



International
Labour
Office
Geneva

Gender Equality and Decent Work



Good Practices at the Workplace

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Acronyms

| | |
|-------------------|--|
| ACILS | American Center for International Labor Solidarity |
| AFL-CIO | American Federation of Labor–Congress of Industrial Organizations |
| APEC | Asia Pacific Economic Cooperation |
| APINDO | Employers' Association of Indonesia |
| CAW | Canadian Auto Workers Union |
| CEDAW | Convention on the Elimination of All Forms of Discrimination against Women |
| CENET | Centro Nacional de Educación para el Trabajo/National Vocational; Education (Honduras) |
| CEO | Chief Executive Officer |
| CSFB | Credit Suisse First Boston |
| CLAP | Child Labour Action Programme |
| DABS | Departamento Administrativo de Bienestar Social/Department of Social Welfare (Colombia) |
| DAGS | Demonstrator Application Grant Scheme (Malaysia) |
| DEG | Dirección General de Equidad y Género/Directorate of Equity and Gender (Mexico) |
| DPSU | Dominica Public Service Union |
| ETC | Employment and Training Corporation (Malta) |
| EU | European Union |
| FF | Female Future (Norway) |
| FNCCI | Federation of Nepalese Chambers of Commerce and Industry (Nepal) |
| FNPR | Federation of Independent Trade Unions of Russia |
| ICFTU-APRO | International Confederation of Free Trade Unions–Asian and Pacific Regional Organisation |
| ICT | information and communication technology/ies |
| ILO | International Labour Organization |
| IPEC | International Programme on the Elimination of Child Labour |
| IWAPI | Indonesian Women Entrepreneurs' Association |
| LGED | Local Government Engineering Department (Bangladesh) |
| MLYDS | Ministry of Labour, Youth Development and Sports (Tanzania) |
| NHO | Norwegian Federation of Enterprises |
| SICAT | Sistema de Capacitación para el Trabajo/System of Capacity-building for Work (Mexico) |
| SMEs | Small and medium-sized enterprises |
| TUC-GEP | Trade Union Committee for Gender Equality and Promotion (Nepal) |
| UNDP | United Nations Development Programme |
| UNIFEM | United Nations Development Fund for Women |
| WBCP | Women's Business Council of the Philippines |
| WED | Women's enterprise/entrepreneurship development |

Part I

Introduction and Analysis

Introduction

How the good practices were compiled

Gender mainstreaming

What is good mainstreaming practice?

How this publication is organised and how it can be used

The building blocks of gender equality in the world of work

- 1 A multisectoral approach to gender equality in legislation, policies and strategies
- 2 Policies and planning for gender equality
- 3 Use of sex-disaggregated data and information
- 4 Use of gender expertise
- 5 Gender-specific actions
- 6 Building knowledge and capacity
- 7 Strategic partnerships
- 8 Participatory methodologies

Introduction

Good practices are a useful tool because they enable practitioners to learn from the successful experiences of others and to apply them to their own work.

This publication, which is the first part of a forthcoming ILO Toolkit on Gender Mainstreaming in the World of Work, presents a selection of practices which have been found to promote gender equality in their respective areas. Collectively, these practices demonstrate how ILO constituents - governments, trade unions and employers' organisations (and business communities) - have developed strategies to enhance gender equality in their respective structures and agendas. Either in collaboration or individually, they have:

- developed gender equality policies and programmes targeting women and men;
- promoted women's and men's equal representation and participation in representative bodies and agenda-setting processes;
- ensured positive changes in the direction of greater gender equality in employment status and employment opportunities for workers, both women and men.

These practices also highlight how gender equality concerns are central to any effort to promote the ILO's Decent Work agenda and to achieve its four strategic objectives: rights at work, employment promotion, social protection, and social dialogue.

How the good practices were compiled

The accounts of good practices which follow are based mainly on survey responses from members of the ILO Gender Network and gender focal points in various development- and gender-related organisations around the world. In the latter half of 2003, some 200 questionnaires in English, French and Spanish were distributed by the ILO Bureau for Gender Equality and field offices in different regions.¹ Respondents were asked to identify and describe practices among ILO's tripartite constituency that, in their view, have effectively contributed to mainstreaming gender equality into policies and programmes.

In addition to the questionnaires, desk research was used to obtain information on gender mainstreaming and related good practices. Various publications and internet websites were consulted in this process (see Bibliography).

First drafts of the good practices were then shared in a consultative process with the contributing constituents before the preparation of a final draft. All the good practices recounted in this publication have been fully endorsed by the contributing constituents, and reflect their own views of gender mainstreaming as a good practice.

¹ See Annex 1 for questionnaire

Gender mainstreaming

Gender mainstreaming in the world of work

Gender mainstreaming in the world of work is an applied strategy by which the goal of gender equality is attained. It is not an objective in itself. As a strategy, gender mainstreaming involves:

- Integrating gender equality into the mainstream of labour-related policies, programmes, projects, and institutional mechanisms and structures;
- Addressing gender inequalities in the world of work through gender-focused measures for and with men and women, either separately or together.

In practice, gender mainstreaming consists of a multiplicity of gender-specific actions seeking to redress gender-based inequalities in all aspects of a situation.

As the differentiated experience and needs of men and women are revealed by gender analysis, the need for gender-specific actions to address inequalities becomes clear. Gender mainstreaming is the ensemble of actions taken to address such needs.

Gender mainstreaming as a global strategy to combat poverty

Gender mainstreaming has been established as the internationally agreed strategy to promote gender equality.

In the declaration ensuing from the United Nations Millennium Summit in 2000, the international community further committed itself to combating discrimination against women and promoting gender equality. This commitment is central in the continuing global effort to combat poverty, hunger, disease and illiteracy. It is expressed in the third Millennium Development Goal ('Promote gender equality and empower women'), one of whose indicators is "the share of women in waged employment in the non-agricultural sector".

Gender mainstreaming in the ILO

The primary goal of the ILO is to promote opportunities for everyone to obtain and carry out decent and productive work in conditions of freedom, equality, security and human dignity.

Gender equality has been formally established in the ILO's programme as a key operational objective. The ILO aims to ensure that gender equality is mainstreamed in all its actions and to promote equality of opportunity and treatment for women and men through all available ILO means of influence.

An important part of the ILO's work is to prepare tools and guidelines that may facilitate constituents' ability to promote gender equality in their own efforts. The present publication is one such tool.²

² More extensive discussion of gender mainstreaming in the ILO context can be found in other ILO publications.

What is a good mainstreaming practice?

A good gender mainstreaming practice in the world of work can comprise any type of action which contributes to greater gender equality in any area of intervention and which has perceptible results. As a general principle, however, we suggest that a good practice for the ILO should fall within one or more of the ILO's four strategic areas of concern: protection and promotion of rights at work, employment promotion, strengthening of social protection and social dialogue. As such, the practice will contribute either fully or partially to the implementation of the ILO strategy of gender mainstreaming.

A good practice in gender mainstreaming can be large or small: a small, carefully targeted intervention focusing on a particular issue, locality or target group can have an impact in the context in which it is executed. A national plan or programme with ambitious scope and broad application provides an enabling environment for impact at the local level.

This publication contains examples of practices ranging from national-level plans involving many activities e.g. Canada (*practice 3*), Russian Federation (*practice 19*) to specific smaller actions addressing specific gender concerns, e.g. Jordan (*practice 9*), Malaysia (*practice 10*).

It is very important to recognise that a good gender mainstreaming practice must be context-specific. Although some basic principles always apply – the need to make a gender analysis based on sex-disaggregated data, for instance – what is ‘good’ in one setting is not necessarily ‘good’ in another. Gender equality has in every case to be addressed within specific social, political, economic and cultural frameworks. Therefore, the practices presented in this publication are not blueprints which can be applied whatever the context. What they do, rather, is to share ideas on how to approach gender equality issues, and in particular to improve the situation of women, in different settings in the world of work. The hope is that readers will find useful guidance in these initiatives which they can adapt as appropriate to their own context.

This collection of good practices also makes it clear that gender mainstreaming in the world of work often – but not always – consists of actions specifically geared to improving the position of women workers. In many national and cultural contexts where discrimination against women, both at work and in other areas of life, is particularly severe, gender analysis may show that the most appropriate strategy for narrowing existing gender gaps and overcoming the consequences of discrimination is to work specifically with women. However, whenever women-specific work is the result of a gender analysis, the reasons for working only with women in order to promote gender equality should be clearly understood and expressed. Actions that specifically target men and boys can also be an effective strategy in mainstreaming gender equality.

Finally, it is worth reminding ourselves that gender equality at the workplace is not achieved overnight. It is a slow, step-by-step, sometimes reiterative process. A gender mainstreaming strategy in a particular context may well start with women-specific activities and proceed to actions that focus more explicitly on reducing the inequalities between women and men. The good practices in this publication reflect several of these stages, from small first steps in making a gender analysis to the construction of comprehensive policies and plans for equality.

How this publication is organized and how it can be used

This introduction is followed by an analytical chapter, which distinguishes eight thematic categories corresponding to the strategies most often used by the constituents to bring gender equality into the mainstream of their institutional structures, policies, programmes and activities. Examples from the good practices are cited under each of the eight categories, in order to help readers relate to the various gender mainstreaming practices described to the broader goals of gender equality and to choose which practices are the most appropriate examples for their specific purposes.

The 25 good practices in Part II are arranged alphabetically by country. Each practice is prefaced by an introduction which gives a brief general description of the actors involved in it. This is followed by a step-by-step outline of the actions undertaken to advance gender equality. The steps are presented schematically so as to make the elements of good gender mainstreaming practice visible and comparable, and to make it easier for readers to find the aspects most relevant to situations of their own.

All the practices presented here are practical initiatives which, it is hoped, will give concrete guidance and suggestions to ILO constituents on ways to promote gender equality in their own structures, policies and programmes. They may stimulate fresh ideas or invite adaptation.

The practices are drawn from all ILO regions and illustrate experiences from governments, employers' organisations and trade unions.

Ten cases describe actions by governments, five refer to employers, and six to trade unions. Four practices concern more than one constituent, three of them explicitly illustrating cooperation and partnership between different constituents.

Each constituent group (governments, employers' organisations and trade unions) will probably find practices from their own group of the greatest immediate relevance, but the strong emphasis running through this collection on social partnership as a strategy means that constituents from each group may also find the experience of other groups helpful.

We hope that the practices described here and the lessons that can be drawn from them will serve as guidance and inspiration to governments, employers and employers' organisations, or workers' organisations seeking to make their policies and their practice more gender equal.

The building blocks of gender equality in the world of work

The 25 practices presented in this publication can be classified into eight categories corresponding to the different strategies that the contributing organisations have used to bring gender equality into the mainstream of their organisational structures and cultures, policies, programmes and activities.

The following categories constitute the building blocks of gender equality in the world of work. They are:

- 1 A multisectoral approach to gender equality in legislation, policies and strategies;
- 2 Policies and planning for gender equality;
- 3 Use of sex-disaggregated data and information;
- 4 Gender expertise, strategically placed;
- 5 Gender-specific actions;
- 6 Building knowledge and capacity on gender equality;
- 7 Strategic partnership;
- 8 Participatory approaches.

Practices illustrating government initiatives, employers and employers' organisations, and trade unions are cited in each of the eight categories. Many of the good practices illustrate more than one strategy and are therefore mentioned under more than one heading.

Clearly, none of the gender equality strategies used exists in a vacuum, so the eight categories inevitably overlap to some extent. Underpinning all the strategies is a fundamental rights-based approach, evidenced by the fact that the vast majority of the countries in this sample have ratified a number of relevant ILO Conventions, and particularly one or more of the four key gender equality Conventions: No. 100 on Equal Remuneration for Work of Equal Value, No. 111 on Discrimination in Employment and Occupation, No. 156 on Workers with Family Responsibilities, and No. 183 on Maternity Protection. Explicit anti-discrimination measures at different levels, have also been adopted by many constituents.

1 A multisectoral approach to gender equality in legislation, policies and strategies

Mainstreaming gender equality through national-level policy cannot be done in isolated sectors such as – health, education, labour, transport. A coherent approach to gender equality calls for overarching legislation and policy that address gender equality and non-discrimination in general.

Thus, governments, employers' organisations, enterprises and trade unions aiming to enhance equal employment opportunities sometimes adopt policies which take a multisectoral approach to gender mainstreaming: while seeking to promote equal employment opportunities, their good practice initiatives also aim to improve women's access to education and healthcare and to take women's role in the care economy adequately into account. In this way, they address some of the barriers that prevent women from engaging in paid employment on equal terms with men.

Working in social partnership also fosters an approach which locates the promotion of gender equality in the world of work in the wider context of reducing gender inequalities in general, and several constituents featured in these good practices have taken this approach (see category 6, below).

Governments

Good practices in this category include those where governments adopt national legislation, including employment legislation, prohibiting sex-based discrimination or promoting gender equality, thus addressing gender inequalities in all areas of society including labour-related ones.

Estonia, Honduras, Indonesia, Malta, Norway, the Russian Federation and South Africa (*practices 7, 8, 12, 17, 19, 21*), have enshrined the principle of gender equality in national legislation. **Nepal** (*practice 15*), is following the same path, with efforts to pass gender equality legislation.

Good practices from Norway, Malta and Malaysia (*practices 17, 12, 10*) also show the types of government policy and programme that foster equal employment opportunities through a multifaceted or holistic approach, by addressing equality in other aspects of life than labour.

For example, by targeting a specific policy – the paternity quota – at men, the Norwegian government helps to make women's reproductive roles easier to fulfil and thus to improve their working lives. In Malta, this objective is achieved in the healthcare sector by the introduction of childcare facilities in the main general hospital; while in Malaysia, government funding supports employers' initiatives, such as teleworking, which allow people to work from their own homes – another way of providing flexibility and balancing family responsibilities with the requirements of work.

The governments of Honduras and Malaysia address women's lower literacy levels by integrating literacy components into their employment programmes. In Malaysia, the National Information Technology Council finances projects that increase the digital literacy levels among Malaysian women under its Demonstrator Application Grant Scheme (DAGS). In the Honduras practice, the National Vocational Education Centre (CENET) addresses both the literacy and the occupational needs of women.

Employers' organisations and enterprises

An important step employers' organisations and enterprises can take in this field is to introduce and promote policies and practices that help employees, both women and men, balance paid work and family life. These include part-time working, flexible contracts, job sharing, working from home, enhanced maternity leave and pay, paternity leave, parental leave, and childcare provision (see also category 5).

As well as the government good practice from Malaysia mentioned above, **J Sainsbury plc** in the UK (*practice 25*) demonstrates a wide range of family-friendly business policies.

Trade Unions

In the Russian Federation (*practice 19*), a trade union policy enables unions' efforts to enhance women's status at the workplace to be linked with initiatives dealing with reproductive health.

In Canada (*practice 3*), one of the ways the Canadian Auto Workers Union (CAW) defends women workers' rights is by addressing violence against women and sexual harassment, negotiating practical benefits for women leaving abusive relationships and insisting on strong anti-harassment language in collective agreements.

2 Policies and planning for gender equality

Good practices in this category are those where governments, employers' organisations and trade unions have adopted gender policies and action plans driven by the identified need to promote gender equality objectives. Gender equality objectives, policies and action plans are usually formulated with the help of existing gender equality structures such as national women's machineries, gender equality units, gender focal points and gender experts.

More balanced representation of women and men on representative bodies and at decision-making levels is frequently a key element for ensuring that gender equality action plans and programmes are implemented.

Governments

Many countries (e.g. Bangladesh, Mali, Mexico, Philippines) have adopted national action plans or programmes for gender equality, which provide an enabling environment for the advancement of equality in the world of work. Regarding employment and enterprise development in particular, government units in several countries have adopted gender equality policies and action plans.

The objectives typically include:

Mainstreaming gender equality into the organisational structures of employment

and working life, e.g. Estonia, Norway (*practices 6, 16*);

Mainstreaming gender equality into various development projects by specifying gender-sensitive objectives and indicators, targets, budget, responsibilities, etc., e.g. Bangladesh (*practice 2*);

Setting up or strengthening government structures with gender expertise, e.g. Estonia, Malta, Mexico (*practices 6, 12, 13*), *see also category 4*;

Promoting women's right of access to economic resources through credit, education, training, etc., e.g. Honduras, Mexico, the Philippines (*practices 7, 13, 18*);

Establishing quota systems or numerical targets, or reserving seats, for women on representative bodies, e.g. Bangladesh, Indonesia, Tanzania (*practices 2, 8, 22*);

Disseminating information and training, e.g. Mali, Tanzania (*practices 11, 22*).

Employers' organisations and enterprises

Employers' organisations, and also many enterprises, adopt policies and plans on gender equality, their principal concern being to realise the economic potential women represent in the labour market.

Good practices show employers and employers' organisations adopting policy and plans whose main objectives are to:

Ensure fair and equal treatment at the workplace, free from harassment and discrimination, e.g. Credit Suisse First Boston (CSFB), J Sainsbury plc (*practices 23, 25*);

Improve the career development, retention, promotion and success of women staff, e.g. Women's Business Council of the Philippines (WBCP), CSFB (*practices 18, 23*);

Strengthen units responsible for women's development, e.g. Federation of Nepalese Chambers of Commerce (FNCCI) (*practice 14*);

Promote women's entrepreneurship, e.g. Employers' Association of Indonesia (APINDO), WBCP (*practices 8, 18*).

Trade Unions

Good practices among trade unions show that they have adopted policy and action plans principally with the objectives of:

Creating a gender-responsive environment at all levels in the union, e.g. Canadian Autoworkers Union (CAW) (*practice 3*);

Creating mandated structures with gender expertise, e.g. CAW, Federation of Independent trade Unions of Russia (FNPR) (*practice 19*);

Enhancing equal representation by establishing quotas or reserving seats for women on representative bodies, e.g. International Confederation of Free Trade Unions - Asia and Pacific Regional Organisation (ICFTU-APRO) and affiliates, Dominica Public Service Union (DPSU), Nepalese Trade Union Committee for Gender Equality and Promotion (TUC-GEP, FNPR) (*practices 1, 5, 15, 19*);

Combating sexual harassment at the workplace, e.g. ICFTU-APRO, CAW, TUC-GEP (*practices 1, 3, 15*);

Enhancing equal participation at all levels of the union by providing gender education to union leaders and activists, e.g. CAW, FNPR, Senegal (*practice 20*);

Ensuring the continuous revision of different trade union activities from a gender equality perspective, e.g. American Center for International Labour Solidarity (ACILS) (*practice 24*).

3 Use of sex-disaggregated data and information

It is increasingly accepted that obtaining and using data disaggregated by sex and context-specific information on inequalities between women/girls and men/boys is the only firm basis for an accurate and gender-sensitive situation analysis and for gender-responsive planning, monitoring and evaluation in any organisation or workplace.

The use of gender analysis based on this kind of information has helped many of the organisations that appear in this publication to build their gender mainstreaming strategies, review legislation and collective agreements, and evaluate progress and continuing challenges.

Governments

Several good practices show that governments have gathered sex-disaggregated and qualitative data to identify and monitor gender differences in the social and economic spheres:

In Bangladesh (*practice 2*), the Local Government Engineering Department carries out sex-disaggregated monitoring of all its activities and uses the data for reporting, improving services, and planning new projects.

In South Africa (*practice 21*), the Department of Labour obtained and analysed quantitative and qualitative data to reveal differences in the situations of girls and boys involved in domestic work (in the process making girls' unpaid reproductive work more visible), and used the gender analysis of research findings to identify key intervention areas for combating child labour.

In Colombia (*practice 4*), the Department of Social Welfare of Bogotá bases its gender analysis on sex-disaggregated statistics from the national and local planning bodies.

In Jordan (*practice 9*), a gender analysis of workers' migration patterns provided the necessary information for the Ministry of Labour to design a contractual arrangement that would protect the rights of women migrant workers.

Employers' organisations and enterprises

Good practices in this respect show that employers' organisations and enterprises have gathered sex-disaggregated and qualitative data to promote and assess the impact of their gender equality strategies:

An international bank (*practice 23*), for example, has an annual performance appraisal process where senior management analyses data on employee profiles and there is feedback on diversity status.

Similarly, **the Norwegian Federation of Enterprises (NHO)** (*practice 16*) obtains and reviews data on the composition of their respective workforces to monitor their success.

In Indonesia, the Employers' Association (APINDO) (*practice 8*) has carried out a wide-ranging survey covering both quantitative and qualitative factors so as to map women's entrepreneurship and the constraints Indonesian businesswomen face.

In the Philippines (*practice 19*), **the WBCP's** advocacy for the use of sex-disaggregated data led to the disaggregation by sex of the country's annual survey of ownership of businesses with over 20 employees.

Trade Unions

Good practices among trade unions show that these constituents use data disaggregated by sex and context-specific qualitative information to:

Analyse the sex balance in their unions as regards membership and participation in activities such as training programmes; an example is **CAW** (*practice 3*), which conducted its first-ever sex-disaggregated survey of its membership and workplace leadership in 2003.

