

Quick Facts

► High-level evaluation on the ILO's gender equality and mainstreaming efforts, 2016–21

► October 2021

► About the evaluation



The evaluation analyses the achievements and outcomes of the ILO's gender equality and mainstreaming (GEM) efforts at programme and institutional levels from 2016–21. It also reviews the progress made and gaps in achieving the ILO Action Plans for Gender Equality (APGEs) of 2016–17 and 2018–21.

The evaluation responds to a Governing Body request for an evaluation of the APGEs to inform a new APGE.

The Governing Body also requested a specific focus on the positioning of an enhanced gender-responsive ILO in the UN system.

The evaluation focuses on the strategies, approaches, outcomes, achievements, gaps and lessons learned related to GEM, with summative and formative aims.

The scope of the evaluation covers external programme results (policy outcomes), internal institutional changes, and how they complement one another.

A reconstructed theory of change was developed. The below figure summarizes the key programmatic and institutional component of GEM to inform the evaluation.

► Evaluation methodology

The evaluation used a mixed-methods approach to ensure the validity and reliability of the findings. Data was collected through:



Comprehensive document review



Online surveys administered to constituents (150 respondents) and ILO staff (448 respondents), including sub-groups of global technical staff and the ILO Gender Network



Remote interviews with 90 stakeholders due to the COVID-19 pandemic - a current operating reality and given the global, strategic and institutional focus of the evaluation with less implication on data collection.



Six case studies on programmatic outcomes (global and country levels) and institutional outcomes (department and partnership levels)

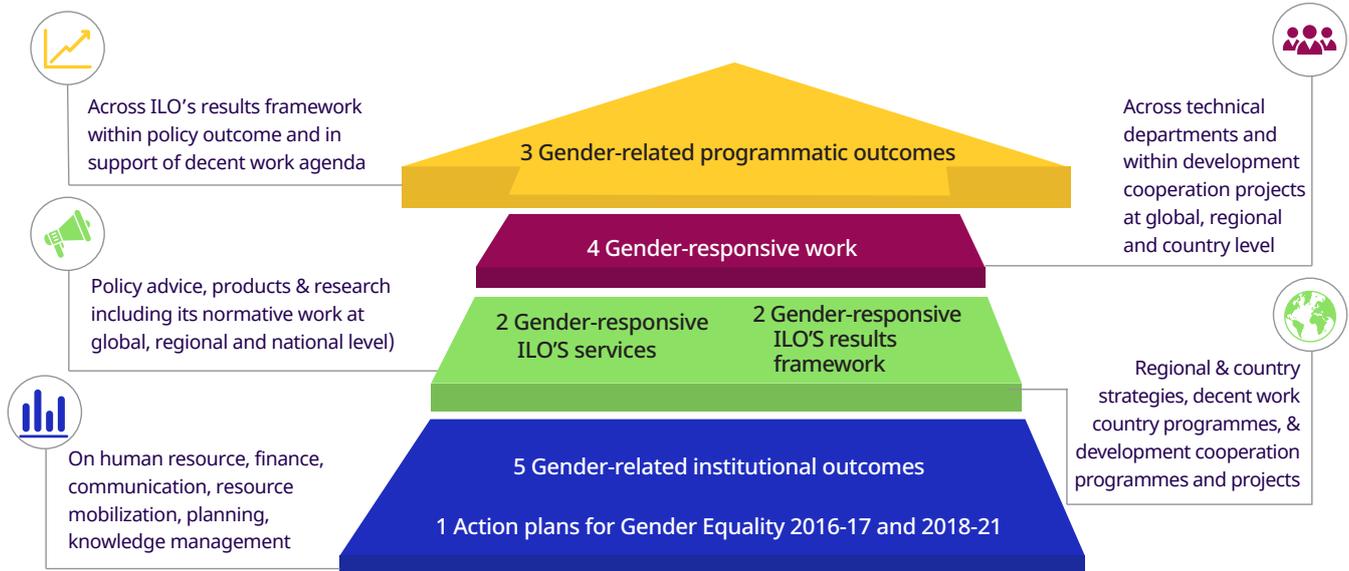


Synthesis review of 38 related project evaluations



Detailed analysis on the achievements of ILO's Action Plans on Gender Equality, [follow-up to recommendations](#) of previous evaluation of Action Plans, gender in ILO's policy documents; and gender responsive results in ILO results framework

