were not met, and statistics were unavailable for 4 targets.

5. Following a request by the Governing Body at its 340th Session (November 2020),⁶ the results of the implementation of the Action Plan 2018–21 during 2020 were reported to the Governing Body at its 343rd Session (November 2021),⁷ together with accelerating actions that custodians planned to take concerning the targets that had not been met in 2018–19. These and other possible actions for follow up were further discussed in May 2021 by the ILO’s Global Management Team. Ways in which the Office could better support constituents’ efforts to improve representation in delegations to ILO meetings were also considered.
6. In a July 2021 letter from the Under-Secretary-General and Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to the ILO Director-General, the [overall performance results of the entities of the UN system for 2020](#) against the UN-SWAP were shared. The ILO was commended for its progress, in particular for: including in the Programme and Budget for the biennium 2020–21 a dedicated policy outcome on gender equality and equal opportunities and treatment for all (policy outcome 6) and gender-responsive strategies and indicators across the other outcomes; strengthening efforts to enhance institutional transparency and results reporting; and sustaining progress on gender-responsive Decent Work Country Programmes, for which the target was again exceeded in 2020–21. The ILO was encouraged to strengthen gender-responsive development cooperation and modalities to track financial resources invested in gender-responsive work and increase efforts to improve women’s equal representation at the P5 staff level and above.

► **Figure 1. Results-based management: Gender-related Sustainable Development Goal results, reporting on gender-related results, and programmatic results on gender equality**



⁶ GB.340/PV.

⁷ GB.343/INS/INF/3.

► **Figure 2. Oversight: Evaluation, and gender-responsive auditing**



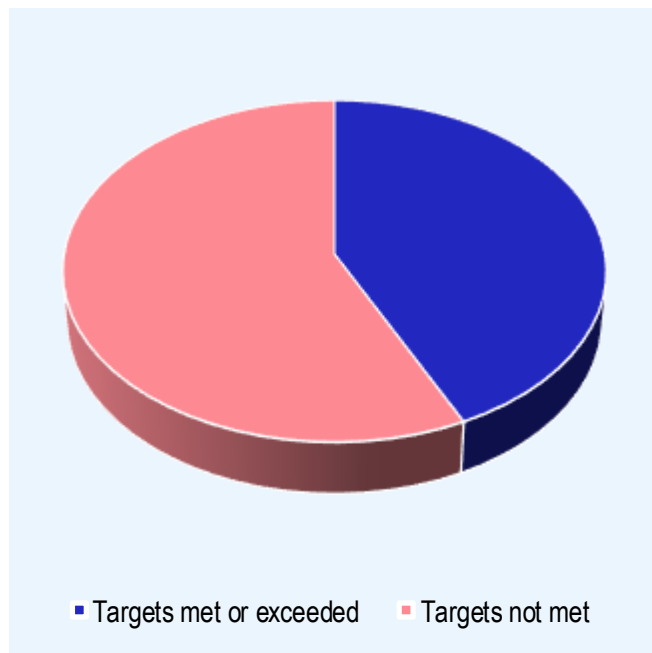
► **Figure 3. Accountability: Policy and plan, leadership, and gender-responsive performance management**



▶ **Figure 4. Human and financial resources: Financial resource tracking and allocation, gender architecture, equal representation of women, and organizational culture**



▶ **Figure 5. Capacity assessment and development**



▶ **Figure 6. Knowledge, communication and coherence**

▶ Findings of the high-level independent evaluation of the ILO's gender equality and mainstreaming efforts

7. The scope of the high-level independent evaluation of the ILO's gender equality and mainstreaming efforts extended beyond the Action Plan for Gender Equality 2016–17 (Action Plan 2016–17) and the Action Plan 2018–21 but included them at its core. The main findings relevant to, or specifically concerning, the action plans are presented below. The evaluators noted in their key findings that “mixed progress and results on gender equality in programmes and budgets and in ILO action plans for gender equality during the period reflect the complexity of achieving programmatic change on gender-responsive outcomes”.⁸
8. The ILO Policy on Gender Equality and Mainstreaming and the action plans were described as “highly relevant to the Organization's social justice mandate and standard-setting agenda”,⁹ its policy and results frameworks, including its strategic plans, related programmes and budgets, and to realizing the Sustainable Development Goals.¹⁰ The action plans were described as being fully aligned with the UN-SWAP 2.0.¹¹
9. Staff usage of the action plans had improved: while 32.5 per cent of survey respondents had used or referred to the Action Plan 2016–17 in their work, over 40 per cent had used the Action Plan 2018–21. Respondents not familiar with the action plan decreased from 38 per cent in 2016–17 to 27.2 per cent in 2018–21.¹² Strategies and approaches on gender equality and

⁸ GB.343/PFA/10, section C, key finding 9.