Conduct gender analysis and research on gender equality issues: an example can be found in the Russian federation, where the FNPR's Gender Equality Standing Commission is supported by the Advisory Scientific Committee of the confederation's General Council, established with the aim of conducting gender analysis and research on gender equality issues (*practice 19*).

Monitor the status of their union membership: examples are the ICFTU-APRO (Asia-Pacific region) (*practice 1*) and the Canadian Auto Workers Union practice; the former has also carried out an extensive survey on sexual harassment;

Evaluate the gender impacts of their programmes on different groups of men and women union members: for example, **ACILS** (*practice 24*) carried out a gender impact assessment of its international assistance programmes in 1999 which revealed the different needs of women and men in the programmes.

Organisations in collaboration

In Tanzania (*practice 22*), all three ILO constituents have collaborated in designing a Gender Mainstreaming Tool – a manual which has been used to strengthen the use of sex-disaggregated data in policy formulation, planning, implementation and monitoring. The manual includes a specific section on why and how to collect sex-disaggregated data for the purposes of policy formulation, planning, implementation and monitoring.

4 Use of gender expertise, strategically placed

This category refers to examples from the good practices where structures with gender expertise have been set up in order to put the organisations' gender equality policies and strategies into practice and to advise on and monitor implementation. These structures include gender or women's committees, commissions, or units, and they are usually staffed by gender focal points or advisers who are responsible for leading, coordinating and supporting all work related to promoting gender equality.

The good practices in this category show that when such structures are strategically positioned in constituents' organisations, have support from the highest levels, and are adequately resourced, they have a positive impact and are able to influence decisions and agendas, sometimes beyond the organisation of which they are a part.

Governments

A number of good practices show how labour-related government units not specifically responsible for all gender equality issues in the country have set up structures with gender expertise.

In the Philippines, the Department of Trade and Industry created the Women's Business Council (*practice 18*), while **Bangladesh's** Local Government Engineering Department established a Gender and Development Forum headed by the Additional Chief Engineer (*practice 2*). These practices show how the particular location of gender structures has allowed gender focal points to influence the agendas of the mainstream departments.

More limited structures set up by ministries of labour for special purposes include steering committees at the national level, as in the case of **Jordan** (*practice 9*).

Another strategy is the establishment of a specific post to focus on gender issues in the labour market, as has been done in **Malta** (*practice 12*) with the creation of a senior executive post in the national Employment and Training Corporation.

Several cases show the role of a more conventionally located national women's machinery:

In Norway (*practice 17*), this is located in the Ministry of Children and Family Affairs, but the Unit for Gender Equality is part of a larger intersectoral network of specialised government bodies and ministry structures responsible for implementing and enforcing gender equality across all government ministries.

In Estonia (*practice 6*), one of the tasks of the Bureau for Gender Equality is to monitor the inclusion of gender equality in legislation and action plans. This monitoring role is a particularly strategic one.

In Mali (*practice 11*), the national women's machinery was upgraded in 1997 by the creation of the Ministry of the Promotion of Women to replace the former Women's Commission. The ministry is responsible, in collaboration with social partners, for institutionalising equality of opportunity and treatment for workers.

Employers' organisations and enterprises

In Nepal (*practice 14*), the Federation of Nepalese Chambers of Commerce and Industry (FNCCI) has positioned gender structures strategically by setting up women's entrepreneurship development units in district and municipality chambers of commerce and industry. These units have helped to raise women's participation in industrial and business-related activities in Nepal.

Good practices from CSFB at a global level and J Sainsbury plc in the **UK** and the **United States of America** (*practices 23, 25*) also show that structures responsible for promoting gender equality policies and actions in companies depend entirely on the support of top management if they are to have an impact. In these two cases, gender equality/diversity units consist of senior staff. For CSFB, the European Diversity Steering Committee, a cross-divisional senior strategy team, leads the firm's Empowering Change for Women initiative; while at J Sainsbury plc, a team of directors leads the Equality and Diversity Steering Group.

These two good practices also show that adequate human and financial resources are necessary to set policies in motion.

Trade Unions

Structures with gender expertise in trade unions usually take the form of women's or gender equality commissions or committees. As with governments and employers, good practices on this front show that these structures also have prominent and/or strategic positions in unions and have received support from union leadership.

In Canada, the Auto Workers Union (*practice 3*) has a long-established Women's Department which leads on gender equality throughout the union, plus several other structures to help women become active in the union (e.g. local union women's committees, women's networks, and the CAW Council Women's Committee). Other examples come from **Dominica** (*practice 5*), **Nepal** (*practice 15*), where the Trade Union Committee for Gender Equality Promotion is a forum for the women's departments of three trade union confederations, and **Senegal** (*practice 20*), where two major union confederations have set up gender departments.

5 Gender-specific actions

In this category, labour-related organisations use policies and programmes targeting women only or men only to help bridge persistent inequalities between women and men. It is generally recognised that as a consequence of discrimination women are more disadvantaged by discrimination than men. Therefore in practice, gender-specific actions most often apply to women or girls. By implementing such actions, constituents aim to reduce the gender-based disparities that prevent women from taking up the equal opportunities offered them by national and international equality legislation, thus enabling them to seek and engage in full employment on an equal footing with men. However, men must be seen as partners on the journey towards gender equality, and some of the good practices in this publication show how measures involving men can be appropriate and effective ways of promoting equality.

Strategies involving gender-specific actions can also include setting quotas for women's participation, or reserving places for women, in representative bodies, particularly at decision-making levels (see also category 2). For such participation to be meaningful, however, capacity-building also needs to be put in place to equip women to play their full part and to assume leadership roles (see also category 6).

Some overlap with category 1 will be noticed here; to a large extent this reflects the pervasive nature of gender inequality and the need to confront it not only in the world of work but throughout society.

Governments

The following are some ways in which governments in this selection of good practices seek to level the playing field for women and men by gender-specific actions:

Improving their internal administration:

In Tanzania (*practice 22*), a 2003 government circular proposes that formal job descriptions should be issued highlighting the coordinating role of the Ministry of Labour, Youth Development and Sports, which is responsible for the national women's machinery, in the area of gender mainstreaming in labour-related matters.

Improving their capacity to mainstream gender equality effectively:

In Bangladesh, the Rural Development Project-21 (*practice 2*) sensitises and trains men on gender equality, offering workshops and seminars for male executives of the LGED on the Gender Action Plan. In addition, the project imparts training to contractors (mostly men) on their job descriptions under the project and on gender-sensitive labour practices.

In Burkina Faso, Mali and Mauritania (*practice 20*), pools of gender experts have been established in order to strengthen the gender mainstreaming capacity of staff of the member organisations.

Promoting gender-balanced representation in decision-making bodies:

The setting of quotas for women's representation, or the reservation of seats for women, in national and local governance structures is another strategy adopted by several governments.

The Constitution of **Tanzania** (*practice 22*) sets aside 25 per cent and 33 per cent of seats for women in national and local governance respectively. Similarly, both **Colombia and Indonesia** (*practices 4, 8*) have 30 per cent targets for women members of parliament.

In the case of **Bangladesh** (*practice 2*), it was found necessary to create separate entrances and seating arrangements for women representatives at local councils in order to make the system of reserved seats feasible. Since Bangladesh is a country where seclusion of women is practised, these women-specific measures are essential to enable women to participate equally with men in local governance.

Upgrading women's levels of literacy and education:

The employment programmes in **Estonia, Honduras, Malaysia, Mali and Mexico** (*practices 6, 7, 10, 11, 13*) all illustrate this in different ways, including basic literacy (Honduras), computer literacy (Malaysia), empowerment-oriented training for women adversely affected by economic transition (Estonia), technical training tailored to the different requirements of women and men seeking employment (Mexico), and legal literacy (Mali).

Addressing childbearing and caring responsibilities:

In Norway and Tanzania (*practices 17, 22*), governments have done this by implementing policies on paternal and maternal leave respectively. Since women are everywhere more heavily involved in reproductive work, Norway's Parental Benefit Scheme clearly shows that women-specific interventions, by themselves, may not completely bridge the gap between women and men in the world of work. The Norwegian experience highlights the importance of men-specific interventions in the promotion of equality in the world of work.

Employers' organisations and enterprises

Employers' organisations and enterprises have used gender-specific interventions to promote more gender-balanced representation in management positions and workforces.

The example of the **Norwegian Federation of Enterprises** (*practice 16*) shows how its Female Future programme targets women candidates for management positions through various capacity-building and confidence-building activities and through mentoring. In addition, a special course dealing with the work of a board of directors is compulsory for all female candidates. Similarly, as part of its Empowering Change for Women initiative, **CSFB** (*practice 23*) hosts university events for women to promote equality through its hiring procedures.

Several employers have also found it beneficial to implement actions to reconcile work and life responsibilities for both women and men.

This is best exemplified by the range of family-friendly human resources policies developed by **J Sainsbury plc** (*practice 25*) for both women and men (maternity leave and pay, paternity leave, parental leave, childcare provision).

Particularly in countries of the global South, employers' organisations have focused on promoting and facilitating women's entrepreneurship.

Action and research programmes of this kind are being carried out by the **Employers' Association of Indonesia** (*practice 8*), the **FNCCI in Nepal** (*practice 14*), and the **Women's Business Council of the Philippines** (*practice 18*).

Trade Unions

Women's low membership of trade unions, and their low representation in unions' decision-making structures, poses a persistent challenge which is acknowledged by most unions. The implementation of actions to achieve more sex-balanced representation in unions and their top decision-making structures is therefore the most commonly-used strategy among the trade unions represented in this publication.

Good practices from the **ICFTU-APRO, the CAW, the DPSU and the FNPR** (*practices 1, 3, 5, 19*) show that unions tend to promote an increase in the number of women in union structures by adopting affirmative measures such as quota systems, reserved seats or time-bound targets, and by encouraging women's activism and exposure to high-level decision-making processes.

Capacity-building for both women and men is also a key strategy here (see category 6).

A related strategy from **the CAW** – the setting up of Women's Networks (*practice 3*) – is an innovative approach to this.

6 Building knowledge and capacity on gender equality

Many examples in this publication show how constituents use capacity building in gender mainstreaming in the world of work and appropriate capacity-building tools to improve the internal structure of their organisations – particularly by raising awareness of gender equality issues at male-dominated leadership levels — as well as to raise women's status and opportunities at work.

Governments

In general, the good practices show that governments use capacity building in gender mainstreaming to enhance their own gender expertise and ability to implement gender mainstreaming strategies.

They do this for two main reasons:

To inform and sensitise government staff on gender equality issues:

In the Philippines (*practice 18*), the main objective of the Lending Window for Women initiative is to promote greater gender sensitivity in the credit process among governmental financial institutions.

Estonia (*practice 6*) demonstrates another good practice on this front. Estonia has developed capacity-building tools for government officials and other stakeholders to help them create a more favourable and equal employment environment.

To increase the technical gender mainstreaming knowledge and skills of government staff:

Mali (*practice 11*) has focused explicitly on providing training on gender equality and women's rights in society at large, while **Tanzania's** Gender Mainstreaming Toolkit (*practice 22*) is expected to enhance the government's ability to conduct gender analysis and gender budgeting in programmes related to the world of work.

Good practices from the **Sahel region** (Burkina Faso, Mali and Mauritania) (*practice 20*) also show how governments (and trade unions in Senegal) can enhance their gender capacity by setting up pools of gender experts. The overriding goal of the pools is to strengthen the gender mainstreaming capacities of these structures.

Governments also contribute considerably to capacity building in gender mainstreaming by financing training and capacity-building initiatives specifically designed to promote equal employment opportunities for male and female beneficiaries.

Good practices in **Bangladesh, Colombia, Estonia, Honduras, Malaysia and Mexico** (*practices 2, 4, 6, 7, 10, 13*) have all incorporated capacity building, training and education of different kinds into their employment and entrepreneurship support programmes. Sometimes such training is directed at the ultimate beneficiaries of the projects (e.g. Bangladesh, Mexico); sometimes its purpose is also to sensitise project staff, e.g. in Colombia, where project staff attend workshops in which they study the issue of gender equality in the project cycle.

Employers' organisations and enterprises

Employers, too, use capacity building and tools to improve their staff's gender expertise and technical know-how in gender mainstreaming.

In Mali (*practice 11*), for example, a training module on women workers' rights was distributed to human resource experts in enterprises, and to members of employers' associations, in order to sensitise their staff on women workers' rights and gender-equal treatment in the workplace.

Along the same lines, in the **UK**, CSFB's Empowering Change for Women initiative (*practice 23*) also includes mandatory 'dignity at work' training for all managing directors and directors; while APINDO in **Indonesia** (*practice 8*) has focused on capacity building for women employers and managers and developing know-how on gender equality in the workplace.

In Norway, the NHO uses capacity building to boost the number of women in management positions. Its Female Future programme (*practice 16*) aims to enhance women's competences through a series of programmes and seminars.

Capacity building is important for women entrepreneurs, particularly in small and micro-enterprises and in poor countries, where they often face the isolation and lack of business support familiar to informal-economy workers (see *practice 8* for the identification of this problem in Indonesia).

The WBCP in **the Philippines** (*practice 18*) offers entrepreneurship training to women, including courses in business start-up and development, and has set up a Women's Business Center as a one-stop support system for women entrepreneurs.

Trade Unions

Trade unions use capacity building to improve their organisations in a variety of ways, including:

Enhancing the legal literacy of union members and their awareness of gender and women's rights issues, union gender policy, and related issues. e.g. **ICFTU-APRO, CAW, DPSU, FNPR** (*practices 1, 3, 5, 19*). In Canada, the CAW Women's Department has negotiated anti-harassment training and investigator training to support anti-discrimination procedures in collective agreements;

Encouraging union activism and imparting skills in advocacy and lobbying (e.g. **CAW, FNPR** in *practice 3*). **In Tanzania, the Gender Mainstreaming Tool** designed collaboratively by constituents is a capacity-building instrument which can be used to integrate equal representation and participation onto trade union constitutions (*practice 22*);

Imparting skills and techniques in gender mainstreaming, focusing on gender-related training, research, analysis and monitoring, e.g. **pools of gender trainers in Senegal** (*practice 20*), **ACILS's gender programming toolkit** (*practice 24*).

7 Strategic partnerships

Most of the good practices presented in this publication use more than one of the eight building blocks. A comprehensive and sustainable approach to gender equality and mainstreaming in the world of work includes collaboration to promote social dialogue on gender issues. This increases the coherence in the ways labour-related organisations 'do' gender mainstreaming, minimising duplication of efforts, and avoiding contradictory approaches.

Each organisation brings its specific experience and perspective to bear on the overarching goal of equality between men and women. The sharing of financial, technical and, in some cases, human resources is also undeniably cost-effective. Most of the good practices in this publication involve working in social partnership, usually with more than one kind of partner organisation; some examples are given below.

Partnerships within governments

Often, ILO constituents work in partnership with other ministries and government bodies: for example, the National Vocational Education Centre (CENET) in **Honduras** (*practice 7*) has collaborated in a project with partners in the health sector, and the Talents and Opportunities programme in **Colombia** (*practice 5*) has partnered with other government agencies to place female and male trainees in jobs.

Close consultation between ministries takes place particularly when gender equality action plans are being drawn up, e.g. in **Malta and Estonia** (*practices 12, 6*), thus helping to spread gender awareness and ownership of gender equality plans more widely throughout government structures.

In **Bangladesh** (*practice 2*), partnership between the national and local government, together with community organisations, has been a key element in bringing rural women out of the home and getting them involved in the project.

Governments and employers' organisations

The good practices show how social partnerships between governments and employers' organisations have not only spread the load of the financial and technical resources needed for gender-responsive training of unemployed and underemployed workers, but have also helped to generate equal employment opportunities on a larger scale.

This has been the case in **Colombia, Mexico and the Philippines**. In Colombia, partnership has led to the employment of programme participants in both public- and private-sector jobs (*practice 4*), while in Mexico employers, who share the costs of training courses, hire around 70 per cent of the SICAT programme's graduates (*practice 13*). The Women's Business Council in the Philippines is working with three governmental financial institutions to launch credit opportunities for women entrepreneurs (*practice 18*).

Trade unions and governments

Good practices from the FNPR in the **Russian Federation** (*practice 19*) and the DPSU in **Dominica** (*practice 5*) show how partnership between trade unions and government structures with gender expertise enhances the unions' technical capacity and political leverage. Also, in **Colombia** (*practice 4*), the Talents and Opportunities programme has cooperated with the women's section of Colombia's main trade union federation, creating nearly 500 jobs.

Advocacy and social dialogue constitute an important part of the relationship between governments, trade unions and employers, as is shown by the **ICFTU-APRO** (*practice 1*) and the **TUC-GEP in Nepal** (*practice 15*).

Trade unions and employers' organisations

A good example of productive collaboration between workers' and employers' organisations is that of the Paid Education Leave programme run by the **CAW in Canada** (*practice*

3). The programme is funded by employers and operated by the union, and has played a key role in promoting women's activism in the CAW.

Tripartite partnerships

Tripartite partnerships between government, employers and trade unions are also successful mechanisms for promoting gender equality in constituents' organisations.

Good practices in **Mali and Tanzania** (*practices 11 and 22*) show the positive role of tripartite social partnership in the development of gender mainstreaming capacity and capacity-building tools. In Tanzania, in particular, the development of the Gender Mainstreaming Tool was an exercise in tripartite collaboration from the outset.

Partnerships with national women's machineries and women's organisations

All three constituents have worked in partnership with governmental and non-governmental women's organisations.

In **Honduras**, **CENET** (*practice 7*) has worked in partnership at different times with women's organisations at both the national and provincial levels, as well as with the National Women's Institute.

Among employers' organisations, **APINDO's collaboration with the Indonesian Women's Entrepreneurs' Association** (*practice 8*) has been of crucial importance for its survey identifying the situation and needs of Indonesian women entrepreneurs.

Among the trade unions, the **DPSU** (*practice 5*) regards women's and community organisations as key social partners and has worked in partnership with both the national women's machinery and the non-governmental National Council of Women, while the **CAW** in Canada (*practice 3*) works with community and women's organisations particularly on the issue of violence against women.

International partnerships

Finally, there is clear evidence that constituents also benefit from fostering international partnerships on gender equality issues.

Good practices from **Estonia and the United States** (*practices 6, 24*) illustrate this well: their international partnerships on gender issues have resulted in stronger technical capacity in gender issues, financial assistance, and the opportunity to promote trade union values. At a more general level, international and regional partnerships, e.g. the **FNPR and the WBCP** respectively (*practices 18, 19*), provide a valuable mechanism for the sharing of information and good practice.

In this context, the **ILO** itself is an international development partner in many of the cases described in this publication. These are a few examples:

Through its **More and Better Jobs for Women** programme it has collaborated with gender equality mainstreaming efforts in Estonia, Tanzania and the Sahel sub-region (*practices 6, 22, 21*).

Technical support from the **ILO/IPEC Statistical Information and Monitoring Programme on Child Labour** has contributed to the gender analysis of child labour in South Africa (*practice 21*).

Finally, the CENET programme in Honduras (*practice 7*), carrying forward and developing the **ILO-supported Comayagua Vocational Training Project (POCET)**, shows how focused assistance can enhance gender equality and women's access to employment.

8 Participatory approaches

This final category draws attention to the importance of ensuring sustainability and ownership of constituents' gender mainstreaming efforts by involving stakeholders actively in the key processes of research, design and evaluation.

Governments, employers and trade unions that aim to mainstream gender equality have also promoted participatory research, design and evaluation processes.

For example, good practice from **Honduras** (*practice 7*) highlights CENET's encouragement of women to participate in community consultations on its programmes.

In **South Africa** (*practice 21*), the participatory approach used by the government during the research stage of the *Draft White Paper on the Child Labour Action Programme* proved the most effective way of gathering information on children's concerns, with the involvement of the target groups themselves (girls and boys). Many stakeholders were also involved in a series of workshops around the subsequent discussion document.

Similarly, the experiences from **Tanzania and Mali** (*practices 22, 12*) show how constituents have a positive impact on broad ownership of capacity-building tools and their sustainability beyond project completion, by having the stakeholders developing among themselves the process for designing the tools. By enabling a wide range of stakeholders to participate during the development phase of the tools, the constituents ensured that the users of the tools had a high degree of understanding of them, as well as a sense of ownership over them.

Good practices from employers and trade unions show how constituents facilitate the process of evaluating gender policies and programmes by involving general staff in the process.

J Sainsbury plc in the UK (*practice 25*) measures its success in promoting gender equality via feedback from colleagues, using a six-monthly survey.

In the case of the **ACILS in the United States** (*practice 24*), staff developed a survey that was used as the tool to collect information during a gender assessment project. Under the guidance of a consultant, ACILS conducted a two-day training workshop, which focused on developing the staff's understanding of the gender assessment process and gender terminology.