► Components of ILO gender equality and mainstreaming



KEY FINDINGS

1 Relevance

Programme and institutions

ILO's gender equality and mainstreaming policy, action plans, policy outcomes, country programmes and development cooperation projects are clearly relevant to the Organization's social justice mandate and standard-setting agenda. They are also relevant to the needs and demands of constituents, as reflected in the gender-transformative interventions that aim to deliver structural and institutional changes needed in the world of work.

2 Coherence

There is a high level of coherence between the ILO strategic plans and its efforts in relation to gender equality. For instance, the ILO's Women at Work Centenary Initiative is aligned with the ILO's Decent Work Agenda, the Sustainable Development Goals and with the second United Nations System-Wide Action Plan (UN-SWAP 2.0).

3 Effectiveness

Programme level

The mixed progress and results on gender equality in programmes and budgets, APGEs and partnerships during the period reflect the complexity of achieving programmatic change on gender-responsive outcomes with ILO's performance on UN-SWAP 2.0, showing uneven achievements.

Institutional level

ILO has improved its framework to support institutional gender equality and mainstreaming efforts in key processes, but more can be done. For instance, just over 50 percent of targets in ILO's Action Plan were met or exceeded.

4 Efficiency

Programme level

Increased mobilization of resources to promote and realize gender equality in the world of work without an increase in staff capacity has demonstrated efficient delivery of inclusive gender-responsive activities.

Institutional level

The ILO's institutional capacity development on GEM is uneven across the ILO's operations, both for constituents and for staff. GEM efforts can access greater resources by creating more opportunities and tapping into the ILO's staff commitment and interest in GEM, such as by applying network and team-based collaboration.

5 Likelihood of impact and sustainability

Programme level

The ILO's programmatic work on gender is generating some impact, but it is not always visible, clearly monitored or communicated. It lacks a clearer overall strategy, along with a specific value proposition, strategies, targets and tools that would optimize impact and the ILO's position on gender, including within UN system and through partnerships.

Institutional level

The ILO has built institutional GEM capacity to oversee a wide range of gender-related actions with impact and successes, but impact on the institution is constrained by challenges in sustained and mainstreamed gender-responsive capacity development and sustainability not explicit in gender action planning and strategies.

Key recommendations to formulate a new Action Plan on Gender Equality

Programme level

- Develop an ILO GEM value proposition to facilitate the ILO's strategic positioning, visibility and impact of its programmatic outcomes.
- Develop a dedicated and comprehensive support programme for gender-responsive programmatic work to support constituents and enhance their capacity to achieve gender equality in the world of work.
- Strengthen the ILO's framework for partnering on gender equality.

Programme and institutional level

- Develop a more systemic, programme-based approach and delivery system for GEM-related capacity development and training within the ILO.

Institutional level

- Develop a medium-term strategy to mainstream gender equality in the ILO to strengthen anchoring of, and support for, the APGE in the ILO's institutional processes, including a clear strategy-setting process to structure and guide APGE development.
- Further develop GEM support processes and tools to mainstream gender equality within the ILO.

QUOTES

► Voices from constituents

"More could be done at country level to target support for gender equality and women's empowerment."

"The nature of most of the programming appears to be most relevant for countries without gender equality, less relevant to countries with institutions but (who) need support in enhancing (rather than establishing) gender equality."

► Voices from ILO staff

"The ILO Action Plans and other institutional policies and procedures served to raise awareness and improve gender mainstreaming practices but have not resulted in a generalised cultural shift."