⁹ GB.343/PFA/10, section A, key finding 1.

¹⁰ GB.343/PFA/10, para. 72.

¹¹ GB.343/PFA/10, para. 73.

¹² ILO, *High-level Independent Evaluation of ILO's Gender Equality and Mainstreaming Efforts, 2016–21, 2021*, section 3.3.4.

mainstreaming were found to be coherent with the Organization's internal framework and development cooperation programmes,¹³ and the majority of recommendations from the independent evaluation conducted in 2016 had been acted upon.¹⁴

10. Gender equality and mainstreaming at the ILO were found to be relevant to constituents' needs and demands; this was reflected in gender-transformative interventions aimed at delivering structural and institutional changes needed in the world of work.¹⁵ The ILO country programmes showed consistent, although varying, presence of gender-responsive results per policy outcome, but also that there was a lack of systematic monitoring and reporting on specific gender programme objectives, and uneven support for programme outcomes on gender equality and mainstreaming.¹⁶
11. The evaluation found that more could be done to support gender mainstreaming in core institutional processes.¹⁷ There was a lack of a clearly articulated gender equality and mainstreaming strategic framework and value proposition for programmatic outcomes that reflected the ILO's distinctive features and comparative advantage.¹⁸ Sustainability of institutional gender equality and mainstreaming needed to be factored more explicitly into strategy-setting, with more strategic- and management-level dialogue on gender equality and mainstreaming implementation.¹⁹
12. Specific gender objectives across policy outcomes, country programme outcomes and development cooperation were uneven. The effectiveness of the action plan on progress and results was mixed under UN-SWAP 2.0.²⁰ Institutional capacity-building on gender equality and mainstreaming was mainly ad hoc or on-demand for constituents and for staff in particular. Resources were not sufficient to realize a more strategic and systemic approach to capacity development. Support structures as measured against responsibilities, including those based in the Gender, Equality, Diversity and Inclusion Branch, which coordinates the action plans, were insufficient. Staff and non-staff resource allocations to implement the ambitious Action Plan 2016–17 and Action Plan 2018–21 were insufficient. Sustainability needed to be built more explicitly into action planning and strategies to accelerate change.²¹
13. The Office's response to the findings and recommendations of the high-level independent evaluation included that it was not a clearly articulated strategic framework and value proposition that were missing, but rather an Office-wide theory of change for gender equality, which the Office was developing. To address the unevenness of results, the Office planned to strengthen its Global Gender Network, enhance technical capacities in field offices and increase coordination across Policy Portfolio departments, between the Bureau for Employers' Activities and the Bureau for Workers' Activities, and in the programming of the International Training Centre of the ILO. Strategic engagement on gender equality with the UN and multilateral system would continue to be strengthened. A more systemic approach to programme delivery was being pursued, with better alignment and integration of the action

¹³ GB.343/PFA/10, para. 73.

¹⁴ GB.343/PFA/10, para. 61.

¹⁵ GB.343/PFA/10, section A, key finding 2.

¹⁶ GB.343/PFA/10, para. 74.

¹⁷ GB.343/PFA/10, para. 75.

¹⁸ GB.343/PFA/10, para. 76.

¹⁹ GB.343/PFA/10, para. 77.

²⁰ UN-Women, *UN-SWAP Technical Notes, draft version 2.0*, New York, 2018.

²¹ ILO, *High-level Independent Evaluation of ILO's Gender Equality and Mainstreaming Efforts, 2016–21, 2021*, section 3.4.2.

plan with the high-level strategic plan and programme and budget. The close monitoring of results under the dedicated policy outcome on gender equality and equal opportunities and treatment for all (policy outcome 6), introduced in the Programme and Budget for the biennium 2020–21, and the marker on gender equality and non-discrimination, which applies to all policy outcomes, would also increase gender equality in the ILO's programmatic work. These efforts would be coupled with strengthened leadership and accountability for gender equality and mainstreaming, continued incorporation in the action plan of staff capacity needs, recognition of the roles of gender focal points and coordinators, up-to-date practical tools and guidance, and increased sharing of knowledge and lessons learned.²²