Part II

The 25 Good Practices

Good Practice 1

Asia Pacific Region A Trade Union Confederation Initiative

Promoting gender equality among trade unions at the regional level

Good Practice 2

Bangladesh A Government Initiative

Addressing gender equality in a rural development project

Good Practice 3

Canada A Trade Union Initiative

Empowering women in a male-dominated trade union

Good Practice 4

Colombia A Government Initiative

Matching talents and creating opportunities

Good Practice 5

Dominica A Trade Union Initiative

The value of partnership

Good Practice 6

Estonia A Government Initiative

Gender equality in national employment policy

Good Practice 7

Honduras A Government Initiative

Vocational education as an instrument for promoting gender equality

Good Practice 8

Indonesia An Employers' Organisation Initiative

Promoting women's entrepreneurship in small and medium enterprises

Good Practice 9

Jordan A Government Initiative

A special work contract for migrant domestic workers

Good Practice 10

Malaysia A Government Initiative

Bridging the gender digital gap

Good Practice 11

Mali A Government, Employer and Trade Union Initiative

Information and training on women workers' rights

Good Practice 12**Malta A Government Initiative****Planning for equality****Good Practice 13****Mexico A Government Initiative****Gender-equitable access to employment through tailored vocational training****Good Practice 14****Nepal An Employers' Organisation Initiative****Promoting women's entrepreneurship at the local level****Good Practice 15****Nepal A Trade Union Initiative****Promoting gender equality through social dialogue****Good Practice 16****Norway An Employers' Organisation Initiative****Mobilising female talent****Good Practice 17****Norway A Government Initiative****Bringing fathers into the picture****Good Practice 18****Philippines A Government and Entrepreneurs' Organisation Initiative****Enabling women's businesses to flourish****Good Practice 19****Russian Federation A Trade Union Initiative****Social dialogue for gender equality****Good Practice 20****Sahel Region A Government and Trade Union Initiative****Pools of gender experts in Burkina Faso, Mali, Mauritania and Senegal****Good Practice 21****South Africa A Government Initiative****Gender data and analysis in the Child Labour Action Programme****Good Practice 22****Tanzania A Government, Employers' Organisation and Trade Union Initiative****A Gender Mainstreaming Tool for the world of work****Good Practice 23****United Kingdom An Employer Initiative****Empowering women through a diversity strategy****Good Practice 24****United States of America A Trade Union Initiative****Promoting gender equality in international workers' solidarity****Good Practice 25****United Kingdom and United States An Employer Initiative****Gender equality and diversity in staffing**

Good Practice 1

Promoting gender equality among trade unions at the regional level

This practice shows how trade unions promote equal representation and participation in their representative bodies and activities.

The International Confederation of Free Trade Unions–Asian and Pacific Regional Organisation (ICFTU-APRO) is one of the ICFTU's regional organisations.

The ICFTU-APRO was established in 1951. Its main objective is to bring about a just society with a higher standard of living by protecting and promoting workers' rights and interests and enhancing their dignity and status through a stronger trade union movement. The ICFTU-APRO has a membership of approximately 30 million through 41 organisations in 28 countries.

Formulating gender equality objectives

The ICFTU-APRO has formulated a series of gender equality objectives:

- To increase women's participation in decision-making and to gain support from male counterparts in this respect;
- To enhance both women's and men's awareness of gender equality issues;
- To assist ICFTU-APRO affiliates in their efforts at promoting gender equality;
- To assist ICFTU-APRO affiliates in gender policy formulation;
- To increase the number of women in leadership positions;
- To build the capacity of young women and men to succeed in union work and leadership. This objective is quantifiable, in that the organisation has a two-year time frame in which to achieve it. The ICFTU-APRO hopes to increase young women's representation substantially in its Youth Committee by the 18th ICFTU-APRO Regional Conference, which is scheduled for 2005.

Conducting gender-related research

The ICFTU-APRO has conducted three key surveys related to gender issues:

- a gender-disaggregated survey on union membership (carried out prior to a regional meeting on women and gender in the trade union movement);
- a survey on sexual harassment; and
- a survey on decent work and gender.

These were compiled from information gathered by means of questionnaires sent to affiliates.

Adopting affirmative measures to facilitate gender-balanced participation

Reserving a designated number of seats for women

The ICFTU-APRO has adopted a policy ensuring that a minimum of 30 per cent of the participants at its annual residential leadership course are women. The policy is stated in the course invitation letter itself, and when affiliates do not comply with it, nominations are declined.

ICFTU-APRO affiliates have also adopted affirmative measures to enhance equal gender representation. For example, the Indian National Trade Union Congress has adopted a 10 per cent quota aimed at increasing women's representation in decision-making positions. This is an improvement, since there was only one woman in the top decision-making body prior to the adoption of the affirmative measure. Similarly, the Trade Union Congress of the Philippines has set a 35 per cent quota for women in all trade union activities and training programmes. The Korean Confederation of Trade Unions has adopted a 30 per cent quota for women at all levels; as a result, the Confederation's new leadership, elected in January 2004, was composed of four men and three women.

Introducing women to top decision-making processes

ICFTU-APRO Executive Board meetings and those of the organisation's Women's Committee are held one after the other. This is done in order to give all nine members of the Women's Committee better exposure to top decision-making processes in the ICFTU-APRO. All Women's Committee members can attend Executive Board meetings as observers, in addition to the three elected office-bearers of the Women's Committee (i.e. chair, 1st and 2nd vice-chairs), who already sit on the Executive Board representing the Committee.

Raising women's participation in conferences

In collaboration with the Japan International Labour Foundation, the ICFTU-APRO organises an annual regional young women's meeting in conjunction with the ICFTU-APRO Youth Committee meeting, which is currently not sex-balanced. Holding the young women's meeting at the regional level has been instrumental in raising awareness of the unbalanced composition of the ICFTU-APRO Youth Committee and in highlighting the need to take concrete measures to ensure a better sex balance in the Committee.

Ensuring women's and men's participation in gender-related activities

Acknowledging that gender equality requires men's participation as well as women's, the ICFTU-APRO has made a point of inviting male union leaders to meetings and gatherings addressing gender equality issues.

For instance, both women and men have participated actively in several regional, subregional and national workshops on maternity protection and work-related sexual harassment.

Disseminating union gender policies as a means to raise gender awareness

The ICFTU-APRO distributes its policy document on sexual harassment at many meetings.

Affiliates such as the Korean Confederation of Trade Unions and the Federation of Korean Trade Unions also disseminate the gender policy by providing affiliates annually with model guidelines on gender-sensitive collective bargaining procedures.

Proactively monitoring the status of women and their rights as workers

Every four years, prior to the ICFTU-APRO Regional Conference, **the ICFTU-APRO assesses the status of women in its affiliates**, including affiliates' structures and policies for promoting gender equality. The findings are subsequently presented to affiliates for consideration and necessary action.

Advocating and lobbying for gender equality

The ICFTU-APRO and its affiliates have adopted a resolution calling on the ILO and other international agencies to develop and adopt an international standard specifically addressing sexual harassment.

In 2001, the 74th ICFTU-APRO Executive Board Meeting adopted a *Resolution on action against work-related sexual harassment*, which is also addressed to government, employers' organisations, all trade unions and civil society organisations. Affiliates such as Histadrut in Israel are also lobbying for gender equality at the workplace. Histadrut has made a proposal to abolish the gender difference in retirement ages (currently 60 for women and 65 for men) and has lobbied the Israeli government to amend the current law so as to ensure an equal retirement age for men and women.

Good Practice 2

Addressing gender equality in a rural development project

This practice shows how a local government department adopts and implements a gender equity strategy and gender action plan.

Since 1997, Rural Development Project 21 (RDP-21), a project implemented by Bangladesh's Local Government Engineering Department (LGED), has been pioneering activities to address gender-related needs in rural areas through training and through women's market sections in growth centres and rural markets.³ This has been done in the project's infrastructure programme, which develops and improves feeder roads, carries out road and bridge maintenance, plants trees, and builds facilities including Union Parishad⁴ complexes, flood refuges with special facilities for women, and boat moorings for landing produce.

The project has created both short- and long-term job opportunities for women in rural areas, not only by providing women vendors with better facilities for marketing but also by increasing women's participation in infrastructure projects. Infrastructure programmes often do not focus directly on promoting gender equality, so it is significant that both the LGED and the project have developed a range of strategies for advancing gender equality by providing job opportunities and training in infrastructure-related occupations as well as the more traditional income-generating market activities.

Formulating gender equality objectives

The LGED has the following gender equality objectives:

- To promote equality between women and men in the sharing of power and decision-making at all levels;
- To bring about changes in attitudes, structures, policies, laws and practices so as to remove obstacles to the achievement of human dignity and equality in the family, the community and the state;
- To ensure equal rights for women and men in all spheres of development, including access to information, skills, resources and opportunities.

At project level, the RDP-21 project's policy is to facilitate women's participation in infrastructure development activities, in construction and management, and in the maintenance of infrastructure.

³ The terms 'Growth centres/rural markets' refer to marketplaces in rural Bangladesh which have been improved by the installation of physical features such as roads and pedestrian areas, platforms, sheds, public water supply and sanitary facilities, and provisions for drainage and refuse disposal (see <http://www.lged.org/growthcentre.htm>).

⁴ Union Parishads are local councils, the lowest level of local government in Bangladesh.

Adopting plans of action for the development of a gender equality strategy

Both the LGED and the project itself have developed plans of action on gender equality.

The LGED's Gender Equity Strategy and Gender Action Plan (2002–2007) apply to itself and to its rural, water and urban sectors. Each of the sectoral projects works in the framework of the Strategy and Action Plan, which specifies targets, budget, responsibilities, objectives and indicators for the achievement of gender equity.

The guidelines and policies of the Strategy and Action Plan were prepared by a six-member task force, two of whom are women. In 2000 the RDP-21 project prepared its own Gender Action Plan for the project period, along similar lines.

Conducting gender analysis for the design, implementation and evaluation of projects

The LGED gathers sex-disaggregated data on all activities, including training and employment generation.

For instance, it makes unannounced visits to growth centre markets to count the number of women vendors who are selling their products in open sheds, and conducts periodic case studies. The sex-disaggregated data and research are then used for monitoring and preparing quarterly and annual reports, improving management and services, and designing new projects.

Establishing and strengthening structures with gender expertise

The LGED has established a Gender and Development Forum composed of senior officials.

Seven of its 25 members, including the deputy project director, are women. This forum led the process of formulating the gender equity strategy and has the support of the chief engineer of LGED. The project also gives special orientation to senior officials. Some projects have also appointed gender specialists to coordinate and monitor the implementation of the Gender Action Plan.

Using the support of the national women's machinery

The Ministry of Women and Children's Affairs (MWCA) and its Department of Women's Affairs (DWA) have collaborated with LGED and the RDP-21 project in several ways:

A memorandum of understanding has been signed between Jatiyo Mohila Sangstha, an organisation of the MWCA and RDP-21, covering the provision of credit to women vendors in the women's market sections;

The MWCA's agencies publish and disseminate informative materials on issues such as dowry prevention, early marriage, birth registration, legal aid, and trafficking in women and children;

Officials of MWCA are invited to the workshops and seminars organised by LGED or donor agencies;

A memorandum of understanding between the DWA and LGED's Small Scale Water Resource Development Sector Project provides for collaboration including training and the exchange of documents, views and ideas. The project will offer training of trainers to the DWA's field-level trainers, who in turn will train the women beneficiaries of the project, since the latter has no trainers at field level.

Building capacity in gender mainstreaming

Workshops and seminars on the dissemination of the Gender Action Plan are organised for the executives of LGED.

Regular training for LGED staff, carried out through a training centre, includes a module on gender and development.

Gender-related issues in project implementation are discussed during the three annual performance review meetings with executive engineers and assistant engineers.

Each project delivers gender sensitisation and subject-based skills development to its beneficiaries.

The project also provides training in financial management and resource mobilisation for the chair, secretary, and male and female members of the Union Parishad.

Targeting women and men separately to promote change in gender relations

In this project, promoting gender equality has frequently taken the form of activities directed at either women or men. The project identified different needs with respect to women and men and undertook a variety of actions accordingly, also taking into account cultural factors such as the segregation of women and men in public spaces.

Women's employment opportunities were improved by a combination of infrastructure programmes and training to facilitate women's entry into the mainstream of the local economy. The project constructed special sections in rural markets for women's businesses (women's market sections). Shops in these sections were allotted to women and training in shop management and trading skills development was given. The project also provided the poorest women with the opportunity to sit and sell their homestead produce in the open platforms of the markets (see box).

In construction work, contractors have recruited women and paid them **equal wages for equal work**. Women have also been involved in infrastructure maintenance activities, including the planting and care of roadside trees. Under this project component, women are assured of employment for two years and benefit from training in routine maintenance and tree planting. Through compulsory savings and a skills training programme on awareness-raising and income-generating activities, women can then become self-employed after completing their two-year employment and training cycle.

Special measures were undertaken to increase **women's participation and representation in local governance**. To facilitate this, the project has created Union Parishad complexes with separate entrances and seating arrangements for women representatives. Because men and women are usually segregated in Bangladeshi society, these special measures are essential if women are to take up the available opportunities to participate in local governance,⁵ or to take part in public life at all. Provision has also been made for women shop owners to be represented in the traders' association of the rural markets built by the RDP-21 project.

Men have been sensitised and trained in gender equality. The project offers **workshops and seminars for the male executives** of the LGED on the dissemination and use of the Gender Action Plan. The RDP-21 project also trains contractors (who are mostly men) to meet gender awareness requirements in drawing up their job descriptions and, more broadly, on gender-sensitive labour practices such as the recruitment of more female labour and paying fair wages to women workers.

Strengthening institutional partnerships with social partners

The LGED and the RDP-21 project both work in partnership with many institutions, including local government, NGOs, donor agencies, and community organisations. Partnership takes a variety of forms, from memoranda of understanding signed with other government and non-government agencies to ongoing coordination and discussion with donor agencies and sharing of reports and other information.

In particular, **partnership with local institutions and initiatives has been a key factor in the project's success**. It is largely due to community initiatives that many rural women have come out of their homes, obtained social security and begun to do business in the women's market sections or to sell their products in the open sheds of the markets. The chairs of Union Parishads and Market Management Committees provide positive support to the women sellers and buyers.

Each local market has a Market Management Committee and a Trader's Association, in both of which the women's market section is represented by the chairperson of the Women's Market Section Management Committee. Women's representation in the Market Management Committee is compulsory because it has been incorporated in the government's policy guidelines and approved by the Ministry of Local Government, Rural Development and Co-operatives.

⁵ Legislation by the Bangladesh government reserving seats for women in Union Parishads resulted in over 12,000 women being elected to Union Parishads in the 1997 elections, which are regarded as a milestone in women's access to political participation in Bangladesh.

How the project has promoted equal opportunities between women and men

These are some of the ways in which the RDP-21 project has created employment and promoted equal opportunities for women and men:

- As of February 2004, 768 women have been allocated shops in the markets;
- 40 per cent of the open shed space in the growth centre markets has been utilised by women temporary vendors for selling their products;
- 733 women vendors in women's market sections have been trained in shop management and trading skills development;
- 1,830 women from the Labour Contracting Society (LCS) programme,⁶ who have received one day's on-the-job training and have individual savings bank accounts, have been enrolled in the routine maintenance and tree plantation programme;
- 935 women have been trained in awareness-raising and income-generating activities and, following this training, some LCS women have started up their own income-generating activities, using their compulsory savings;
- An orientation training course for the elected representatives of Union Parishads, on local administration, village courts, resource mobilisation, financial management, etc., began in January 2004 and will continue to the end of the year. By February 2004 about 700 chairmen and members had been trained, of whom 78 are women representatives with reserved seats. The training will eventually cover 996 unions of the 13 districts of RDP-21;
- A total of 4,038 Union Parishad chairs, secretaries, and members (men and women) have been trained, of whom 938 were female Union Parishad members;
- Its partners now deem LGED a gender-sensitive organisation.

⁶ Another training programme run by the LGED; see <http://www.bdnetwork.com/etda/activiti.htm>

Empowering women in a male-dominated trade union

This practice shows how a trade union promotes gender equality and protects human rights at work by combining mainstreaming with affirmative measures for women.

The Canadian Auto Workers Union (CAW) is the largest private-sector union in Canada, with approximately 260,000 members. It comprises 300 local unions with over 1,800 bargaining units. Following the affiliation of service-sector workers in the late 1990s, the CAW's membership is estimated at 30 per cent female, more than twice the 1980s level (14 per cent).⁷ Through its Women's Department, created in 1970, the CAW has a long and rich history of work defending women workers' rights, promoting gender equality throughout the union, and developing female leadership. The Women's Department is coordinated from the national office but works closely with other departments, staff and top union leadership across the country.

Adopting a policy on diversity and gender equality

As an update to its 1991 Affirmative Action policy, the **CAW adopted a Diversity and Gender Equality policy at its 2003 Constitutional Convention**. Some of the major gender equality objectives outlined in the policy include:

Continue efforts to have CAW staff, local union executives, boards and committees reflect the diverse composition of union membership;

Promote gender-balanced representation in union structures by demanding that the CAW Council Executive, the Quebec Council Executive and the National Executive Board all reflect the proportion of women members in the union;

Advance a gender-sensitive bargaining agenda by negotiating provisions in all CAW collective agreements that pay attention to harassment policy, training, language on violence against women, women's advocates, employment equity, pay equity, child care and elder care among others;

Improve the sex balance of representation in CAW education programmes;

Ensure that union organisers reflect the diversity of the workplace they are trying to organise, particularly in the diverse and female-dominated service sector.

⁷ 'Building our union through diversity, equality and solidarity', CAW gender equality policy statement, CAW Constitutional Convention 2003.

Conducting gender-related research

In 2003 the national union conducted its first-ever gender-disaggregated survey of union membership and workplace leadership, requesting information via questionnaires sent to CAW local unions.

Adopting affirmative measures to facilitate sex-balanced representation and participation in the union

Setting up structures that foster women's activism

In 1982, the CAW set up the **CAW Council Women's Committee** to help promote gender equality throughout the union. It consists of women who have been elected as delegates to the CAW Council through their local union. Candidates for election to the Council need to have a high profile in their local union and to represent the interests of its women members. Once elected as CAW Council delegates, women can ask to sit on the Council committee. Committee members organise conferences, local union forums and community events on gender equality issues.

In accordance with the CAW Constitution, every local union must have a **Local Union Women's Committee** to promote women's involvement and activism in the union. The Constitution guarantees minimum funding for the committees' work. The committees enable women to network among themselves and build support networks in the workplace and in the community. Through regular meetings and subcommittees on issues such as education, bargaining, community involvement or women's health, women members also become familiar with CAW policies (e.g. on harassment, affirmative action, and equality and diversity) that affect them.

Women's Networks enable women members of different CAW local unions in the same community, or neighbouring communities, to become more active in union or community activities. They also educate women on issues such as gender equality, childcare, family issues, women's health, violence against women, strategies against harassment, and political education, and hold seminars to help women get involved in lobbying municipal and provincial governments and supporting women in their union and their community.

In 2003, the union developed two further affirmative-action educational programmes specifically designed to enhance women's confidence and leadership skills: the **Women Activists Program** and the **Women's Leadership Program**.

Reserving seats for women

At its 1991 Constitutional Convention, the CAW adopted a policy guaranteeing women a minimum of two seats on the union's National Executive Board (NEB). The policy also ensures that bargaining units with 30 per cent female membership have at least one woman on the bargaining committee.

The challenge of raising women's participation in union leadership

Women's representation in leadership positions throughout the CAW is variable. Of the 150 locals that participated in the national union's 2003 affirmative action survey, the position of local president is held by a woman in 21 per cent of cases. Similarly, only 20 per cent of local vice-president positions are held by women. Neither are women well represented in leadership positions at the workplace level. Information compiled from membership data indicates that only 15 per cent of unit chairs are held by women.

However, the survey results showed that women comprise 52 per cent of recording secretaries, 29 per cent of trustee positions and 34 per cent of financial secretary positions.

Source: 'Building our union through diversity, equality and solidarity', 2003

Advancing a human rights and gender-sensitive agenda in collective bargaining

Using tools to promote gender-sensitive bargaining

The union uses a **Collective Agreement Equity Audit** as the main tool to evaluate collective agreements before negotiations and to guide CAW members on bargaining priorities that protect workers' human rights at work.

Combating violence against women

Through collective bargaining, the CAW brings the issue of violence against women to the workplace. The union negotiates benefits such as sickness and accident coverage from the first day of entrance into a women's shelter for women leaving their abusive relationships. It also negotiates supports such as Women's Advocates in workplaces to assist women facing abuse, as well as protection from management discipline of union members whose violent situation outside the workplace affects their attendance or performance at work.

Anti-discrimination measures

The CAW negotiates anti-discrimination provisions and strong anti-harassment language in its collective agreements.

Anti-harassment language dealing with workplace harassment gives workers the right to refuse work. In many workplaces the CAW has successfully negotiated **anti-harassment training** (4-hour, 8-hour, or 3-day leadership programmes) designed and delivered by the union during working hours. Furthermore, the union negotiates **investigator training** and time off for investigators (equity representatives, women's advocates, shop stewards, human rights committee members, etc.) to promote the policies, follow procedures, and ensure that investigations take place and resolutions are quickly reached.