14. During the discussion of the high-level independent evaluation by the Governing Body at its 343rd Session (November 2021),²³ some concerns were expressed regarding its quality and methodology. The evaluation had not adequately addressed the Governing Body's decision to introduce a dedicated policy outcome on gender equality and equal opportunities and treatment for all in the Programme and Budget for the biennium 2020–21, nor how the ILO had supported employers' and workers' organizations in promoting gender equality. Other information gaps concerned the Equal Pay International Coalition and the International Training Centre of the ILO's capacity-building activities. There were reservations that the recommendations were too generic to result in tangible improvements. With respect to the evaluation's key finding 8 that ILO country programmes lacked systematic monitoring and reporting on specific gender programme objectives, it was clarified that relevant Office mechanisms exist for that purpose. ILO development cooperation and technical assistance at the national and regional levels had been welcome, particularly during the COVID-19 pandemic, although the Office was encouraged to continue building the capacities of technical teams in field offices.

► Proposed outline of the Action Plan for Gender Equality 2022–25

Introduction, aims and strategy

15. The proposed introduction of the Action Plan for Gender Equality 2022–25 (Action Plan 2022–25) explains the ILO's historical mandate for achieving gender equality and women's empowerment in the world of work; the anchoring of these goals in the ILO's Strategic Plan for 2022–25 and two corresponding programmes and budgets; and how the ILO is aligned with international agendas to achieve gender equality.
16. The action plan's aims – as set out in the ILO Policy on Gender Equality and Mainstreaming – are to operationalize the policy, which prescribes a results-based approach for mutually reinforcing priorities. The action plan also contributes towards the fair, inclusive and secure delivery of decent work through a transformative agenda to achieve gender equality at work, as envisioned in the ILO Centenary Declaration for the Future of Work, the global call to action for a human-centred recovery from the COVID-19 crisis that is inclusive, sustainable and

²² GB.343/PFA/10, paras 92–96.

²³ GB.343/PFA/10.

resilient, and the conclusions concerning inequalities and the world of work adopted by the International Labour Conference at its 109th Session in December 2021.

17. The strategies of the Action Plan 2022–25 comprise integrated approaches so that gender equality is internalized throughout the ILO and reflected in all its technical work, operational activities and support services. These strategies are informed by key policy documents including, in addition to the Centenary Declaration and other documents mentioned in paragraphs 15 and 16 above, the 2008 ILO Declaration on Social Justice for a Fair Globalization, and the 2009 International Labour Conference resolution on gender equality at the heart of decent work. This section of the action plan concludes with the implementation results of the action plan in 2018–21; relevant findings of the high-level independent evaluation, the Governing Body's discussion of the evaluation and the Office's response; and priorities identified for the Action Plan 2022–25 indicators.

Audience and beneficiaries

18. The action plan's direct audience is all ILO headquarters and field-based staff and management in order to better support the tripartite constituents. A communication strategy for the Action Plan 2022–25 will be designed to catalyse the commitment and collaboration of staff and management to embrace a gender-transformative agenda aimed at supporting constituents.

Results-based management for gender equality

19. The action plan is results-based; targets for each indicator are identified in collaboration with custodians, based on their mandates. This participatory approach increases ownership, transparency and accountability for gender-transformative change. Custodians are responsible for identifying strategies, including any activities required to meet the targets. When annual monitoring shows that the targets are on track to be met, custodians are encouraged to scale up successful strategies. When the targets are not on track, custodians are expected to revise the relevant strategies and take accelerating actions.

Alignment with the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women

20. The action plan's indicators are aligned with the corresponding elements of the UN-SWAP 2.0, which also follows a results-based approach. The action plan retains, as instructed by the Governing Body, "ILO-unique" indicators such as gender-responsive Decent Work Country Programmes, gender-responsive development cooperation, and training for the tripartite constituents. For closer alignment with UN definitions, indicators on gender parity – such as those concerning ILO staff and tripartite delegations for the International Labour Conference and regional meetings – will measure this as between 47 and 53 per cent. A related indicator – capacity-building for the ILO social partners on achieving gender parity in delegations at the International Labour Conference and regional meetings – is retained, with the regional offices and the Official Meetings, Documentation and Relations Department as custodians.
21. The previous action plan's targets, which were 57 in total, are reduced to between 35 and 40 targets. Examples of targets not retained are those consistently met or exceeded over several biennia, such as ensuring that 100 per cent of job vacancy descriptions refer to gender sensitivity, and that 100 per cent of headquarters and field offices have gender focal points. Other examples include targets for indicators that were met and institutionalized, such as the One ILO – Zero Sexual Harassment campaign materials that are now accessible through the ILO website.

Accountability and responsibility

22. In keeping with the ILO's specific mandate and distinct structure, the ILO Policy on Gender Equality and Mainstreaming provides for the Governing Body and constituents to be kept fully informed of progress on the action plans, incorporating how it has drawn upon their guidance in implementing the action plans. This section of the action plan also describes the relevant roles, responsibilities and accountability mechanisms within the ILO for advancing gender equality.

Monitoring, reporting and evaluation

23. The results of annual monitoring are shared with the Governing Body at the action plan's mid-term point and at its end. Based on such reporting, the Governing Body provides guidance and instructions, including for the outline of the subsequent action plan. An independent evaluation at the end of 2025 is planned. Follow-up to independent evaluations is monitored through established processes, which for high-level independent evaluations submitted to the Governing Body include monitoring by the Evaluation Advisory Committee, chaired by the Deputy Director-General for Management and Reform and composed of regional office directors and senior managers of key departments. The Office also reports its monitoring results annually to the UN-SWAP online platform, which is coordinated by UN-Women; the reporting results gathered across all UN organizations and entities are compiled for inclusion in the UN Secretary-General's report on mainstreaming a gender perspective into all policies and programmes in the UN system.

Human and financial resources

24. The ambitious Action Plan 2022–25 is only achievable with sufficient and realistic human and financial resources. While achieving the results of the action plan depends on the commitment of all ILO management and staff, a minimum infrastructure of gender specialists is critical. This will help accelerate and support gender-transformative implementation and results. Adequate human resources are critical for successful implementation of the Action Plan 2022–25. There are currently two regional senior gender specialists in Africa, and in Asia and the Pacific. In Europe and Central Asia there is one part-time gender specialist and, as of the biennium 2022–23, one additional full-time gender specialist, while the Americas and the Caribbean and the Arab States have one gender specialist each.

Table on performance indicators

25. Any new indicators in the action plan are based on guidance from the Governing Body while maintaining close alignment with the current UN-SWAP technical notes. Also retained are long-standing ILO-unique indicators for strengthening ILO services and products and contributing to the achievement of aims set out in key documents, such as the resolution on inequalities and the world of work.²⁴
26. Some of the proposed new indicators could include, based on the recommendations of the high-level independent evaluation, the Office's response and Governing Body's guidance; the development of a theory of change; a more systemic programme-based approach and delivery

²⁴ ILO, [Reports of the General Discussion Working Party: Inequalities and the world of work – Proposed resolution and conclusions submitted to the Conference for adoption](#) (ILC.109/Record No. 9A(Rev.1), adopted by the International Labour Conference at its 109th Session, Geneva, 2021.

system for gender equality and mainstreaming capacity development and training within the ILO; and gender equality and mainstreaming support processes and tools to mainstream gender equality within the ILO. Ambitious yet achievable targets are set after consultation with the relevant custodians.

▶ Draft decision

27. The Governing Body requested the Director-General to:

- (a) finalize and implement the ILO Action Plan for Gender Equality 2022–25, taking into account the guidance provided during the consideration of document GB.344/INS/10; and**
- (b) integrate its guidance in pursuing the ILO’s mandate to achieve gender equality at work through a transformative agenda, taking into account the resolution and conclusions of the General Discussion Working Party on inequalities and the world of work, especially in implementing the ILO’s Strategic Plan for 2022–25 and its two corresponding programmes and budgets.**

▶ Appendix

ILO Action Plan targets met or exceeded, or unmet during the period 2020–21 based on the six UN-SWAP categories

Results-based management (figure 1)

Targets met/exceeded:

- 60 per cent of ILO programme and budget policy outcomes contribute to the targets under Sustainable Development Goal 5 (monitoring result: 63 per cent);
- 35 per cent of ILO programme and budget policy outcomes include sex disaggregation and/or gender equality (monitoring result: 71 per cent);
- 100 per cent of policy outcomes reported in the programme implementation report with gender-specific results (monitoring result: 100 per cent);
- one report received by the Governing Body on mid-term Action Plan implementation results (monitoring result: two);
- 60 per cent of Decent Work Country Programmes contain indicators of which at least 35 per cent disaggregate by sex and/or are gender-inclusive (monitoring result: 79 per cent);
- 50 per cent of a representative sample of project and programme proposals with an improved gender-mainstreamed strategy and results framework, after an appraisal (monitoring result: 32 per cent – expected to drop as compliance with appraisal checklist increases);
- 27 per cent of Africa region project and programme proposals meet gender equality and non-discrimination marker 2 or 3 (monitoring result: 30 per cent).