By negotiating **employment equity plans**, the CAW promotes fair hiring and treatment in the workplace. The first component of employment equity is to identify barriers to equal participation in the workplace through the revision of job requirements and recruitment practices. It requires that employers remove barriers that adversely affect women, workers of colour, aboriginal workers and workers with disabilities. The second component of employment equity plans demands that employers set goals and timetables for hiring qualified workers.⁸

⁸ Canada adopted a federal Employment Equity Act in 1986.

Another main union objective is to **promote the principle of equal pay for work of equal value by negotiating pay equity plans**, whether or not there is a legal requirement to do so.⁹ Under pay equity plans, employers are required to evaluate jobs, find out whether discrimination is taking place, and provide appropriate solutions to bridge any existing wage gaps.

In addition, the CAW negotiates **benefits agreements** for people with same-sex partners regarding leaves of absence, bereavement leave, benefits, pensions, adoption leave, dependants' benefits, etc.

Negotiating Women's Advocates since 1993

The CAW has negotiated Women's Advocates in workplaces such as Bristol Aerospace, Cami Automotive, Ventra Plastics, Saint Gobain Technical Fabrics and Premco Machine. Women's Advocates are negotiated positions with paid time off (full-time, part-time, or on an on-call basis), office space with confidential phone line, and advocate training. Women's Advocates are workers specially trained as peer advocates who are connected to community support programmes and help union members obtain support in times of crisis.

Source: CAW/TCA Canada, Collective Bargaining Convention (Toronto, 7–10 May 2002), chapter 10, 'Equality programs'

Sharing costs with employers to enhance awareness of gender equality and women's activism and involvement in the union

The CAW has learned that **employer-financed education is a valuable tool for promoting diversity and gender equality** among its union membership and leaders.

In support of ILO Convention no. 140 on paid education leave,¹⁰ the CAW negotiates funding from employers to finance and operate its residential Paid Education Leave (PEL) programme. Although companies completely finance the programme, the CAW writes and delivers it. Through this arrangement, CAW members receive union education while being paid for their time off work and do not lose their vacation time. PEL is open to union members whose local bargaining committees have negotiated and incorporated PEL provisions in their respective collective agreements.

⁹ Canada's commitment to implementing pay equity legislation dates back to the 1950s. The legislation mostly applies to the public sector, and in some provinces legislation also covers parts of the private sector and requires employers to negotiate pay equity plans (Harvey Krahn and Graham Lowe, *Work, industry & Canadian society*. Scarborough, Ontario: Nelson, 2002).

¹⁰ Canada has not yet ratified this Convention.

The Paid Education Leave Programme: promoting gender equality and diversity through union education

The CAW PEL programme consists of 10 one-week tool courses, 2 two-week affirmative action courses, and a four-week core programme (carried out over a three-month period).

The residential four-week core programme plays a key role in promoting diversity and equality, by enhancing female and male members' awareness of gender issues. It is preceded by an introductory weekend session designed to gain the participants' commitment to the programme for the full four weeks, as well as the support of their spouse or partner, who will return and run the home during that time.

Also, The PEL affirmative action courses encourage women and workers of colour to challenge sexism and racism, as well as raising their participation and activism in the union.

Working in partnership to advance gender equality and human rights

The CAW also works in partnership with community and women's organisations to advance the issues of gender equality and human rights in the workplace and in broader society. As one of the leading voices on the issue of violence against women, every year, the CAW provides over \$90,000 CAD to women's shelters across Canada and lobbies for affordable housing for women who are victims of violence. Every year, the union also takes part in the international 'white ribbon campaign' whereby men take on the responsibility for ending violence against women by supporting initiatives in the workplace and community.

Good Practice 4

Matching talents and creating opportunities

This practice shows how partnership between the public and private sectors and civil society creates employment opportunities for poor women and men.

Talents and Opportunities (Talentos y Oportunidades) is an income-generating project which operates in the framework of the municipal **Department of Social Welfare (Departamento Administrativo de Bienestar Social, DABS)** in Bogotá. The project was launched in June 2001. Its overall objective is to develop the employment skills of Bogotá's poorest and most disadvantaged groups.

Though the project seeks to identify and recognise the value in the human, civic and productive talents of women and men, it puts a specific emphasis on enhancing women's access to the labour market and income-generating opportunities by promoting social partnership between the public and private sectors. Another of the project's specific objectives is to establish partnerships between public and private entities to create employment opportunities for disadvantaged groups.

Using a multifaceted, people-centred approach to promote gender equality in social policy

DABS uses a 'people-centred' rather than a sectoral approach in its social policies and programmes.

The Talents and Opportunities project is based on principles of social inclusion, human rights and gender equality. DABS' gender equality perspective hinges on the principle that women are active agents for social change, not merely passive beneficiaries of social programmes, and this is a key factor in the implementation of the project.

Using gender analysis to match participants' talents with income-generating opportunities

DABS applies gender analysis to the design, implementation and evaluation of project activities.

For nation-wide data on gender issues, it relies on sex-disaggregated statistics generated by the National Planning Department, while at the municipal level it gathers quantitative and qualitative data on gender issues through the local Planning Department. It has released a research study on the status of women in Bogotá entitled *Mujeres. estado del arte, Bogotá 1990–2002*. DABS then incorporates this gender-analytical information into the framework of the Talents and Opportunities project and complements it with research data on municipal labour markets and project target groups.

The Talents Database is a system in which DABS keeps track of beneficiaries' talents, skills and abilities and their potential income-generating opportunities. DABS collects information on individuals' talents by means of interviews with project participants. The Talents Database allows project staff to match participants with skill requirements solicited by potential employers. Since the availability of economic data on niche labour markets at the municipal level is limited, DABS is currently developing alternatives for keeping better track of such markets and potential employment opportunities.

Enhancing women's employment opportunities through training that promotes positive change in women's status

Talents and Opportunities enhances women's employment opportunities by using a two-pronged approach to training:

Training in work traditionally viewed as 'feminine' (e.g. professional care work, domestic services). Upon completing their training, women have relatively easy access to employment opportunities in these fields;

Skills training in work traditionally viewed as 'masculine' (e.g. construction). Employment opportunities of this type give visibility to women's potential and capabilities, question traditional gender roles and increase women's self-esteem.

Building capacity for men and women in gender analysis and planning

As well as skills training for the women participants in the project, **Talents and Opportunities addresses the question of gender equality through capacity building for both men and women**, designed to increase their gender awareness and competence.

Training modules on gender equity have been developed for both the technical team responsible for the project and the participants. Staff involved in the operation of the project attend a series of workshops in which they are encouraged to consider the issue of gender equality in the different stages of the project cycle. The development of the capacity building is, however, an ongoing process in which gender equality will be progressively mainstreamed more fully into practice.

DABS also holds workshops for project participants as part of an educational component on rights and citizenship. This series focuses on issues such as women's situation in society, the responsibilities and rights of women and men, and legislation of relevance to women and women's empowerment.

Forging social partnerships to share financial and technical resources

By working in partnership, DABS and its social partners are able to share financial and technical resources.

DABS secured an additional 47 per cent of the total project cost through cofinancing with social partners over a three-year period. Social partnerships are formalised through the signing of contracts, memoranda of understanding, and so on.

By the end of 2003 DABS had established 13 partnerships with other government agencies, employers, trade unions and selected civil society groups (see box). Of these, seven partnerships target women only, one targets men only, and five target both women and men.

DABS has developed a monitoring mechanism to keep track of the achievements and difficulties encountered when establishing social partnerships. Through a 'registry matrix', DABS is able to register participants' perceptions and opinions about the partnering institutions. This system was being tested in 2003.

How social partnerships have generated employment opportunities for women and men

DABS approaches the generation of employment opportunities by three different avenues:

- giving vocational and entrepreneurship training (theoretical and practical);
- linking beneficiaries with income-generating associations such as cooperatives;
- finding jobs in enterprises for beneficiaries.

Partnerships with local government agencies

Training has been given to 417 women and men in park maintenance (in partnership with the Municipal Institute of Sports and Recreation, IDR); to 273 women and men in environmental and craft work (with the Administrative Department of the Environment, DAMA); to 268 women and men in gardening (with the Bogotá Botanic Garden, JB); to 240 women in water management (with the Bogotá drainage and sewerage company, EAAB); and to 160 women and men in the professionalisation of recycling activities (with the Public Services Executive Unit, UESP).

Links have been established for 166 persons with 4 public-sector cooperatives (IDR, JB, UESP) and for 240 women with 5 community-level productive organisations (EAAB).

A total of 67 men have benefited from the 'Job-broking for workforce contracting' scheme (with the Institute of Urban Development).

Partnerships with employers

DABS is working in partnership with textile industry corporations in training 47 women in the textile industry so as to enhance their income-generating opportunities.

Partnerships with trade unions

In the framework of the Talents and Opportunities project, DABS has worked in partnership with the Casa de la Mujer Trabajadora—CUT, which is the women's department of Colombia's main trade union federation, the Central Unitaria de Trabajadores (CUT). Training has been given to 297 women in professionalisation of domestic and institutional cleaning services, and to 50 women in construction skills. The CMT—CUT has also linked 75 women with a cooperative.

Partnership with NGOs

Training has been given to 424 women in industrial garment manufacturing (with Fundación Minuto de Dios, FMD), and to 150 women in crochet (with Fondo Desarrollo Empresarial Corona, FDEC). In partnership with FDEC, 75 women have been linked with a cooperative.

Benefiting from a favourable organisational structure and planning context

Bogotá's Development Plan provides an enabling environment for work promoting women's empowerment and gender equality.

The plan for the period 2001–2003 was based on achieving seven main objectives: a culture of citizenship (*cultura ciudadana*), productivity, social justice, education, environment, family and children, and public administration.

Colombia's Law 581 (2000), known as the Law on Quotas, stipulates that women must occupy 30 per cent of all public positions at decision-making levels.

This has had a clear positive effect on women's presence in decision-making roles in many fields. At present, women occupy about 60 per cent of all management (director-level) positions in the municipality of Bogotá. Women also occupy important positions in DABS itself: at the time of writing the general director is a woman and women head four departments – social intervention, planning, local development, and management and finance.

The value of partnership

This practice shows how a trade union's gender equality strategy gains from collaboration with the national women's machinery and women's associations.

The Dominica Public Service Union (DPSU) represents the majority of government workers in the Commonwealth of Dominica. This example describes the strategies it has used to promote gender equality throughout the union.

Setting up a committee with gender expertise in partnership with the government

The DPSU has set up a committee which assists the union to integrate gender equality issues into all of its work.

It consists of members of the union's executive board, union staff, and government officials from the Women's Bureau and the National Council of Women, all of whom have received training on gender mainstreaming issues at the local and regional levels.

Committee members conduct workshops and seminars on labour-related gender equality issues, which have helped to enlighten the union on matters concerning women's rights, equity, and gender mainstreaming strategies, and have also helped union members to understand the various concepts and terms used in gender analysis and planning. The committee is recognised and has the support of the entire union.

Working in partnership to enhance awareness of gender issues among union membership

The DPSU has learned that, as well as other trade unions, government, community organisations and women's organisations are key social partners in advancing gender equality at the workplace.

It collaborates with other trade unions at the level of national representatives and also works in partnership with social partners such as the national women's machinery (Women's Bureau) and the National Council of Women. The Dominica National Council of Women is a non-governmental organisation which (among other things) teaches about domestic violence and provides counselling and mediation services for men and women. Through its collaboration with these organisations, the DPSU has focused union activities on issues such as discrimination against domestic helpers and the plight of women who work late-night shifts. Since about 1998, the DPSU has been advocating around the issue of women and late night work, using as guidance the ILO Conventions on night work which apply to women.¹¹

¹¹ Although the Government of Dominica has not yet adopted a national policy on this issue, it has conducted workshops and forums on it, involving trade unions, the Dominica Employers' Federation and other social partners.

The DPSU relies on the National Women's Bureau and the National Council of Women to obtain sex-disaggregated data when necessary. Data and research findings are usually disseminated and used for educational seminars, targeting both male and female union members.

Formulating quantifiable gender equality policy objectives

The DPSU has formulated two gender equality objectives:

Sensitise staff members and the union's membership on the union's position as regards gender equality issues.

Promote an equal balance between women's and men's participation in union activities at the local and regional levels. The policy objective adopted demands that attendance at meetings, conferences and workshops is sex-balanced as far as possible. Since the adoption of this gender equality policy objective, the DPSU has seen an increase of 10 per cent in women's representation in its executive, making women's and men's representation nearly equally balanced.

Adopting a plan of action to ensure commitment to gender equality policy objectives

The DPSU has adopted a plan of action which is in line with that of the Public Service International Union.

The plan includes the gender equality policy objectives outlined above for three years. The sustainability of the plan is ensured by the fact that the formulation of the objectives was a decision taken at the highest level.

Gender equality in national employment policy

This practice shows how legislative measures by government promote gender equality in the world of work.

Since 2001, Estonia has been adopting annual **Employment Action Plans** whose strategy includes integrating a gender equality perspective into all areas of employment and occupational life. This has been done under the supervision of the **Bureau of Gender Equality in the Ministry of Social Affairs**. Much attention has been given to creating a favourable and gender-sensitive policy context by formulating and applying legislation in conformity with international standards and to capacity building, especially around women's employment and entrepreneurship.

Revising and drafting legislation in conformity with international gender equality standards

In 1996, Estonia ratified ILO Convention no. 100 on equal remuneration for men and women workers for work of equal value. By 2000, in the framework of a UNDP project on gender equality, Estonia had also revised its legislation so as to conform with the requirements of the CEDAW convention and had ratified the Revised European Social Charter. In 2003, Estonia drafted its first national report on the implementation of the Charter as part of its progress towards accession to the European Union.

In April 2004 Estonia adopted a Gender Equality Act, which prohibits sex-based discrimination in all areas of public life, including the labour market and employment recruiting. The Act allows for certain positive measures to level the playing field for women, who are disadvantaged in comparison to men. It also specifies ways of seeking justice through the legal system in cases of sex-based discrimination.

Using the expertise of the national women's machinery to integrate gender equality into government policies

Estonia's Bureau of Equality was established in 1996, guided by the documents of the United Nations, the Council of Europe, the European Union and other international organisations. Its main function is to coordinate gender mainstreaming in Estonia's development by means of:

- Monitoring the principle of gender equality in legislation;
- Creating an institutional network to address issues of gender equality;
- Organising the preparation of action plans/programmes promoting gender equality;
- Organising interdisciplinary research for gender analysis;

- Participating in international cooperation promoting gender equality.

Formulating gender-sensitive action plans

Two key action plans in this respect are:

National Plan for the Adoption of the *Acquis*:¹²

The Estonian government included a separate subchapter on equal treatment between women and men in the National Plan for the Adoption of the *Acquis*, which was an essential element of the country's preparations for accession to the European Union.

The plan envisages the integration of the principle of gender equality throughout Estonian society in accordance with the Treaty of Amsterdam. In 2003, an Interministerial Committee for the Promotion of Gender Equality was formed, with the primary task of drawing up a national programme for the integration of the principle of gender equality into all areas of society.

Employment Action Plan:

As noted above, **since 2001 Estonia has been adopting annual action plans on employment**, which aim to integrate gender equality into all areas of employment and occupational life. The Ministry of Social Affairs collaborates in this process with other ministries (Education, Economic Affairs, Interior) and social partners. Although the plans have been structured in compliance with the EU employment guidelines, the measures they recommend are based on the needs of the Estonian labour market. This format ensures comparability between Estonia's actions and those taken by other EU member countries.

Developing capacity-building tools on gender equality

Several tools have been developed in collaboration with the ILO, to assist government officials and stakeholders in creating a more favourable and equal business environment.

A database has been created which records the number of civil servants and representatives of the social partners who have received gender equality training

Several handbooks and manuals been written, including:

- Entrepreneurship as an employment creation option for women;
- The employment of older women workers in Estonia: A workshop and training guide on recruiting, hiring and managing older women workers;
- A translation of the ILO's *ABC of women workers' rights and gender equality*;
- Female entrepreneurship as an opportunity to create jobs and collaboration between women's organisations and local municipalities to promote female entrepreneurship.

¹² The entire body of European laws is known as the *acquis communautaire*. This includes all the treaties, regulations and directives passed by the European institutions as well as judgements laid down by the Court of Justice.
http://news.bbc.co.uk/1/hi/in_depth/europe/euro-glossary/1216329.stm, accessed 27 January 2004.

Targeting women and men through capacity building

According to the Employment Action Plan, by 2003 Estonia had conducted over 50 awareness-raising courses, seminars and training sessions for government officials and representatives of citizens' organisations (ministries of Agriculture, Education and Internal Affairs, regional development boards, labour boards, entrepreneurship resource centres, employers' and workers' groups. This was accomplished through the **Estonian Plan of Action – More and Better Jobs for Women**, a project aiming to promote gender equality and the economic empowerment of women entrepreneurs in the framework of the ILO's international programme More and Better Jobs for Women.

In the counties of Viljandi and Valga, the More and Better Jobs for Women project used participatory processes to empower and train women, targeting those women who have been worst affected by Estonia's transition process.

The project took a comprehensive approach to women's empowerment, focusing not only on business skills development but also on a wide range of personal development processes which need to precede business skills development, for example group formation and networking, self-confidence building, and awareness-raising on issues such as equality, discrimination, legal literacy and violence.

The project's approach was participatory, bringing together women's groups, local planners and other business stakeholders. For instance, Estonia's banking community was involved in discussing women's access to finance, and women's groups and policy makers participated in discussion forums concerning the relevance of the adoption of the Gender Equality Act and its positive implications for women and men.

Benefiting from external technical and financial support

External technical and financial support from the UNDP and the ILO has facilitated the creation of institutional partnerships between key government ministries and related stakeholders, for example through the ILO's More and Better Jobs for Women programme.

Vocational education as an instrument for promoting gender equality

This practice shows how a government-sponsored vocational training programme enhances gender equality and women's access to employment.

Established in 2001, the **National Vocational Education Centre (Centro Nacional de Educación para el Trabajo, CENET)** is a national programme in Honduras implemented in the ambit of the Secretariat of Education. It provides education and vocational training to young and adult men and women in communities with high illiteracy and poverty.

CENET is the continuation of the Comayagua Vocational Training Project (Proyecto Comayagua de Educación para el Trabajo, POCET), which was carried out by the Secretariat of Education and the National Vocational Training Institution (INFOP) with the support of the ILO, the UNDP and the Government of the Netherlands. At present, CENET operates in communities in various *departamentos* or provinces of Honduras: Comayagua, La Paz, Intibucá, Lempira, Yoro and Santa Bárbara.

Establishing gender equality objectives

CENET has set two key objectives related to gender equality:

- To develop programmes of education for work, meet literacy needs, educate the labour force, facilitate entrepreneurial development, and provide education with a gender and environmental perspective to poor Hondurans in rural and urban areas;
- To provide vocational training to young and adult men and women in rural and urban areas according to their respective needs.

Promoting change in women's status by recognising women's reproductive work

CENET's educational methodology aims to contribute to a new culture of gender relations based on better appreciation and redistribution of women's social reproductive tasks, as well as their equal status in productive tasks.

Integrating a gender equality perspective into community development

At the community level, CENET incorporates a gender equality perspective by:

- Making contact with female and male community leaders during the promotional stage of the CENET programme;

Encouraging women to participate in community consultations on the CENET programme;

Getting female and male community leaders involved in the establishment of Committees for Community Research;

Planning for women's development as part of communities' own development plans.

Applying gender-sensitive education and training tools

CENET mainstreams gender into different levels of its programme by developing and using various capacity-building tools. It also revises educational tools (manuals, guides, literacy modules) as regards the content and treatment of gender issues and develops programmes and tools on the issue of gender equality. As part of the training programme, special training of trainers on gender issues is provided for local teachers and trainers.

Enhancing the gender capacity of trainers

As part of its technical component, CENET enhances gender capacity at the local level by educating local teachers and trainers.

Conducting gender-related research and auditing

In 2001, CENET completed a study entitled *New educational opportunities for women in rural areas*. This was published and disseminated nationally in 2002. It raised awareness on the issue of women's education and training and shed light on the challenges facing CENET's methodology if it is to have a greater impact on the female population.

Several challenges were identified and some solutions found:

Slow incorporation of women into the different phases of the educational process

Men tended to join the training first because they had greater access to public information, while women would join the vocational training courses only at a later stage when information about the availability of the training had trickled down to them or when specific measures were taken to reach them.

Women's very limited access to money and credit

Women producers had access to only 7 per cent of the total credit offered between 1995 and 2000, whereas men's and mixed groups obtained a larger share of the credit (48 per cent and 45 per cent respectively). On the other hand, when women were participating in mixed or family groups it was difficult for them to get control of resources. This problem was solved by forming women's groups for social projects so as to enable them to get access to credit more easily. For productive projects the only solution for accessing credit was to form mixed groups; however, these groups received awareness-raising and capacity-building in gender issues and a gradual change in the men's attitude towards the women was seen in some groups.