Unmet targets:

- 37 per cent of global (headquarters-managed) project and programme proposals meet gender equality and non-discrimination marker 2 or 3 (monitoring result: 13 per cent);
- 18 per cent of the Americas and the Caribbean project and programme proposals meet gender equality and non-discrimination marker 2 or 3 (monitoring result: 12 per cent);
- 13 per cent of Arab States' project and programme proposals meet gender equality and non-discrimination marker 2 or 3 (monitoring result: 9 per cent);
- 35 per cent of Asia and the Pacific project and programme proposals meet gender equality and non-discrimination marker 2 or 3 (monitoring result: 29 per cent);
- 13 per cent of Europe and Central Asia project and programme proposals meet gender equality and non-discrimination marker 2 or 3 (monitoring result: 5 per cent).

Oversight (figure 2)

Targets met/exceeded:

- four initiatives integrated gender into the Evaluation Office's networks (monitoring result: ten);
- one evaluation every five to eight years on organizational performance on gender mainstreaming (monitoring result: one);
- 75 per cent of audited field office reports identify gender-related risks and mitigating action taken (monitoring result: 100 per cent).

Unmet targets:

- 65 per cent of sampled evaluations whose scope of analysis, and criteria and questions, integrated gender equality (monitoring result: 51 per cent);
- 50 per cent of sampled evaluations integrated gender-responsive methodology, methods, tools and data analysis techniques (monitoring result 31 per cent);
- 65 per cent of sampled evaluations integrated findings, conclusions and recommendations reflecting a gender analysis (monitoring result: 51 per cent);
- audit on internal sexual harassment control and response procedures completed, results disseminated, and follow-up review if necessary (monitoring result: incomplete).

Accountability (figure 3)

Targets met/exceeded:

- 50 per cent of ILO professional positions (P1 to P4 regular budget contracts) held by women (monitoring result: 55 per cent);
- two unconscious bias sessions held by the Senior Management Team (monitoring result: two);
- 10 per cent of the Senior Management Team's agendas feature gender equality (monitoring result: 15.5 per cent);
- 100 per cent of ILO job description vacancies refer to gender sensitivity (monitoring result: 100 per cent);
- up-to-date sex-disaggregated statistics shared with department and regional office directors prior to beginning-of-cycle performance discussions (monitoring result: shared);
- 50 per cent of departments, offices and other units that are custodians of at least three Action Plan indicators for which the director or chief's performance-management outputs include achieving their respective targets (end-biennium monitoring result: Deputy Director-General for Management and Reform: 100 per cent; and Deputy Director-General for Policy: 50 per cent);²⁵

²⁵ Results for this target are disaggregated to show both those custodians who have met the target and those who have not (see section below).

- two meetings held with directors, chiefs and other unit heads to discuss achieving their respective targets (monitoring result: Deputy Director-General for Management and Reform: two; and Deputy Director-General for Field Operations and Partnerships: two);²⁶
- one-page scorecards of up-to-date sex-disaggregated statistics on the agenda of at least two Deputy Directors-General meetings with department and regional office directors (monitoring result: Deputy Director-General for Management and Reform: two).²⁷

Unmet targets:

- 45 per cent of ILO senior staff (P5 and above on regular budget contracts) held by women (monitoring result: 39 per cent);
- 50 per cent of departments, offices and other units that are custodians of at least three Action Plan indicators for which the director or chief's performance-management outputs include achieving their respective targets (monitoring result: Deputy Director-General for Field Operations and Partnerships: 16 per cent);
- two meetings held with directors, chiefs and other unit heads to discuss achieving their respective targets (monitoring result: Deputy Director-General for Policy: none);
- 70 per cent of ILO job description vacancies refer to gender-related skills or duties (monitoring result: 61 per cent);
- one-page scorecards of up-to-date sex-disaggregated statistics on the agenda of at least two Deputy Directors-General meetings with department and regional office directors (monitoring result: Deputy Director-General for Policy: none; and Deputy Director-General for Field Operations and Partnerships: none).