Inability to pay back loans

This problem was more acute among men than women, but nonetheless a signifi-

cant proportion of the women interviewed said they had left the vocational education project because of this. The solution reached was to put the management of loans in the hands of a bank so as to uncouple the financial relationship from the teaching relationship between CENET staff and the women in the communities.

The development of capacities by women was also limited where they were in mixed groups with men.

This problem was solved, however, by strengthening the capacities of existing women's enterprises rather than by forming women-only groups for specific productive projects.

Finally, the question of sustainability of the CENET process was addressed.

Associations of local educators were formed to make the learning process sustainable. It was found that many women were continuing their post-literacy education by listening at home to radio programmes such as 'Educa todos' (Education for all) or 'El maestro en casa' (Teacher in the house) while doing housework, or in cases where they were not allowed to leave their homes or communities or could not afford more formal education. This has shown up the need to define a broader strategy for women's integration and participation in community life, e.g. by means of coordination between institutions in the development of projects that benefit women organised in communities.

How CENET has enhanced gender equality through women's empowerment

At the community level, CENET has contributed to enhancing women's role in guiding and building social projects in the community. For example, in the study of new educational opportunities for rural women, 57 per cent of a sample of 86 women educators and community activists were found to hold leading posts on their groups. In particular, almost 85 per cent of the educators in the sample had attained leadership positions.

At the household level, the acquisition of basic education and greater access to employment and credit have helped women to improve the physical infrastructure of their homes and to purchase land and animals. Women's health and nutrition have also improved, as well as their ability to purchase items for personal and household use (i.e. cooking ware).

At the personal level, CENET has helped women develop their knowledge and ability to engage in paid productive work, and heightened their awareness on gender equality, thus enabling them to assume new social, family and personal roles.

Working in partnership with social partners to implement gender-specific interventions

Since 2003, CENET has been working in close partnership with the Peasant Women's Association of Yoro. The involvement of about 700 women belonging to this organisation boosted women's participation in CENET from 36 per cent of total participation in 2000 to 46 per cent during 2003.

In 2002, CENET worked in partnership with Honduras' national women's machinery, the Instituto Nacional de la Mujer, on research analysing the situation of the girl child, young

girls and women in five Honduran cities. The research findings were later discussed and used nationally.

CENET also works in partnership with social partners to promote and realise women's rights.

In collaboration with **partners in the health sector**, CENET participated in a project in 1999 entitled Participatory Education for Peace in the Family. This was a project implemented by the municipality of Comayagua, the Regional Commission for Human Rights, and the Family Counselling Office of the Health Centre, Honduran Ministry of Health, aimed at combating domestic violence in the Comayagua area. CENET's contribution consisted of the provision of vocational training on request and help to project staff in sharpening their skills in gender training, community organising, and participatory education. In exchange, CENET staff were trained to include human rights, domestic violence and related social issues in their vocational skills training programmes in rural communities.

Benefiting from external technical and financial support

Technical advice through the ILO-supported vocational education project POCET initiated the integration of a gender mainstreaming component into CENET's areas of work. Over a five-year period, POCET achieved a gradual increase in women's participation. The total percentage of female participants reached 35 per cent under POCET, and that percentage has been maintained and increased since 2000.

Good Practice 8

Promoting women's entrepreneurship in small and medium enterprises

This practice shows how an employers' association promotes women's entrepreneurship.

The Employers' Association of Indonesia (APINDO) is the country's most representative organisation of employers. It has a division covering women employers, women workers, gender and social affairs, although it acknowledges that its membership is still very largely male. Inspired by the ILO regional project 'Promoting women's entrepreneurship development through employers' organisations in the Asia-Pacific region', and in view of the high percentage of women in small and medium-sized enterprises (SMEs) in Indonesia, APINDO has become interested in promoting women's entrepreneurship in the SME sector.

In the context of Indonesia's national economic recovery, government and business alike increasingly recognise the potential of SMEs to stimulate the creation of decent work. During the recent economic crisis, many SMEs seem to have survived and even to have increased their productivity. Many of these SMEs are run by women entrepreneurs.

Women and men in Indonesia's labour force

- Participation in labour force: women over 71 million, men over 69 million
- Percentage of national population in employment: 51% of women, 84% of men
- Most female workers are involved in agriculture and services (mostly in the informal economy)
- 'Blue-collar'¹³ workers as percentage of total labour force: women 33.9%, men 58.8%
- 'White-collar'¹⁴ workers as percentage of total labour force: women 3.18%, men 5.17%

Source: Labour Force Survey in Indonesia, 2002, BPS

Identifying gender-related constraints to women's entrepreneurship development

A study carried out as part of the ILO regional project on promoting women's entrepreneurship development through employers' organisations¹⁵ found that Indonesian women entrepreneurs are engaged in a wide range of business activities, including manufacturing, retail trading, media electronics, and the services sector.

¹³ Includes sales workers, service workers, agricultural, animal husbandry and forestry workers, fishermen and hunters, production and related workers, transport equipment operators, labourers.

¹⁴ Includes professional, technical and related workers, administrative and managerial workers, clerical and related workers.

¹⁵ *Promoting Women's entrepreneurship through employers' organisations in the Asia-Pacific region*, final report, October 2002.

Although a small number of very successful businesswomen have been able to ride out the economic crisis, **most women entrepreneurs, engaged in the informal, micro and small-scale sectors, have little prospect of graduating to higher levels of growth.**

The database held by the Indonesian Women Entrepreneurs Association (IWAPI) indicates that lack of capital and credit is the most common problem, experienced by 38.4 per cent of members, followed by problems in marketing (17.7%), human resources (16.5%), management capability (10.5 %), access to technology (8%), material inputs (4.6%), knowledge of the law and government regulations (4.2%), and transport. Women entrepreneurs also face difficulties in obtaining market information, problems with expanding businesses and diversifying product lines, and inadequate business development services.

Some of these constraints apply to both women and men, but **Indonesian women entrepreneurs face specific gender-related obstacles in their business lives**, springing from traditional values, social perceptions, and cultural bias and stereotypes (such as that a woman's chief role is caring for the family), which may aggravate the general constraints. This and other cultural obstacles hamper women entrepreneurs in their negotiations with male colleagues, in gaining access to training, and in undertaking business travel.

APINDO has therefore been carrying out an update survey on women's entrepreneurship development. It aims to use the information gathered to identify the gender-related legal, cultural, religious, and educational constraints currently encountered by women entrepreneurs and workers and the implications for corporate policy. The results of the survey will also underpin APINDO's strategic plan to promote women's entrepreneurship development.

Identifying women entrepreneurs' needs

Services and support to women entrepreneurs in Indonesia need to be examined in relation to their needs. Relevant questions need to be asked, e.g.:

- What are the constraints experienced by women entrepreneurs compared to their male counterparts?
- How do women entrepreneurs perceive their needs and the existing support services available to them relative to men?
- How have male and female entrepreneurs successfully made the transition from informal economy to formal economy enterprises?

Working closely with a women's association to generate gender-sensitive data and analysis

APINDO recognises that its staff composition is currently very male-biased, and therefore is working closely with IWAPI, in particular, in the following areas:

- cooperating with IWAPI in the field survey;
- including IWAPI members in focus group discussions based on the survey;

- inviting participants from IWAPI and other women's associations to a workshop to share and validate the survey findings;
- creating strategic alliances with organisations concerned with the promotion and development of women's entrepreneurship;
- establishing a memorandum of understanding with IWAPI;
- including IWAPI members on the APINDO Advisory Committee on Women Entrepreneurs.

Mainstreaming gender equality in APINDO's work

At a more general level, APINDO's interest in mainstreaming gender equality concerns in its programmes has been aroused by its regular participation in ILO technical cooperation activities. **Since 1998 APINDO has taken part in a variety of activities to promote gender equality in the world of work.** These include:

- improving the capabilities of women employers and managers through training and disseminating information and know-how on enhancing gender equality at the workplace;
- several meetings/training seminars, which have resulted in a better understanding of gender issues both among employers in Indonesia and the general public.

Benefiting from an enabling environment

Some events have occurred on a wider political level in Indonesia which facilitate more intense and focused work on women's entrepreneurship promotion. For example:

- Women's economic role is incorporated into the National Development Plan 2000–2004 (PROPENAS);
- Indonesia's new Labour Act (no. 13/2003) contains a clause stating equal rights for male and female workers;
- A target of 30 per cent of parliamentary seats to be occupied by women has been set for the 2004 general elections.

Benefiting from external technical and financial support

Technical and financial support from the ILO has played an important part in enabling APINDO to get gender mainstreaming activities under way.

Some of the capacity-building, training and information dissemination work has been implemented as part of the 'Enhancement of employment opportunities for women in Indonesia' project. The regional project 'Promoting women's entrepreneurship development through employers' organisations in the Asia-Pacific region' led to the formulation of a series of suggestions as to how APINDO could specifically address the needs of women entrepreneurs and increase their representation in APINDO.

Good Practice 9

A special working contract for migrant domestic workers

This practice shows how a government promotes gender equality in measures to protect the rights of migrant workers.

In January 2003 the **Ministry of Labour of the Hashemite Kingdom of Jordan** endorsed the **Special Working Contract for Non-Jordanian Domestic Workers**.

The overall purpose of the contract is to enhance protection for migrant domestic workers, a large percentage of whom are women. The contract is deemed a requirement for foreign workers wishing to obtain residency, a work permit, and a visa to enter Jordan as a worker.

How the Special Working Contract protects workers' rights

The contract affirms migrant women's rights to be treated in accordance with international human rights standards.

The contract prevents fraudulent contracts and contains provisions on migrant workers' rights to life insurance, medical care, a designated day off per week, rest days, and repatriation upon expiry of the contract.

The contract includes the provision of a minimum wage, addressing the problem of wage discrimination by requiring that domestic workers be paid equal salaries to Jordanians doing the same type of work. This provision reverses the discrimination in contracts hitherto, which allowed tiered salaries for specific nationalities.

Amending legislation on the basis of gender analysis

A policy-oriented study was completed, analysing the patterns of migration of women workers from a number of sending countries (including Nepal, India, Indonesia, the Philippines and Sri Lanka) to Jordan as the receiving country.

The study:

- maps the migration process,
- documents migrant women workers' concerns and issues affecting them, and
- presents recommendations on ways to protect the rights of all stakeholders.

The Special Working Contract accompanies the amendment of the new law concerning the registration of recruitment agencies. This law allows the Ministry of of Labour to monitor the work of recruitment agencies and take action if they violate the regulations

protecting migrant workers and employers. In addition, the government has agreed to honour the Special Working Contract for domestic workers, since Jordanian labour law has no provisions protecting domestic workers.

Including organisations with gender expertise in the social dialogue process

The contract was the result of cooperation between Jordan's Ministry of Labour and the Steering Committee of the Empowering Migrant Women Workers in Jordan project.

On the Committee were representatives of the ministries of Planning and the Interior, the Police Department, the Family Protection Unit, the embassies of Sri Lanka, Indonesia and the Philippines, the Jordanian National Commission for Women, the Jordanian Women's Union, UNIFEM, and the ILO.

Benefiting from external technical and financial support

The UNIFEM programme on empowering migrant women workers facilitated the creation of institutional partnerships between key government ministries and related stakeholders.

The project is part of a regional programme, covering Nepal, India, Indonesia, the Philippines and Sri Lanka as sending countries, which seeks to promote migrant women's rights by implementing a rights-based approach and strengthening the accountability processes and mechanisms that apply to the migration of domestic workers from these countries.

Bridging the gender digital gap

This practice shows how a government grant scheme promotes women's equal participation in community development through the use of information and communication technologies.

In 1998, the **Malaysian government** launched the **Demonstrator Application Grant Scheme (DAGS)** and allocated funding to it under the 8th Malaysia Plan (2001–2005).

The main goal of the scheme is to show how innovative use of information and communication technologies (ICT) can lead to the creation of new value for community development. The scheme is seen as a key contribution to the achievement of objectives set out in Malaysia's National Information Technology Agenda, for it helps to increase the use and productivity of information technology in all three economic sectors: public, private and community. Malaysia's National Information Technology Council (NITC) Secretariat administers the scheme and awards grants to projects that have been endorsed as Demonstrator Applications. These are small, focused, short-term projects aimed at creating, developing and promoting new applications using information and communication technology.

Identifying strategic priority areas for gender-sensitive community development

The NITC views information technology as a means to engender community development and reduce poverty among Malaysia's female population.

The DAGS has identified '**social digital inclusion**' as one of its three new strategic priority areas and aims to promote community participation and ensure inclusive community development by the application of information technology. There are three priority target groups:

- marginalised or poorly served communities, including people with disabilities,
- low-income women, and
- young women and men.

Involving women's organisations in trisectoral partnerships

The DAGS initiative uses a trisectoral partnership strategy. To qualify for a grant, projects must involve public, private and community participation. Under the DAGS, the government finances up to 70 per cent of the total estimated project cost, the rest being shared among the social partners. Repayment is not required and project funding is based on cost reimbursement or forward financing mechanisms.

The NITC is forming partnerships with governmental, private and community-level women's organisations to create a centralised body that will work on existing ICT initiatives. Through this body, the NITC hopes to improve the quality and coordination of the scheme. New programmes will also be identified to bridge gender gaps in other ongoing initiatives.

Increasing women's levels of literacy information and communication technologies, in partnership with the national women's machinery

The Networking Women project is a demonstrator application promoted by the National Council of Women's Organisations. It was launched in June 2000 in order to create an electronic network of women by linking community-based organisations, including the National Association of Women Entrepreneurs of Malaysia, among others. Through this project, women were made aware of the benefits of using information and communication technologies.

Working in partnership with employers to reconcile work and family life

Malaysia's Perantara Jalinan Enterprise is the promoter of **T-Center**, one of the demonstrator applications currently under development. As 'Malaysia's pioneer teleworking portal', T-Center provides an internet location for teleworkers to offer their services and for employers to advertise online work opportunities. This project was launched in 2002 as a pilot project aiming to help unemployed women, young people and pensioners to earn an income via teleworking, applying their ICT skills.

Good Practice 11

Information and training on women workers' rights

This practice shows how ILO constituents can work together to mainstream gender equality in their planning and implementation processes.

In 1997, the **government of Mali** took a big step towards institutionalising equality of opportunity and treatment for men and women workers by creating a **Ministry for the Promotion of Women**¹⁶ to replace the former Women's Commission (Commissariat de la Femme).

The new ministry, in collaboration with employers, trade unions and other stakeholders, set in motion an ongoing process of attention to gender equality at work by drawing up and implementing a national plan of action, which focuses on a range of activities such as promoting legal literacy, disseminating information and giving training on women workers' rights.¹⁷

A training module on women workers' rights was designed in such a way as to facilitate the transfer of information from trainers to trainees who are not necessarily legally literate.

The module was distributed to trainers representing national government agencies, regional government agencies, local government structures, human resource experts in private and public enterprises, members of workers' associations, members of employers' associations and NGOs. The Ministry for the Promotion of Women has also integrated training of trainers in women workers' rights into its own training programme. A simplified version of the training module, in the form of a small brochure, was produced and disseminated to women workers, commercial enterprises, government agencies, NGOs, employers' and workers' associations, and local radio stations.

Raising awareness and setting up structures with gender expertise

With the support of the ILO, prospective members of a National Steering Committee (NSC) for the women workers' rights programme took part in **an intensive information and awareness-raising campaign on gender equality issues**. Upon completion of these activities, the NSC was set up. Its membership included representatives of government (ministries of Labour, Justice, and Promotion of Women), NGOs working on gender equality issues, employers' and workers' organisations, and the Employment Observatory.

¹⁶ Full title : Ministère de la Promotion de la Femme, de l'Enfant et de la Famille.

¹⁷ Mali's Ministry of Women's Affairs was the implementing agency of the 1997–1999 ILO project Training and Information Dissemination on Women Workers' Rights. The results of this project were in 2003 still functioning beyond project completion, including the use of published manuals.

Reviewing legislation and determining women's needs

A gender analysis of Mali's current legislation on the status of women was necessary for the elaboration of the training module. This review exposed a number of contradictions in the legislation, most significantly that the Family Code tends to subordinate the wife to her husband, although the Constitution prohibits discrimination based on social origin, colour, language, sex, or race. The formulation of the national strategy was based on an analysis of the needs of women workers in different parts of the country.

The NSC carefully reviewed Mali's legislation and gave information on the ways the legal code affected women workers in various segments of society. Members of the NSC also played an important role in validating the training materials and in the development of a national long-term strategy on training and information dissemination.

Adopting a national plan of action for the long term

The NSC formulated a national plan of action for training and disseminating information on women workers' rights. The plan was adopted as a long-term strategy that would eventually be implemented nationwide.

Gaining from political commitment and a favourable gender-sensitive context

The initiatives on information dissemination and training have benefited from Mali's political commitment to gender equality and a favourable gender-sensitive context. As well as the strengthening of the country's national women's machinery in 1997, political commitment to gender equality has been expressed through the government's consistent ratification of conventions relating to gender equality and by its adherence to their recommendations.

Benefiting from external technical and financial support

External technical and financial support from the ILO facilitated Mali's implementation of a nationwide strategy on training and information dissemination on women workers' rights. The ILO facilitated coordination among NSC members through a National Project Coordinator, assisted in the gender analysis of Mali's legislation, and advised on the development of training materials.

Planning for equality

This practice shows the value of a gender equality action plan as a tool for attaining equal opportunities in the labour market.

Malta's Employment and Training Corporation (ETC), set up in 1991, provides and maintains a national employment service. It offers training programmes and employment services to everyone seeking employment and helps employers to recruit. One of its strategic goals is to create equal opportunities in the labour market and to integrate a gender equality perspective throughout the corporation. The ETC's Gender Equality Action Plan for 2003–2004 outlines the gender mainstreaming activities the Corporation is implementing over the two years. These include employment and training initiatives, research projects and educational campaigns.

Using gender analysis in the design and evaluation of services

For the ETC, enhancing its competence in labour market analysis is an ongoing process. This analysis must be conducted regularly with a focus on the role of women in the labour market. The Corporation's divisions also ensure that all operational data is disaggregated by sex. This enables it to establish targets that reflect improvements for both women and men in their access to its services and the benefits received from them.

Several studies and surveys have been conducted under the framework of the plan, including:

- a study on early school leavers and their intentions and experiences;
- an apprenticeship outcome study covering the period 1990–2003, from a gender perspective;
- a study of the work experience of atypical workers, where there is a high concentration of women.

Two studies under way at the time of writing (April 2004) are:

- a study, in conjunction with the National Statistics Office, of the willingness of economically inactive women in Malta to take up employment and the conditions they consider essential to enable them to do so;
- a study of women in low-skilled manufacturing, especially in textiles and leather, with a view to maintaining their employment during sectoral restructuring.

Creating a strategic senior post to facilitate the gender mainstreaming strategy

In October 2002, **a senior executive was hired to focus exclusively on gender issues in**

Malta's labour market. This new official facilitates gender mainstreaming in the ETC by means of in-house training and support, and is also responsible for implementing the Corporation's Gender Equality Action Plan.

Strengthening institutional partnerships

It is **a good example of partnership** that the Gender Equality Action Plan was written in consultation with the Commission for the Advancement of Women, the Department for Women in Society, the Ministry for Social Policy, the Ministry of Health, and the Labour Market Policy Committee.

Benefiting from a favourable and gender-sensitive policy context

The ETC's commitment to promoting equal opportunities in the world of work builds upon and complements other provisions at the national and international levels which seek to enhance women's equal employment opportunities.

Formulating legislation and policies in accordance with international gender equality standards

The following have been key steps in embedding gender equality in Malta's legislation and employment-related policy:

A Circular from the Office of the Prime Minister declares it government policy to promote gender equality and to eliminate discrimination.

Malta has amended its Constitution to include the prohibition of discrimination based on sex with the ratification of CEDAW. It has also ratified ILO Conventions no. 100 on equal remuneration and no. 111 on discrimination in employment and occupation.

As part of its preparations for accession to the European Union (EU), Malta drafted a **Joint Assessment Paper (JAP) on the country's employment policy priorities**. This was signed by the Government of Malta and the European Commissioner for Employment and Social Affairs October 2001. The Gender Equality Action Plan is a result of the JAP process, since, in the JAP, Malta committed itself to raising the employment rate particularly of women.

In January 2004, Malta began preparing its **National Action Plan on Employment**. This is a policy document reporting on the country's labour market situation, which must be submitted to the European Commission every year. Women's organisations are among the stakeholders invited to make proposals on gender equality issues to the team responsible for the plan.

The Gender Equality Act

In February 2002, a White Paper was issued, proposing a **Gender Equality Act prohibiting any form of direct or indirect discrimination based on sex**. Under the proposed Act, the government would be obliged to promote gender equality in all areas or sectors of society. **The Act was published in February 2003 and came into force in December 2003.**

In accordance with the White Paper's proposals, **the National Commission for the Promotion of Equality for Men and Women was set up in January 2004**. Its remit is to promote gender equality in economic life and equal participation and representation in civil life.

How Malta's Gender Equality Action Plan enhances equal training and employment opportunities

The four initiatives of the Gender Equality Action Plan outlined below are grouped in phases over the two years of the plan. Each phase is based on a theme and is accompanied by an awareness-raising campaign. Progress in each area up to April 2004 is indicated.

1. Make an informed choice

- Formalise cooperation with guidance teachers
- Draw up a plan of action to promote vocational education
- Draft manual on gender equality in occupational guidance
- Conduct tracer study of women in technology and science
- Create sectoral studies programme

Progress

- Cooperation with guidance teachers has been firmly established;
- An action plan on vocational education was drawn up in collaboration with guidance counsellors, aiming to raise their awareness on gender issues through publications and training. In summer 2003, national campaigns on radio, TV and billboards encouraged girls to continue their studies and to choose non-traditional subjects;
- The manual on gender equality in occupational guidance was completed, and training sessions were held in March/April 2004 with guidance counsellors and teachers of personal and social development subjects.

2. Work-life balance is possible

- Design and introduce childminding scheme
- Create services promoting work-life balance
- Establish ETC outreach programme
- Conduct seminars on gender auditing

Progress

- ETC is an active partner in the national Childcare Technical Committee in the Ministry of Social Policy, and has submitted an ESF project to encourage and help employers set up childcare centres at workplaces;
- A project educating employers on work life issues is being carried out in collaboration with the Malta Employers' Association and the Family Commission;
- An outreach project involving unemployed women from a deprived area provides training and the support of a mentor and an employment adviser;
- All senior staff at ETC have been trained in gender mainstreaming techniques.

3. Develop your own career

- Evaluate and improve empowerment training
- Introduce training in career development skills
- Launch mentor training programme
- Conduct research on the glass ceiling in Malta
- Conduct longitudinal studies

Progress

- Empowerment training is offered free of charge to unemployed women registering for work;
- ETC has trained a pool of mentors who are being utilised, for example, in entrepreneurship schemes and outreach programmes.

4. Know your rights

- Design and advertise job-evaluation tool
- Write and distribute guidelines on pay equity at work
- Disseminate publication on atypical workers' rights
- Conduct telework feasibility study
- Design and deliver training on gender issues for trade unions

Progress

- Activities in this field are programmed for later in 2004.

Source: Adapted from Employment and Training Corporation, *Gender Equality Action Plan 2003–2004. Promoting equal opportunities in the labour market*, at <http://www.etc.org.mt/aboutus/publications/covers.pdf>

Good Practice 13

Gender-equitable access to employment through tailored vocational training

This practice shows how a national employment service provides unemployed and underemployed women and men with qualifications for full-time employment.

SICAT (Sistema de Capacitación para el Trabajo, Vocational Training System) is a programme of Mexico's national employment service and is linked to the employment services provided at the state level. SICAT's partners are the Secretariat of Labour and Social Security (STPS), the Secretariat of Public Education, and Labour Executive Committees at the State level (composed of local chambers of commerce, government bodies, managerial associations, training institutions and trade unions).

SICAT provides unemployed and underemployed women and men with qualifications for full-time employment in the productive sector and skills necessary for self-employment and small business start-up. Its methods include academic education at local schools, technical training, and on-the-job training. The award to beneficiaries consists of a scholarship plus financial support to cover transport and accident insurance costs.

Promoting equal employment opportunities in the framework of a national gender equality strategy

The Mexican government's national programme Proequidad¹⁸ makes gender equity one of the government's priorities in terms of policy and programming. Proequidad is a cross-cutting subprogramme of the National Development Plan 2000–2006. Its multisectoral field of application reflects a commitment to gender equality across the whole apparatus of government. Proequidad defines objectives, priorities, strategies and actions directed at attaining gender equality, coordinates with state governments and civil society, and collaborates with the legislative and judicial powers. It also monitors and promotes Mexico's implementation of international gender equality instruments such as CEDAW.

The STPS, through its Directorate of Equity and Gender (DEG)¹⁹, participates in Proequidad, attending specifically to aspects of the promotion of equality at work, in line with the corresponding objective of the National Development Plan, which aims to increase equity and equality of opportunities by 'utilising criteria that recognise social differences and inequalities to design social policy strategies geared to offering equal opportunities to all Mexican men and women'.

¹⁸ The full name of the programme is Programa Nacional para la Igualdad de Oportunidades y No Discriminación contra las Mujeres (National Programme for Equal Opportunities and Non-Discrimination against Women)

¹⁹ Dirección General de Equidad y Género, part of the Secretaría del Trabajo y Previsión Social.

Providing tailor-made employment training

A significant step in the promotion of women workers' rights was taken under Proequidad when male and female workers in the *maquila*²⁰ industry in Coahuila state were enabled to organise themselves better so as to represent their interests and improve their conditions at the workplace. SICAT also granted 428 training scholarships to women beneficiaries in the state of Guerrero, thus facilitating their transition from informal, home-based jobs to decent work in the formal sector.

During 2003, a total of 214,931 people participated in SICAT training courses, of whom an estimated 62 per cent were women and 38 per cent were men. At the end of the year, SICAT was committed to granting scholarships for about 60 technical training courses in the states of Chiapas, Chihuahua, Veracruz and Yucatán. SICAT's financial commitment covers around 1,200 scholarships for trainees of both sexes.

SICAT's employment training is tailored to the particular needs and interests of both female and male beneficiaries. Seven different training schemes are being offered in 2004:

- Work-related theoretical training;
- Practical work training;
- Capacity building for self-employment;
- Training for production;
- Training coupons;
- Training for professionals and technicians;
- Assistance to workers in enterprises where labour relations are temporarily suspended.²¹

As can be seen in the table below, which shows participation in the schemes offered in 2003, the self-employment scheme has the highest proportion of female participants, followed by training in small and micro-enterprises and the training coupons scheme.

| Participation in SICAT training schemes, 2003, by sex (percentages) | | |
|---|--------------|--------------|
| Training Scheme | Women | Men |
| Mixed training (large/medium enterprises) | 53.1 | 46.9 |
| Mixed training (small/micro-enterprises) | 67.1 | 32.9 |
| Self-employment training | 70.2 | 29.8 |
| Training coupons | 66.5 | 33.5 |
| Training for unemployed professionals and technicians | 59.1 | 40.9 |
| Training based on technical work qualifications | 58.0 | 42.0 |
| Training for workers temporarily laid off | 24.3 | 75.7 |
| SICAT average | 60.04 | 37.96 |

²⁰ *Maquila* refers to assembly-line manufacturing, usually for export. Although not totally feminised, it employs a great many women in many countries and is an important source of waged work for women. Key industrial sectors are textiles, garments and electronics.

²¹ These seven schemes have been in operation since September 2003, replacing a slightly different set of schemes in operation until that date. The data in the table correspond to the previous schemes.

Cost-sharing between government and employers

Employment training is provided in collaboration with employers in three of these schemes. Costs are shared, on a slightly different basis in each case, between the STPS and the company where the training is being held, but in all cases the STPS pays training scholarships for the participants, while employers generally contribute the physical infrastructure and fund the training materials. Employers hire about 70 per cent of the trainees upon completion of training.

Benefiting from external technical and financial support

The DEG adopted its National Plan of Action in the framework of the ILO's technical cooperation programme More and Better Employment Opportunities for the Women of Mexico. The programme strengthened the role of the DEG and integrated a women's component into the mainstream SICAT programme.

Promoting women's entrepreneurship at the local level

This practice shows how employers can promote equal opportunities in entrepreneurship by supporting women entrepreneurs, particularly at the local level.

Established in 1965, the **Federation of Nepalese Chambers of Commerce and Industry (FNCCI)** is an umbrella organisation of the Nepalese private sector. FNCCI plays an important role in promoting business and industry in the country by providing information, advisory, consultative, promotional and representative services to business and government. It also regularly organises training, workshops and seminars.

Setting up structures to promote women's entrepreneurship

FNCCI's Women's Entrepreneurship Development (WED) Division has set up a number of Women's Entrepreneurship Development units in chambers of commerce and industry at the district and municipality levels.

Each WED unit comprises 15 to 20 members involved in different industrial and business activities. The chairpersons, who manage the units, are women. At the time of writing (April 2004), all members of the units are women, and they are assisted by male office-bearers and members of district and municipality chambers of commerce and industry (DCCIs). At the time of writing, 31 WED units have been established, and these have helped to increase women's participation in industrial and business-related activities in the country.

The WED Division has also organised a range of programmes on gender equality and skills development in women's entrepreneurship. One of the main activities of the Committee's two-year gender action plan (see below) involves enhancing gender mainstreaming in Kathmandu and the DCCIs.

Adopting a plan of action to achieve equality objectives

The WED Committee of FNCCI has adopted a two-year plan of action to pursue and achieve three quantifiable gender equality objectives:

To provide more gender-sensitive services in FNCCI activities. To achieve this goal, FNCCI will implement four gender-responsive service programmes;

To provide training in business development services for female and male entrepreneurs. To realise this objective, FNCCI will conduct two training programmes on business development services;

To strengthen the capabilities and network development of WED Units, FNCCI will carry out four workshops, seminars, or interactive programmes to achieve this objective.

Adopting affirmative measures to improve women's representation

Women's representation in the various committees of FNCCI and the DCCIs is increasing gradually, but **there is still a considerable sex imbalance**, with only one woman entrepreneur on the FNCCI Executive Committee.

The WED Committee is therefore focusing on ways of increasing women's participation at the policy-making level in these structures. For instance, the constitution of FNCCI stipulates that the executive committee should contain at least one woman entrepreneur, nominated by the FNCCI president. In order to bring about sex balance on the executive committee, the Annual General Meeting of FNCCI has also passed a resolution stating that there should be at least one woman on the executive committee of a DCCI. Women's representation is also now increasing in the local chambers of commerce.

Responding to demand from local women entrepreneurs

The WED units implement programmes on local women's entrepreneurship, skills development, management development, business development and marketing, in collaboration with government and non-governmental agencies. These programmes are generally implemented in response to demand on the part of local entrepreneurs. This has helped FNCCI to work increasingly towards equal representation through a grassroots approach.

The WED Committee has also organised training and workshops for women entrepreneurs in building their management capacity and utilising local raw materials. Workshops were organised in the districts of Nuwakot, Dhankuta, Nawalparasi, Pokhara, Dhangadi, and Birjung.

Benefiting from external technical and financial support

External technical and financial support from donor agencies such as the ILO, the German development agency GTZ and SMEDP (Small and Medium Enterprise Development Programme) has facilitated the establishment of WED units at the local level and the implementation of programmes promoting gender equality and women's empowerment.

Promoting gender equality through social dialogue

This practice shows how trade unions promote gender equality through social dialogue.

The **Nepalese Trade Union Committee for Gender Equality and Promotion (TUC-GEP)** was officially launched on 29 December 2000. It is a common forum for the women's departments of the three national trade union confederations in Nepal: the General Federation of Nepalese Trade Unions (GEFONT), the Nepal Trade Union Congress (NTUC), and the Democratic Confederation of Nepalese Trade Unions (DECONT).

Formalising equal representation in social dialogue

The **TUC-GEP comprises** one male and two female representatives from each of the three confederations. The presidency of the committee rotates every four months among the heads of the women's department of the three confederations.

Guaranteeing leadership support

Attendance by all trade union leaders at all TUC-GEP meetings is compulsory, and this serves to strengthen and make visible the unions' commitment to gender equality.

Engaging in social dialogue

The **TUC-GEP was conceived and formed initially under an ILO regional project on Social Dialogue (SAVPOT)** when the project faced serious constraints in incorporating women into the dialogue process. Focused efforts were seen as essential to educating and encouraging women to participate in a social dialogue process.

Through a series of cross organisational consultations, **the three trade unions first identified their own priorities individually and then reached a consensus on ten common priority gender issues** in the realm of work on which to base their own gender policies and strategies. These embrace maternity protection, job opportunities, working environment, equal wages and facilities, leave, sexual harassment, occupational safety and health, HIV/AIDS, ratification of ILO Conventions (nos. 183 on maternity protection, 155 on occupational safety and health and 156 on workers with family responsibilities), and unionisation in the informal sector.

These issues were presented to the Federation of Nepalese Chambers of Commerce and Industry (FNCCI) for its consideration. The FNCCI then undertook its own individual assessment of gender priorities in selected enterprises and entered into another round of

consultations with TUC-GEP. This led to a consensus in principle between TUC-GEP and FNCCI that though all ten issues are very important, FNCCI would begin by negotiating on three of these items: sexual harassment, maternity benefits and HIV/AIDS. This was a good beginning and it was later endorsed by the Ministry of Labour and Transport Management.

The dialogue process – both intra-trade union dialogue and inter-dialogue with the FNCCI and the Ministry of Labour continues on gender issues – on a common platform set up by TUC-GEP. Formalisation of women's voice and equal representation in the social dialogue process is thus institutionalised through TUC-GEP.

Reviewing legislation to advance gender equality

In August 2001, the TUC-GEP completed a gender review of labour-related legislation, aiming to identify discriminatory provisions in Nepal's labour law and to make recommendations on how to amend it. Having ratified CEDAW, Nepal is legally bound to reform laws that are in contradiction with that Convention and to formulate policies that protect women's human rights. As regards the main ILO conventions on gender equality in the world of work, Nepal has ratified Conventions no. 100 on equal remuneration (in 1976) and no. 111 on discrimination in employment and occupation (in 1974).

The study found that women were discriminated against during all three stages of employment:

- before entering employment,
- during employment tenure, and
- after official retirement from employment.

Information from the study was discussed in separate consultations by the TUC-GEP with government representatives from relevant ministries (including Labour and Transport Management; Women, Children and Welfare; Agriculture; Tourism; Law and Parliament; and Health) and representatives from the FNCCI. Senior trade union leaders and ILO officials attended both consultation meetings. At these separate consultations with social partners, both the government and the employers' organisation agreed with the findings presented in the study.

Setting up structures with gender expertise to facilitate social dialogue

In December 2002, the TUC-GEP held a national conference on gender equality in the world of work, aiming to generate consensus among the three social partners, trade unions, FNCCI and government. All three partners signed a Joint Declaration affirming their commitment to engage in social dialogue with the purpose of advancing gender equality in Nepal. Under the terms of the Declaration, the tripartite partners agreed to establish a Subcommittee on Promoting Gender Equality in the World of Work, consisting of tripartite representatives, in the framework of the Central Labour Advisory Committee and chaired by the Ministry of Labour and Transport Management.

Promoting gender equality at the local level

In 2003, the TUC-GEP decided to bring the issues identified by the 2001 study and the confederations' recommendations to the local level. The aim was to enhance local leadership's understanding of gender equality issues and encourage the trade unions to internalise those issues. All three confederations have agreed to conduct gender mainstreaming training for trade union leadership, who are mostly male, and to encourage them to include gender issues in the charter of demands for the Collective Bargaining Agency at the local level. **The confederations have made gender issues one of the integral components of basic trade union education courses.**

Mobilising female talent

This practice shows how an employers' organisation promotes equal representation in decision-making bodies.

Female Future is a gender equality initiative, launched in March 2003 by the **Norwegian Federation of Enterprises (NHO)**, whose main objective is to help NHO members increase the number of women in management and on boards of directors by 2005. Female Future offers an intranet registry facilitating companies' access to a pool of qualified female candidates, and also implements several activities to get women into management and onto boards of directors.

The rationale for Female Future is the idea that greater diversity in management and board-rooms will improve enterprises' competitiveness and the assumption that diversity will lead to the better use of total available competence, better strategic choices, more innovation, quicker restructuring and thereby improved profitability.

The concept concentrates on three areas:

- visibility,
- tailored human resource development, and
- meeting places.

The NHO is taking positive action in response to the government's signals that gender quotas will be enforced in 2005 if the proportion of women on company boards does not increase by then. In 2001, the percentage of women on the boards of directors of private limited companies was only 7.3 per cent, and only 7 per cent of managing directors in the Norwegian Federation of Enterprises were women.²²

Conducting and using gender-related research

The NHO administered one survey to examine the issue of low female presence in management and board membership. The NHO survey was completed in the autumn of 2002 and its findings revealed that companies do recognise the value of female managers and board members, but experience difficulty in finding qualified candidates. The survey 'Women and men on boards of directors', released by Norway's national daily newspaper *Dagens Næringsliv* in February 2003, was also helpful in showing that more men than women tend to secure positions on company boards of directors through informal ties such as family, friends and fellow students.

Through Female Future, the NHO benefits member companies that aim to increase female leadership by providing access to a pool of qualified female candidates.

²² The percentages were considerably higher in the state-owned enterprise sector, where 45.7 per cent of those on boards of directors and 28 per cent of managing directors were women. Norwegian Centre for Gender Equality, *Mini-facts on gender equality 2003*, at <http://www.likestilling.no/publikasjoner/minifacts2003.pdf>

In addition, companies are expected to create a ‘management culture’ that responds to women’s needs and concerns.

Formalising gender equality commitments

Members of Female Future must enter into an agreement of intent with the NHO. This commits companies to making serious attempts to appoint at least one woman to the company’s senior management and elect at least one woman to the board of directors within two years of entering into the agreement.

Promoting gender equality commitments through partnership and voluntary action

Female Future is an initiative run by its member companies. Companies are helping not only themselves but others by identifying and nominating qualified women candidates for boards of directors.

Because Female Future is an *intranet* database, access to it is limited. In contrast to existing internet databases which have unlimited access and to which women can voluntarily add their profiles, companies themselves recommend their top candidates and talents to other companies through the FF intranet database.

Providing tailor-made training for women and men

Targeting women candidates:

The NHO offers several programmes and seminars to women candidates participating in Female Future as a means to increase their competences. These programmes are designed as so-called ‘building blocks’ (see box). A special course dealing with the work of a board of directors is mandatory for all female candidates.

Targeting women and men:

The NHO also offers seminars targeting both men and women under projects such as Future Friday, which is aimed at leaders, staff, politicians, board of directors and Female Future candidates.

Working in collaboration with social partners

Some initiatives under Female Future are the result of collaboration between the NHO and social partners. An example is the leadership mentorship programme, which is offered in cooperation with the Norwegian School of Economics and Business Administration and the Norwegian Industrial and Regional Development Fund.

Monitoring and evaluating the programme

The NHO has an interest in obtaining realistic and measurable results. Participation in the project is an important mechanism for meeting the new gender equality reporting requirements under Norway’s Gender Equality Act.

The building blocks in Female Future

1 Board of directors' work

The subjects have been chosen in relation to the boards' responsibilities and according to the Norwegian Joint Stock Company Law: finance, strategies, legal aspects, the board as a team.

2 Arenas, networks

- Female Friday: network gathering candidates
- Future Friday: professional seminars for leaders, enterprise staff, board of directors and Female Future candidates
- Lunch seminars, breakfast meetings and lectures
- Special website: access to file of profiles, discussion forum, knowledge base, virtual meeting place

3 Story-telling, leadership and power

Space where candidates can create more consciousness and control over their own stories

4 Leadership mentoring/ Development

Tailor-made mentor programme for each female candidate.

Source: 'Female Future - mobilizing talents', [http:// www.nho.no/ff/article4628.html](http://www.nho.no/ff/article4628.html)

Women represented in board-rooms

The Female Future initiative has increased the percentage of women on boards of directors of NHO companies from 6.3 per cent to 14.5 per cent in one year (2003–2004).

Good Practice 17

Bringing fathers into the picture

This practice shows how a government can promote gender equality at work by facilitating equal responsibility for childcare.

The Norwegian Government has pursued an active policy of promoting gender equality since 1978. The implementation of this policy is the responsibility of the **Unit for Gender Equality located in the Ministry of Children and Family Affairs, the Gender Equality Ombud, and the Centre for Gender Equality**. The ministry is also responsible for policy on issues such as childcare, parental leave, and the reconciliation between work and family life.

In 1978 Norway adopted a **Gender Equality Act** which prohibits discrimination on the grounds of sex in all areas of society and obliges all public institutions to promote gender equality in all areas of policy, such as labour, education and health. The Gender Equality Act was reinforced in 2002, and now requires all employers in both the public and private sectors to report annually on women's representation on the staff and in management positions in their organisations.

Parental leave provisions

Statutory provisions for parental leave in Norway (see box) apply equally to both parents, in compliance with the Gender Equality Act (1978). In addition, each parent is entitled to up to one year of unpaid leave per child, extended to up to two years for a single parent.

Parental Benefit Scheme: reconciling work and family life

The statutory parental benefits period is 42 weeks with full income loss compensation, or 52 weeks with 80 per cent income loss compensation.

Parents who qualify for the benefits may choose to share the period of paid leave. However, certain weeks must be used according to specific rules:

- 3 weeks before delivery are reserved for the mother;
- 6 weeks after delivery are reserved for the mother;
- 4 weeks are reserved for the father (paternity quota).

This leaves 29 weeks of parental leave which either the mother, the father or both can use.

Targeting fathers by means of a paternity quota

Norway introduced the 4-week paternity quota in 1993. The provision sets aside four weeks of the parental period for the father with the purpose of encouraging more fathers to take an active role in the care of children during their first year. These four weeks cannot be transferred to the mother and are lost if the father does not use them.