Human and financial resources (figure 4)

Targets met/exceeded:

- statistics available based on a tool measuring professional staff time attributed to the gender equality and non-discrimination marker (monitoring result: available);
- 43 per cent of country programme outcomes scored as meeting gender equality and non-discrimination marker 2 or 3 (monitoring result: 46 per cent);
- 70 per cent of total resources indicated as required to promote gender equality and non-discrimination through country programme outcomes (monetary sum of those scored as meeting gender equality and non-discrimination marker 2 or 3) (monitoring result: 74 per cent);
- 100 per cent of headquarters and field offices with a minimum size have a gender focal point (monitoring result: 100 per cent);
- 55 per cent of focal points and department gender coordinators are P4 level and above (monitoring result: 56 per cent);

²⁶ Results for this target are disaggregated to show both those custodians who have met the target and those who have not (see section below).

²⁷ Results for this target are disaggregated to show both those custodians who have met the target and those who have not (see section below).

- 60 per cent of women participants in ILO management and leadership development workshops (monitoring result: 64 per cent);
- internal governance required ten-hour e-learning programme for new ILO staff incorporates ethics component (monitoring result: incorporated);
- ten exiting staff interviewed on organizational culture for insights about gender-responsive recruitment, retention and staff experience; then report to the Governing Body on pilot assessment and preliminary results (monitoring result: 21 exiting staff questionnaires conducted; no Governing Body report as Mediator post unfilled);
- One ILO – Zero Sexual Harassment campaign materials accessible through social media (monitoring result: accessible);
- five facilitative initiatives piloted to build and strengthen diversity and foster inclusion (monitoring result: seven);
- two capacity-building events for the ILO social partners on achieving gender parity in delegations in the International Labour Conference and regional meetings (monitoring result: over 15 for workers);
- 85 per cent (target set after tool revised) of ILO managers receive upward feedback about whom staff state they “agree” or “absolutely agree” that the manager promotes and values diversity in all its forms (including but not limited to gender balance, geographical representation, and inclusion of persons with disabilities), taking positive action where appropriate (monitoring result: 89 per cent).

Unmet targets:

- at least 45 per cent of women delegates and advisers accredited and registered in the International Labour Conference (monitoring result: 38.9 per cent accredited; and 38.9 per cent registered);
- at least 45 per cent of women delegates and advisers accredited and registered in regional meetings (monitoring result: none held).

Capacity (figure 5)

Targets met/exceeded:

- 47 per cent of the sections of management and leadership development workshop materials incorporate gender (monitoring result: 62 per cent);
- two days of gender-related training for field-based gender specialists and focal points of key units (monitoring result: two days of web-based training held);
- 50 per cent of ILO female staff participants in Turin Centre training sessions (monitoring result: 53 per cent).

Unmet targets:

- staff gender mainstreaming capacity development plan drafted (monitoring result: draft not complete);
- 45 per cent of female participants in Turin Centre training sessions (monitoring result: 38 per cent);

- 50 per cent of ILO male staff participants in Turin Centre gender-specific training sessions (monitoring result: 17 per cent);
- 45 per cent of female constituents in Turin Centre training sessions (monitoring result: 41 per cent).

Knowledge, communication and coherence (figure 6)

Targets met/exceeded:

- 95 per cent of the Research Department's terms of reference and outlines of key ILO flagship reports – *World Employment and Social Outlook*, and *World Employment and Social Outlook – Trends* – integrate sex-disaggregated data and analysis (monitoring result: 100 per cent);
- 75 per cent of inter-agency coordination mechanisms on gender equality and women's empowerment contributed to or attended by ILO staff (monitoring result: 80 per cent);
- 55 per cent of the Research Department's events-related studies substantively address a gender dimension (monitoring result: 63 per cent);
- 45 per cent of the Research Department's events feature women as authors of relevant studies (monitoring result: 52 per cent);
- 45 per cent of the Research Department's events feature women as speakers of relevant studies (monitoring result: 59 per cent);
- 75 per cent of the Department of Communication and Public Information's plan and guides include gender-related references (monitoring result: 90 per cent);
- Department of Communication and Public Information training or other support for ILO staff and/or constituents on gender equality and women's empowerment (monitoring result: 27 training sessions/support).

Unmet targets:

- none.