Fathers are granted this quota regardless of whether the mother remains at home after delivery or not, which means that both parents can stay at home during the father's quota. The father is not allowed to take the leave during the first six weeks after the baby is born. It is common for the mother to take time off while the father takes his four weeks.

The father's quota is determined by the mother's employment status before the baby's birth. For the father to be entitled to his quota, the mother must have worked no less than 50 per cent of a full-time job prior to delivery. If the mother has worked 50–75 per cent of a full-time job before delivery, the father's wage compensation is determined by the percentage the mother has worked. Conversely, the father can also reduce his quota. A father with a full-time job receives full compensation during his leave if the mother has worked at least 75 per cent of a full-time job prior to delivery. Thus, in about 20 per cent of births where the mother has a right to parental benefits, fathers do not have an entitlement to parental benefits (i.e. the mother is a single mother, has worked less than 50 per cent of a full-time job, or the father is unemployed).

Uncoupling the father's entitlement from the mother's eligibility

Although the amount of the father's quota depends on the mother's employment prior to delivery, **the father's entitlement is independent of the mother's eligibility**. Even where the mother has not worked enough, the father is still entitled to parental benefits, based on his own eligibility. This depends on the need for care of the child (i.e. if the mother returns to work or studies, or is ill).

Results – more fathers taking up the paternity quota

The scheme has significantly increased the number of fathers taking paternity leave. Very few fathers took advantage of the parental benefit period from 1978, when it was introduced, until 1994. However, the Gender Equality Ombud's office reported in 1997 that over 70 per cent of fathers with the right to the paid leave took it that year, a very large increase over the 2.4 per cent registered for 1992.²³ Since then takeup of the paternity quota by fathers has been consistently high, as the following table shows:

| Takeup by fathers of their entitlement to paternity quota, 1997 and 2004 ²⁴ | | |
|---|--------|--------|
| | 1997 | 2004 |
| Total number of women with parental benefits (ended cases) | 48,664 | 46,690 |
| Estimated number of fathers with right to paternity quota | 38,392 | 37,352 |
| Fathers with right to paternity quota as percentage of births where mother has right to parental benefits | 78% | 80% |
| Total number of fathers using paternity quota (ended cases) | 29,238 | 33,164 |
| Fathers with paternity quota as percentage of fathers with right to paternity quota (estimated) | 75% | 89% |

²³ Anne Lise Ryel, The father's quota. Gender Equality Ombudsman, Oslo, 26 September 1997.

²⁴ Official government figures, produced by National Insurance Administration, supplied by personal communication, March 2004

Good Practice 18

Enabling women's businesses to flourish

This practice shows how governments and employers can work together to promote equal opportunities for women entrepreneurs.

The Philippine Department of Trade and Industry (DTI) created the **Women's Business Council of the Philippines (WBCP)** in 1997, as a result of extensive consultation with businesswomen from different sectors. Its members are decision-makers in small, medium and large enterprises.

The WBCP was set up as an advocacy group which would promote the interests of women entrepreneurs in the Philippines, at both policy and programme levels, on matters such as access to credit and finance, markets, technology, and continuing education and training. As well as its advocacy activities, it has produced advocacy training materials and has set up the Women's Business Center, a one-stop assistance centre to serve women who are starting or expanding their business.

Reviewing legislation and advancing gender equality policy

In cooperation with government agencies and selected NGOs, **the WBCP is constantly advocating for changes to legislation and the advancement of gender equality policies.** It has carried out advocacy initiatives on the following issues, among others:

- Implementation of Republic Act 7102 on women in development and nation building (adopted February 1992);
- Implementation of Republic Act 7882, which provides for the granting of small loans to women engaging in micro- and cottage business enterprises;
- Participation in meetings and discussions of the Special Committee for Enterprise Development of the House of Representatives, in order to ensure that the legislation is gender-sensitive;
- Use of sex-disaggregated data, which led to the disaggregation by sex of the 1998 annual survey of ownership of establishments with over 20 employees.

Working with the national women's machinery

WBCP works closely with the National Commission on the Role of Filipino Women (NCRFW), which was created in 1975. The NCRFW advises the president of the Philippines on policies concerning women in national development and their implementation, monitors the extent to which women are integrated into economic and social life

at all levels on an equal footing with men, and makes recommendations for better and broader application of national gender equality legislation and policy.

Networking nationally and internationally

The WBCP has found networking an effective strategy for influencing and gaining access to male-dominated national and regional organisations.

It is a member of the Employers' Confederation of the Philippines and the Philippine Chamber of Commerce and Industry. It is also a charter member of the Confederation of Women's Business Councils in the Asia Pacific Economic Cooperation forum (APEC), which communicates the views and priorities of women in business in APEC. The Confederation held a business convention in the Philippines in 2001 on the theme 'Globalization and transformative leadership: men and women in business, partners in the new economy'.

The WBCP participates in the Women Leaders' Network, which works to ensure that APEC's agenda is relevant to women by producing and disseminating gender-sensitive information. Through the Network, the WBCP has taken part in strategic planning workshops related to APEC Senior Officials' Meetings. The group Women in the Academy, Science and Technology in APEC was also created through the WLN.

Together with the Center for Asia-Pacific Women in Politics, the WBCP has also been involved in a campaign calling for equal participation by men and women in political decision-making, under the slogan '50-50 by 2005: Get the balance right!'

Enhancing gender capacity through tools development and capacity building

The WBCP has produced a number of capacity-building publications. These include *How to organise WBCP trade missions*, an advocacy-oriented primer which helps WBCP to raise gender equality issues when participating in trade missions and investment workshops abroad, and a study of the contribution of women entrepreneurs to the economies of Thailand, Malaysia and the Philippines and of the effects on them of the 1990s Asian financial crisis, entitled *Unlocking doors*.

The Council also offers entrepreneurship training for women, including basic business start-up courses, business development, survival and expansion courses, and various basic skills development courses in handicrafts and other skills.

Improving women's access to credit through partnership

In December 1999, the WBCP launched the Lending Window for Women in Small and Medium-sized Enterprises (SMEs) programme with the help of the OSC-DTI, the NCRFW, and the Philippines Central Bank.

The main goal of this initiative is to promote greater gender sensitivity in the credit process on the part of government financial institutions and private banks, and specifically to encourage financial institutions to grant women entrepreneurs and women business owners access to credit and financial services. The programme persuades banks to

improve access to credit for women in SMEs by encouraging them to comply with government regulations requiring a certain percentage of credit to be allocated to businesswomen and the SME sector. Currently, women entrepreneurs with assets of at least 1.5 million pesos can approach the programme's various lending participants.

Under the Lending Window for Women programme, three government financial institutions have launched credit programmes for women in business.

These include:

- a one-billion-peso facility set up by the Land Bank of the Philippines, targeting enterprises owned and led by women in rural and urban areas;
- a one-billion-peso credit facility established by the Development Bank of the Philippines for women in SMEs;
- a 100-million-peso credit and guarantee fund set up by the Small Business Guarantee Finance Corporation.

The WBCP has assigned two of its founding members to mentor women entrepreneurs who wish to avail themselves of loans from these banks.

Benefiting from leadership support and funding

The establishment of the WBCP in 1997 was endorsed by former President Fidel Ramos. In addition to funds obtained from membership fees and grants from international development UN agencies, the WBCP receives government funding and technical advice from the DTI and the Technical Education and Skills Development Authority.

Social dialogue and gender equality

This practice shows how a trade union federation enhances women's employment opportunities and conditions by means of gender equality policy, programming and social dialogue.

The Federation of Independent Trade Unions of Russia (FNPR) was established in 1990. It is the largest professional union federation in Russia, open to all labour unions and coalitions active in the Russian Federation. FNPR unites 48 federal Russian and inter-regional professional unions (including five unions cooperating with FNPR on the basis of mutual official agreements) and 78 regional trade union organisations. It includes over 300,000 local union branches with a total membership of over 38 million. In 2001, women made up 52 per cent of FNPR membership.²⁵

A system of social partnership exists in Russia largely as a result of FNPR's work: it encompasses a general agreement between trade unions, employers and government, industrial tariff agreements, tripartite agreements at the regional level, and collective agreements at the workplace. FNPR oversees many industrial and regional mass media establishments, as well as a network of educational institutions, including two universities.

Setting up structures with gender expertise

In 2000, the FNPR set up a 30-member Gender Equality Standing Commission of the FNPR General Council, chaired by the Federation's vice-president. The mandate of the Commission is to direct the activity of the Federation's affiliates on gender equality and to collaborate with the legislative and executive branches of the government and with public organisations in examining the status of Russian women in the labour market, ensuring compliance with laws related to women's rights, and recommending ways to achieve gender equality.

FNPR affiliates have created similar gender equality commissions in 45 territorial trade union organisations and in 15 central committees of all-Russia trade union associations. As one of its gender equality policy objectives (see below), the FNPR is working on expanding the network of gender equality standing commissions by setting up a commission in each trade union. The national Standing Commission reviews and reports on the work of the regional commissions annually.

Setting up supporting structures specialising in gender analysis

The Gender Equality Standing Commission receives support from the Advisory Scientific Committee of the FNPR General Council, established with the aim of conducting gender analysis and research on gender equality issues. The committee consists of scientists,

²⁵ I.e. 19,220,130 out of 36,901,000 members. The year 2001 was the first year for which statistical data on women's participation in the FNPR were gathered. (Personal communication from FNPR International Department)

specialists, and representatives of regional authorities, local governments and the media.

The FNPR gathers sex-disaggregated data from FNPR affiliates, from sociological research, from monitoring the living standards of the country's population, and from the documents of international organisations such as the ICFTU. **The FNPR then analyses this data or conducts a gender analysis.** This enables it to prepare members of the Gender Equality Standing Commission for public appearances, to give information about international trends in the field of gender equality, to engage in social dialogue with the government and employers, and to formulate trade union policy.

Adopting a gender equality policy

In October 2001, the General Council of the FNPR adopted the FNPR Gender Equality Policy Concept, which outlines the different strategies trade unions can adopt for the pursuit of gender equality. A month later, in November, the Federation reaffirmed its commitment to gender equality by declaring this one of the main components of its activities at all levels in the Resolution 'On the equal rights and possibilities for men and women' of the FNPR's 4th Congress. The commitment to gender equality was also included in the Federation's Manpower Policy Concept, adopted in 2003.

Adopting plans of action to ensure commitment to the gender equality policy

The plans of action of the Gender Equality Standing Commission are regularly worked out jointly with the action plans of standing commissions of FNPR affiliates.

The policy objectives are:

- Apply a gender analysis to the activities of trade unions and create civilised social and labour relations;
- Create an institution which has social expertise (including gender), workable laws, programmes of development and other administrative procedures;
- Provide gender education to trade union activists;
- Make the changes necessary to increase the effectiveness of social partnerships;
- Increase the number of women in decision-making bodies.

Reviewing collective agreements to encourage greater commitment to gender equality

The FNPR reviews all regional collective agreements annually to assess to what extent Constitutional guarantees of equal labour rights are put into practice, what attention trade unions are paying to gender issues in collective bargaining, and how this is reflected in collective agreements.

In 2001, a special review was made, covering 338 collective agreements at branch and regional levels. This found that the gender dimension of the agreements reviewed was inadequate and consisted largely of the provision of social guarantees as required by law, mostly related to flexible working facilities to allow women to combine waged work with childcare.

In August 2002, the FNPR launched a Common Negotiation Campaign, in which the Standing Commission designed and sent to all FNPR affiliates recommendations on introducing a gender perspective into collective bargaining. The Timber Workers' Union and the Oil, Gas and Construction Workers' Union now include special articles on social support for women workers and families with children into their agreements.

Adopting affirmative measures to facilitate gender-balanced participation

The FNPR takes gender balance into account in the membership of working groups, social councils, reserves of personnel and other structures. One of the ways it promotes more balanced representation is by reserving a quarter of seats for youth and women in union structures.

Using formal social dialogue institutions to advance gender equality

An important result of the gender regulation of social and labour relations is an increase in the effectiveness of social partnership. In particular, the FNPR is a member of the Russian Tripartite Commission (RTC) on the regulation of social and labour relations, which is the country's formal tripartite structure and space for social dialogue.

Through the RTC, the FNPR introduced a motion to create **a national-level, governmental Centre of Gender Analysis** which would provide 'official' gender expertise with regard to national legislation, policies and programmes.

Working in partnership to build capacity on gender equality

At the national level, the FNPR works in social partnership with government bodies working on gender issues, such as the Commission on Women's Status in the Russian Federation at the Deputy Prime Minister's office, the Ministry of Labour and Social Development, committees on social policy of the State Duma (the lower chamber of the Russian parliament), and the Council of the Federations on Social Policy (the upper chamber).

Internationally, the FNPR works in partnership with the ICFTU, the ILO and other organisations.

Working in social partnership, the FNPR was one of the main supporters of the Draft Law on State Guarantees of Equal Rights and Opportunities for men and women, which had passed the first reading in the State Duma at the time of writing. The Law provides norms which guarantee positive changes in gender relations, such as women's increased access to employment, control over economic resources, and changes in family relations. The FNPR is also lobbying the government to ratify the European Social Charter and particularly some of the articles pertaining to gender equality.

Locally, the FNPR collaborates with social committees and scientific councils at all levels for the dissemination of information on gender-related issues.

Enhancing gender capacity and mobilising union membership through union education

The Gender Equality Standing Commission and territorial standing commissions regularly organise sittings on different aspects of gender equality issues (i.e. women's work and reproductive rights). The FNPR also conducts seminars on gender analysis and research. Finally, member unions run courses on gender issues for union activists and trainers, including seminars especially for women activists, and provide relevant methodological materials, for example recommendations on the regulation of women's work and the protection of women workers' rights in the General Machinery Building Workers' Union.

Working in partnership: The FNPR's Gender Equality Standing Commission and the ICFTU Women for Health campaign

As part of the ICFTU campaign, members of the Gender Equality Standing Commission took part in organising the 1st and 2nd All-Russia Congresses on Profession and Health in Moscow (2002) and Irkutsk (2003).

In 2002, members of the Gender Equality Standing Commission and the Works Inspectorate consulted specialists from the Research Institute of Labour Medicine of the Russian Academy on developing a state register of occupational diseases and their differential effects on men and women.

FNPR affiliates also participated in the ICFTU campaign Women for Health by:

- Organising round tables and seminars on health and women's issues in the region and industry, in cooperation with women's groups and executive and legislative bodies;
- Developing action plans for the regular monitoring of labour conditions, health protection measures, hygiene and sanitary conditions;
- Paying particular attention to the situations of expectant mothers, women with children, and women under the age of 14;
- Preparing cultural and educational activities on the subject of a healthy lifestyle.

Good Practice 20

Pools of gender experts in Burkina Faso, Mali, Mauritania and Senegal

This practice shows how pooling gender expertise can strengthen the gender mainstreaming capacity of governments and trade unions.

Several employment-related organisations in Burkina Faso, Mali, Mauritania and Senegal in the Sahel region are setting up pools of gender experts. The overarching goal of these pools is to strengthen the gender mainstreaming capacities of the respective member organisations (which include various government structures and trade unions) by mainstreaming gender equality into their policies and programmes.

In Senegal, the country's four main trade union confederations have set up a pool of trainers. In Burkina Faso, Mali and Mauritania, membership of the pool consists of representatives from government ministries concerned principally with social policies and women's affairs.

Pool membership

Burkina Faso:

- Ministry of Labour, Employment and Youth
- Ministry for the Promotion of Women
- Ministry of Agriculture
- Ministry of Social and Family Affairs

Mali:

- Ministry of Social Affairs
- Ministry of Rural Development

Mauritania:

- Secretariat on the Condition of Women
- Ministry of Health and Social Affairs

Senegal:

- UNSAS (Union Nationale des Syndicats Autonomes du Sénégal)
- CNTS (Centrale Nationale des Travailleurs du Sénégal)
- UDTS (Union Démocratique des Travailleurs du Sénégal)
- CSA (Centrale des Syndicats Autonomes)

Formulating gender-sensitive action plans

The pools of trainers help formulate gender-sensitive action plans in collaboration with respective member organisations. Senegalese trade unions, for example, have participated in the formulation of gender equality action plans, approved them and integrated them into their programming agenda. The pools have also conducted gender-sensitive evaluations of activities undertaken by member organisations.

Creating specialised structures with gender expertise

Member organisations have facilitated the creation of trainers' pools through the establishment of structures within their own organisations. In Senegal, two trade unions

(CNTS and UDTs) have set up gender equality departments to promote and help coordinate the unions' work on gender equality.

Enhancing gender capacity through tools development and education

The pools of trainers have developed capacity-building tools tailored to the needs of their respective member organisations, which help them to strengthen their gender capacity. These tools are used at workshops organised by the member organisations themselves, and are shared with other social partners (e.g. employers' organisations). **Examples of such tools are training manuals on subjects such as:**

- Gender and agricultural organisations;
- Gender equality in decentralised credit-saving systems;
- Gender equality in trade unions.

In Senegal, for example, the trainers' pool uses tools of this kind to sensitise and educate trade union leaders and members by means of regular workshops on gender equality issues.

Receiving education and training

The pools of experts benefit from ongoing training in different fields. In the framework of the **ILO's Sahel Gender Equality Project**, the pools receive training, mainly on the subject of gender equality, but also in their respective work-related areas.

Pool members have participated in regional- and national-level seminars addressing gender equality issues in different areas, such as cooperative legislation, poverty reduction strategies, and health policy development. These activities have raised awareness increasingly among participants of the need to promote gender equality in the development process. This enhanced awareness has been, in fact, one of the main factors contributing to the creation of the pools of trainers.

Benefiting from external technical and financial support

External technical and financial support from UN agencies, including the ILO, has facilitated the creation and training of the pools of trainers. It has also facilitated the creation of institutional partnerships between the social partners involved in the process.

SENEGAL

Objectives of the trade union pools of gender trainers

- To increase women's membership and leadership in the trade union movement;
- To integrate the gender perspective in the trade union organisations;
- To promote the creation and strengthening of union structures responsible for guiding the unions' gender equality efforts; and
- To sensitise, advise and provide support on gender equality issues.

Improving the gender balance of trade union leadership

As of early 2004, women occupy 20 per cent of the elected positions in Senegal's four main trade union confederations. However, they generally occupy positions in departments such as education and gender issues, and they do not hold high-level positions such as that of General Secretary.

Good Practice 21

Gender data and analysis in the Child Labour Action Programme

This practice shows how governments can fight child labour using gender analysis and sex-disaggregated data.

Since 1995, the **South African government** has been formulating policies and preparing a national action plan to combat child labour, with the **Department of Labour** as the lead institution. The 1996 Constitution of South Africa provides that children under 18 years of age should be protected from exploitative labour practices and work that may ‘place at risk the child’s well-being, education, physical or mental health or spiritual, moral or social development’ (chapter 2, section 28). In 2000, South Africa ratified ILO Conventions no. 182 on the worst forms of child labour and no. 138 on the minimum age for admission to employment.

In its ***Draft White Paper on the Child Labour Action Programme (CLAP)***, the government of South Africa recommends ways to ensure that girls and boys in the country do not get involved in work that is detrimental to them. In the White Paper, the government shows clearly that it is making a specific effort to mainstream gender equality in its policy and programming around children’s rights.

Conducting gender analysis to reveal gender-based disparities in child labour

In its work on combating child labour, the government demonstrates an awareness that child labour takes different forms and has different impacts on girls and boys, requiring different strategies. It has published a series of documents based on sex-disaggregated data and on qualitative information obtained through participatory consultative workshops with a wide range of relevant stakeholders.

Obtaining and analysing sex-disaggregated data

The first national survey of child labour, *Survey of activities of young people (SAYP)*, was completed in 1999 by Statistics South Africa. Analysis of data in this survey identified variables that could lead children into domestic work. Age, *sex*, family context, migration status, ethnicity/class, physical and sexual abuse, injuries, educational levels, attitudes towards work/school and leisure activities were all isolated as variables. The analysis examined the work performed by child domestic workers by focusing on variables such as type of work, tasks, hours, payment, problems, benefits, school attendance, age of starting work, and degree of social isolation.

Providing context-specific information

The analysis was presented in the context of South Africa’s history, demographics,

migration patterns, economic and political variables, tradition and culture, legal framework, educational system, the social and economic situation of women and girls, and government policies.

Making reproductive work visible

The analysis also took into account unpaid housework performed by girls and boys in their own households and children employed as domestic workers for payment either in cash or in kind. Data on unpaid housework were analysed separately from the data on economic activity.

In October 2002, the official survey results were released in a *National report on child domestic workers in South Africa*. The report provides a comprehensive analysis of paid and unpaid domestic child labour, revealing gender-based differences. It showed, for instance, that boys are more likely to be working as paid domestic workers than girls, while girls spend significantly more time than boys on unpaid domestic tasks.

Following up with qualitative research

Subsequently, the Department of Labour commissioned a discussion document, which was released in December 2002.

This document analyses the situation of children working in South Africa, based on the SAYP and on qualitative research on child labour. The discussion document has been made available for debate, with a view to assisting in the process of developing a final government policy paper including a **South African national Child Labour Action Programme (CLAP)**. Consultative workshops in all provinces and several issues-based national workshops have been held, and both adults and children have been consulted.

Building support for the Action Programme

The multisectoral strategy used for the consultations not only enriched the final draft policy paper but also ensured that all the relevant stakeholders have bought into the CLAP and have committed themselves to implementing various actions that have implications for their organisations. This includes those government departments which will play a key role in implementing certain activities encompassed by the CLAP. Further promotion of the CLAP to high-level government committees was under way in early 2004.

Benefiting from external technical and financial support

External technical and financial support from different agencies facilitated the successful completion of the processes described above. These agencies include the ILO/IPEC Statistical Information and Monitoring Programme on Child Labour (SIMPOC) in South Africa, and Save the Children (Sweden).

Good Practice 22

A Gender Mainstreaming Tool for the world of work

This practice shows how ILO constituents, working together, can promote gender equality at work by building capacity in gender mainstreaming.

ILO constituents (the Ministry of Labour, Youth Development and Sports, the Labour Commission of Zanzibar, employers' organisations and trade unions) in Tanzania mainland and Zanzibar have collaborated in the development of a **Gender Mainstreaming Tool applying specifically to the world of work**. The Tool, a gender mainstreaming manual, aims to facilitate access to practical methods for integrating gender concerns into the national policies and programmes of government bodies working on labour issues, employers' organisations, and trade unions.

The Tool is the result of a consultative process during which the ILO constituents jointly discussed the content, methodology, and successive drafts of the manual. The Tool itself goes beyond creating gender awareness and seeks also to enhance practical skills in mainstreaming gender equality in the mandated policies and programmes of the stakeholders. It proposes strategies for raising women's representation in management and leadership positions. The collective development of the Tool has thus not only reinforced dialogue between the ILO constituents and enabled them to take positive action to ensure that gender equality is consolidated in their mandate, but has also opened the way for further tripartite collaboration on other labour-related issues.

Using a participatory process to identify needs and build ownership in the design and drafting of the Tool

After several consultations on content, the Tool was designed during **a 10-day workshop** attended by a group of gender experts, technical experts on labour and representatives from the three ILO constituents.

This workshop produced a draft document which was further refined through **a series of validation workshops** with representatives of each of the social partners (government, employers' organisations and trade unions). The validation workshops provided an opportunity for each of the partners to grasp and comment on the contents of the draft Tool and suggest ways of improving it. They were instrumental in providing each stakeholder with ample time and opportunity to respond to each section in the Tool, giving opinions as to what could be agreed and what needed more discussion and amendment.

The Tanzania Gender Mainstreaming Tool can be used in three ways:

- As a resource training manual during gender mainstreaming activities or as a reference book in day-to-day work;
- As a technical guide for gender focal points when assessing how the organisation has succeeded in internalising projected changes related to gender equality;
- As a monitoring document for establishing the extent to which planned gender mainstreaming measures have been adapted into organisations within the projected time frame.

Using the Tool to promote the use of sex-disaggregated data

In 2000, the Ministry of Labour, Youth Development and Sports (MLYDS) in Tanzania mainland presented a report entitled *Labour laws for women at work: Review of Tanzania labour and labour-related legislation from a gender perspective*. The report findings and recommendations are being used in the ongoing labour law reviews in Tanzania.

Building on these initiatives, **the Gender Mainstreaming Tool promotes the collection and use of sex-disaggregated data** in planning, implementing, monitoring and evaluating stakeholders' initiatives.

Facilitating the implementation of gender-specific interventions

The Tool promotes gender-specific interventions for women or men as a way of eliminating or reducing existing direct and indirect discrimination in the world of work. **For example**, the implementation of labour acts providing paid maternity leave for women in Tanzania mainland and Zanzibar shows how the Tool has facilitated dialogue between the employers' organisation and the main national trade union, resulting in the implementation of gender-specific measures.

One of the actions suggested in the Tool is to propose ways of assisting the government to achieve the target of 30 per cent women's participation in decision-making public bodies. This recommendation is linked to a provision in the Constitution of the United Republic of Tanzania, which contains an affirmative measure to ensure that women are represented in decision-making bodies that legislate on labour and employment-related matters. The measure reserves 25 per cent and 33 per cent of seats for women in the Parliament and House of Representatives, and in the local councils and *shelias* in Tanzania mainland and Zanzibar respectively.

Strengthening structures with gender expertise

The Tool provides specific guidelines on how social partners can strengthen their structures for implementing gender mainstreaming objectives.

In Tanzania mainland, a government Circular was issued in 2003 instructing all ministries, departments and government agencies, including the MLYDS, to establish gender coordinating desks. The circular makes the following proposals:

Ministry of Labour, Youth, Development and Sports:

Issue formal job descriptions focusing on the coordinating role of the Ministry in the field of gender mainstreaming in labour and employment matters. This would strengthen the existing *de facto* gender coordination mechanisms, which are not established in the Ministry's organisational structure.

Labour Commission of Zanzibar:

Establish gender mainstreaming coordination mechanisms in the Labour Commission of Zanzibar. This would extend the existing provisions related to women, labour and employment in Zanzibar, which are all located in the department responsible for women's issues. Also, the gender mainstreaming strategy has yet to be adopted in Zanzibar.

Employers' organisations:

Establish gender mainstreaming coordination mechanisms in the employers' organisations of Tanzania mainland and Zanzibar. This would help provide affirmative measures and mechanisms for increasing women's participation in decision-making bodies and processes. The Tool also aims to enhance the participation of female members in decision-making structures, meetings, workshops, training and social dialogue in employers' organisations.

Trade unions:

Review the women-specific focus of trade unions in order to include gender mainstreaming objectives. This would reorient the trend of trade unions in Tanzania mainland and Zanzibar to have departments and committees dealing with women-specific issues at all levels rather than mainstreaming gender equality throughout the unions. The Tool is geared towards integrating equal representation and participation into the trade unions' constitutions.

Benefiting from external technical and financial support

Technical and financial resources from the **ILO project *Enhancing the Gender Mainstreaming Capacity of ILO Constituents*** initiated the process of preparing capacity-building tools to be applied in efforts to ensure the implementation of existing gender mainstreaming strategies by ILO constituents in Tanzania.

This support, which also included financing the post of a national gender and labour expert, facilitated the creation of institutional partnerships and enabled constituents to have access to gender-sensitive techniques for incorporating gender considerations into labour issues. In addition to the 2000 report *Laws for women at work*, a more recent ILO report, *Mainstreaming gender towards decent work: A report on the needs assessment of government, employers' and workers' organisations in Tanzania Mainland and Zanzibar*, issued in 2003, identified the Tool as one of the critical needs of the government and the social partners.

Issues relevant to the drafting of the Gender Mainstreaming Tool

- Conceptualisation of labour-related gender issues.
- Cases illustrating trends in the socialisation of gender roles.
- Instruments for gender mainstreaming.
- Gender issues in formal and informal employment.
- Organisational development and gender.
- Gender mainstreaming experiences in trade unions, employers' organisations and government.
- Range of existing tools for gender mainstreaming.
- Priority gender issues for the ILO Decent Work Programme in Tanzania.
- Coordination of gender mainstreaming.

Empowering women through a diversity strategy

This practice shows how an employer promotes gender equality and diversity through business planning and recruitment.

Credit Suisse First Boston (CSFB) is a global investment bank serving institutional, corporate, government and individual clients and operating in 34 countries worldwide. It is a business unit of the Zurich-based Credit Suisse Group, a leading global financial services company. In the UK, the company launched the **Empowering Change for Women** initiative in October 2001 as part of an overall strategy for building organisational culture.

Adopting a plan to advance diversity and business success

A key component of CSFB's diversity programme is the empowerment of women as agents of cultural change. Empowering Change for Women supports CSFB's overall diversity strategy through a business-led programme.

The objective of the initiative is to enhance the career development, retention, advancement and success of the female workforce and at the same time to make a strong business case for diversity. Each division in CSFB has developed its own strategic plan for diversity, with specific initiatives on culture, employee development and recruitment; these plans underpin the global firm-wide corporate strategy on inclusion and diversity.

Using structures with gender expertise

In the UK, **the European Diversity Steering Committee** leads the Empowering Change for Women initiative.

This is a cross-divisional senior team which drives the firm's vision and regularly monitors its progress. Initiatives promoting diversity in different business areas are supported by the allocation of dedicated resources. Specifically for gender, these include career development, talent development and women's networking.

Institutionalising senior management commitment to gender-balanced recruitment and competence development

Early in 2004, CSFB's global Chief Executive Officer (CEO) appointed a managing director and line manager to manage diversity globally. This manager also chairs the Diversity Advisory Board. Through Diversity Advisory Committees, senior management plays a central role in directing and sponsoring events and activities. Management is also accountable for the implementation of such activities and the involvement of staff in them.

Senior management is also closely involved in ensuring that graduate recruitment is gender-balanced. It hosts women-specific events at universities and runs a Diversity Speaker Series which gives potential candidates exposure to different leadership styles in the company. Other activities include women's networking groups and mentoring.

Developing and implementing a communications strategy

A communications programme supports the action programme. This includes regular CEO-led communications addressed to all staff, and an intranet site on diversity. All managing directors, directors and other managers must attend training sessions on the themes 'Dignity at work' and 'Creating one firm through inclusion'. High-profile annual awards also generate organisation-wide recognition for diversity-driven accomplishments.

Conducting gender analysis to assess impact

As part of the annual performance appraisal process, **senior management analyses data on employee profiles and there is feedback on diversity status.** CSFB has experienced a positive shift in its working environment since the Empowering Change for Women initiative was launched.

Advancing gender equality through partnership and voluntary action

CSFB is a member of the Opportunity Now campaign, a business-led campaign which works towards gender equality in the workplace and which is part of a programme implemented by Business in the Community (BITC).²⁶ Through Opportunity Now, CSFB works with other employers to realise the economic potential and business benefits that women represent in the workforce. Opportunity Now advances gender equality at the workplace by campaigning through employers' voluntary action.

²⁶ BITC is a movement of over 700 member companies in the UK working towards continually improving their positive impact on society. See <http://www.bitc.org.uk/index.html>

Promoting gender equality in international workers solidarity

This practice shows how a trade union centre, working with international partners, promotes the rights of working women and men.

The American Federation of Labor – Congress of Industrial Organizations (AFL-CIO) set up the American Center for International Labor Solidarity (ACILS) in 1997.

The AFL-CIO is a national trade union federation that represents over 13 million workers in the United States. ACILS is a non-profit organisation responsible for the AFL-CIO's international trade union assistance programmes. It works with trade unions and community groups worldwide to achieve development and to help men and women workers win and protect their rights.

Assessing the gender dimension in the design and impact of international assistance programmes

In 1999, ACILS launched a gender assessment project to evaluate the design and impact of its international assistance programmes.

Over six months, the Center assessed the gender impacts of its programmes in eight countries selected on the basis of field office presence and length of overall programme presence, taking care to observe a geographic balance. In each country, the gender assessment project focused on two types of programme, one involving women only and the other involving both male and female workers. One of the main findings from the gender assessment was that the Center needed to integrate a specific focus on women's and men's different needs into its programmes if it expected these differences to be reflected in programme outcomes.

Adopting a gender policy

ACILS developed and adopted a gender policy as a result of the gender assessment.

The policy commits the Center to holding frequent staff training on gender equality and to creating a gender assessment committee to enable continuous revision of programme and project design.

Building gender capacity through education and staff participation

With the assistance of a consultant, ACILS held a two-day training workshop at the beginning of its gender assessment project.

The workshop focused on developing staff's understanding of the gender assessment process and relevant terminology. On the second day of the training session, workshop participants also developed a framework survey, which became the standard tool that staff used to collect information during the assessment.

In late 2003 ACILS was developing a gender programming toolkit.

The toolkit forms the basis of a series of gender programme exchange workshops designed to enhance the skills and awareness of all Center staff. In addition, regional training workshops with other trade unions have been held in Europe and Asia, and more are planned.

Collaborating with other labour organisations to promote the rights of male and female workers

ACILS works in collaboration with other national trade unions and women's associations. Through joint action they promote the rights of both female and male workers worldwide.

A good example can be seen in Guatemala, where ACILS worked in partnership with a Danish trade-union-funded project and STITCH, a network of US women that supports women's organising for fair wages and dignity in Central America. Social partners provided assistance to the **Food, Agro-industrial, and Allied Workers Trade Union Federation of Guatemala (FESTRAS)**, which was overseeing a *maquila* (textile/garment factory) organising project. With the help of its social partners, FESTRAS has become the only trade union federation in Guatemala to train its paid organisers.

Fostering international partnerships and advancing women's equality at the workplace

In South and South-east Asia, ACILS is contributing to the empowerment of women who work in export processing zones through a **regional Solidarity Center** programme. In Bangladesh, India, Indonesia, Thailand, Sri Lanka, and the Philippines, ACILS has contributed to raising awareness among women migrant workers about their rights and about labour legislation in host countries.

In partnership with Bangladesh's Independent Garment Workers Union Federation, ACILS has helped 40,000 women garment workers to organise and to know their rights. Through the **Working Women's Education Center**, ACILS and its partners also offer adult literacy courses, health services and loans.

In Guatemala, ACILS is helping in various ways to eliminate sex-based discrimination at work and to build leadership among women workers. In November 2002, for instance, a working group drew up a sexual harassment policy for adoption by **FESTRAS** at its General Assembly, including a strategy and method for teaching FESTRAS shop stewards how to implement and enforce the policy.

Gender equality and diversity in staffing

This practice shows how employers can promote equality of opportunity and treatment among their staff.

J Sainsbury plc is a large food retail company based in the UK and the USA, which also has interests in property and financial services. At the end of 2002 the company had 172,900 employees. By adopting an equality and diversity policy, J Sainsbury plc acknowledges the importance of fair and equal treatment at the workplace. This employer's commitment to gender equality was recently recognised when it moved up from 27th to second place in the 'FTSE Female Index' in a single year from 2001 to 2002.²⁷

Using high-level structures with gender expertise

The company has set up an Equality and Diversity Steering Group, which ensures that corporate equality and diversity goals are achieved.

The steering group is chaired by a board director and has senior-level members from different parts of the company. Its objectives are to raise awareness of gender and diversity issues, make strategic decisions on equality and diversity, and communicate with colleagues on these issues.

Monitoring success with a gender perspective

Progress towards these objectives is measured by a series of quantifiable targets and by feedback from colleagues, in a number of ways.

Through its six-monthly *Talkback* survey, the company asks staff how they feel about working in the company, their opinion of its performance, and their understanding of its business strategy.

The diversity make-up of the workforce at all levels is scrutinised and monitored every year.

All human resources policies are frequently reviewed to make sure they are non-discriminatory and promote diversity, and policies and practices regarding recruitment, promotion, training and career development are monitored to ensure that all staff members have the opportunity to receive training and develop their skills.

²⁷ Information from Cranfield University School of Management, <http://www.som.cranfield.ac.uk/som/research/centres/cdwbl/downloads/FTSEpercent20Femalepercent20Indexpercent202002.pdf>, accessed 28 April 2004. 'FTSE' is a trademark of London Stock Exchange plc and Financial Times Ltd and is used under license by FTSE International Ltd. J Sainsbury plc won the Special Award Female FTSE 100 at the 8th annual Opportunity Now Awards (BITC, www.bitc.org.uk).

Women represented at the top

J Sainsbury plc now has:

- 25 per cent women on its board,
- one female executive director and
- two female non-executive directors.

Reconciling work and life responsibilities: targeting women and men

Through the provision of employment policies that take work–life balance into account, J Sainsbury plc helps female and male employees to balance their paid work and family life.

Sainsbury's Supermarkets in the UK offers a range of policies to enhance the work–life balance, which include: part-time working, flexible contracts (including term-time contracts), job sharing, working from home, extended maternity leave and pay, paternity leave, parental leave, career break schemes of up to five years for childcare, and special leave of up to one year for personal development or caring responsibilities.

Advancing gender equality through partnership and voluntary action

The company is a member of the **Opportunity Now** campaign, which works towards gender equality in the workplace (see above, practice 23).

Sainsbury's Supermarkets has also been a member of **Employers for Work–Life Balance (EfWLB)** since 2000. EfWLB is the initiative of a group of employers who believe that work–life balance in human resources development is an important factor in business ethics. Using a website, EfWLB aims to promote serious public debate about work–life balance and to provide a one-stop resource on this issue for employers, managers, human resources professionals and policy makers, and others.

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Kabeer, Naila, *Gender mainstreaming in poverty eradication and the Millennium Development Goals*. London: Commonwealth Secretariat, 2003

Macdonald, Mandy, Ireen Dubel and Ellen Sprenger, *Gender and organizational development: Bridging the gap between policy and practice*. Amsterdam: KIT Press, 1997. 2nd edn, 1999. Spanish translation, 2000

Moser, Caroline, *Gender planning and development. Theory, practice and training*. London and New York: Routledge, 1993

Useful websites

ILO Gender Equality Tool: www.ilo.org/dyn/gender/gender.home

The website of the Bureau for Gender Equality.

ILO GENPROM: www.ilo.org/public/english/employment/gems/

Programme for promotion of gender equality in the ILO's Employment sector

Gender Coordination Unit of ILO International Training Centre: www.itcilo.it/gender

ILO Website on Women's Entrepreneurship and Gender Equality, part of ILO's IFP/SEED programme: WEDGE:

www.ilo.org/dyn/empent/empent.portal?p_lang=EN&p_prog=S&p_subprog=WE

Siyanda Online Database on Gender and Development: www.siyanda.org

United Nations Development Programme, *Human development reports*, Human development indicators 2003, <http://hdr.undp.org/reports/global/2003/indicator/index.html>

Annex

Questionnaire for identifying 'good practices' on gender mainstreaming

Please use this form when providing information about a government department/ ministry, employers' organisation or a trade union with good practice initiatives. A version of this form is available in Microsoft Word from the Bureau for Gender Equality. If you are filling out this form with the use a computer, to write inside the table, left click inside the box with your mouse and begin typing. Do not worry about the format and the number of pages. Finally, when completing the form, please save it and return via email. Please use separate forms if you wish to provide information on more than one organisation.

If you would like to share documentation (e.g. brochures and other publications, working papers, evaluation reports, speeches, etc.), please send it to the addresses or fax number found at the end of the questionnaire.

| | |
|--------------------------|--|
| Name of the organisation | |
| Date it was established | |
| Country | |

Does the organisation have any 'good practice' initiatives?

| |
|--|
| What has the organisation done to enhance gender equality policy and programming targeted to <i>men</i> and <i>women</i> beneficiaries? |
| |
| How has the organisation increased <i>women's</i> and <i>men's</i> equal representation and participation in representative bodies and agenda-setting processes of the organisation? |
| |
| What has the organisation achieved in promoting a change in gender relations, gender balance, or women's options and opportunities among beneficiaries (i.e. access to employment, control over economic resources, etc.)? |
| |

Objectives

| |
|---|
| What policy objectives does the organisation wish to achieve in terms of enhancing gender equality <i>within</i> and <i>outside</i> the organisation? |
| |
| Are any of these objectives quantifiable and bound within a time frame? |
| |

Strategy

| |
|--|
| Has your organisation adopted a plan of action for putting the above objectives into practice? Please specify if the plan sets out any of the following: policy objectives, targets, activities, budget, designated responsibilities, time frame, etc. |
| |
| What type of mechanisms/structures does your organisation use to implement gender mainstreaming objectives? |
| |
| How are these mechanisms/structures strengthened? |
| |

Strategy continued

| |
|---|
| What types of workshops and tools are used to sensitise, train and enhance the gender mainstreaming capacity of the organisation's staff and beneficiaries? |
| |
| What type of sex-disaggregated data and gender-related research does the organisation gather? |
| |
| How does the organisation use this information/research? |
| |
| What type of gender-specific activities (for women <i>or</i> men) does the organisation implement? |
| |
| What type of activities does the organisation carry out in collaboration with other social partners at the local, national and international level? |
| |

Results

| |
|---|
| What have been the specific changes seen <i>within</i> or <i>outside</i> the organisation as a result of the listed activities and strategy outlined earlier? |
| |
| In your view, has the organisation achieved the objectives listed above? |
| |
| In your view, do the results justify the effort invested and the expenses incurred? |
| |

Lessons Learned

| |
|---|
| What factors have <i>contributed</i> to the successful promotion/implementation of gender equality policy/activities? |
| |
| What factors have <i>hindered</i> the promotion/implementation of gender equality policy/activities? |
| |

General Information

Address (state country):

Telephone:

Email:

Fax:

Website:

Contact Person (name, address, position):

Please send any additional information to:

Bureau for Gender Equality (GENDER)
International Labour Office
4, route des Morillons
CH-1211 Geneva 22
Switzerland

Fax: +41.22.799.6388

Email: g5gender@ilo.org and messell@ilo.org