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Mid-term report on the implementation of the ILO Action Plan for Gender Equality 2018–21

Purpose of the document

This document sets out the action taken based on the three-point decision adopted in March 2018 by the 332nd Session of the Governing Body concerning the ILO Action Plan for Gender Equality 2018–21. It recounts how the Action Plan was finalized and implemented, summarizes the results of monitoring at mid-point of implementation, and provides details about the Governing Body's request that the Director-General take into consideration its guidance in pursuing the ILO's mandate to promote gender equality in implementing the ILO Strategic Plan 2018–21 and the two corresponding programme and budgets, and in facilitating extrabudgetary resources.

Guidance is sought at this stocktaking milestone on implementing the 2020–21 phase of the Action Plan, and the proposed approach of the subsequent Action Plan, taking into account the United Nations reform (see the draft decision in paragraph 27).

Note: The consideration of this item was deferred from the 338th Session (March 2020) of the Governing Body. The content of the document is the same as [GB.338/INS/7](#).

Relevant strategic objective: All.

Main relevant outcome: Outcome 6: Gender equality and equal opportunities and treatment for all in the world of work.

Policy implications: None.

Legal implications: None.

Financial implications: None.

Follow-up action required: See the draft decision.

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

Related documents: GB.332/INS/6; GB.332/INS/PV.

▶ Introduction

1. The Office-coordinated action plans for gender equality, which operationalize the ILO Policy on Gender Equality and Mainstreaming,¹ are results-based tools supporting gender-transformative delivery of decent work to all women and men. This document fulfils part of the monitoring and reporting procedures² for the ILO Action Plan for Gender Equality 2018–21 (Action Plan 2018–21), for which the approach and outline, contained in document [GB.332/INS/6](#) presented to the Governing Body in March 2018, were approved with a [three-point decision](#).
2. First, the Governing Body requested the Director-General to finalize and implement the Action Plan 2018–21 in light of the Governing Body's guidance and lessons learned, the [United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women \(UN-SWAP\)](#) and the [UN System-wide Strategy on Gender Parity](#). Second, it instructed the Office to conduct monitoring that coincided with the UN-SWAP reporting period, while separately reporting to the Governing Body at the mid-point of implementation – for which this document fulfils that reporting requirement. Third, the Director-General was requested to consider the Governing Body's guidance in pursuing the ILO's mandate to promote gender equality in the implementation of the ILO Strategic Plan 2018–21 and corresponding programmes and budgets, and in facilitating extrabudgetary resources.

▶ Finalization and implementation of the Action Plan 2018–21

3. The Governing Body provided guidance, which has been reflected in the Action Plan 2018–21 in the following areas.
4. Staff capacity-building in gender-responsive development cooperation, especially the “how to” of gender analysis based on sex-disaggregated data. The Action Plan 2018–21 features a checklist on gender-responsive analysis, which was also the focus of training sessions, including good practices in planning, strategies, implementation and monitoring. Examples of training provided by the Office were to a field office, a department, a development cooperation programme, a global technical team and newly hired staff, in addition to similar training conducted by regional gender specialists. Also, indicators on the gender-responsive capacity-building for constituents at the International Training Centre of the ILO (Turin Centre), were reintroduced into the Action Plan 2018–21.
5. Women's equal representation in decision-making. An indicator was introduced into the Action Plan 2018–21 on gender parity in delegations to ILO regional meetings, in addition to the one concerning the International Labour Conference. In a [related Governing Body decision](#), also in March 2018, the Office was requested to continue hosting workshops for all groups, including the social partners, who needed assistance in reaching gender parity.

¹ ILO: *ILO Action Plan for Gender Equality 2018–21*, Geneva, 2018, Appendix II.

² *ILO Action Plan 2018–21*, section 6.

- For this reason, another indicator was introduced for relevant capacity-building, and consultations to identify the most appropriate custodians and the most effective entry points are ongoing. Technical work on women's representation on boards and in secretariats included: support to the National Confederation of Entrepreneurs (Employers) Organizations of the Republic of Azerbaijan; a global research project on closing the gender pay gap, which included addressing women's representation in relevant decision-making; and development of a training course on young women's leadership as a key to empowering trade unions.
6. Gender parity among ILO staff in decision-making posts (P5 and above). Specific indicators were introduced: targets to be set for all supervisors in their performance appraisal reports on respective staff gender balance; one-page scorecards of sex-disaggregated professional positions in departments and regions to be on the agenda of at least two Deputy Directors-General meetings with respective directors of departments and regional offices; and interviewing ILO staff leaving the Organization about organizational culture for gender-responsive insights into recruitment, retention and staff experience (exit interviews).
 7. Managerial awareness and accountability. A new results area on leadership was introduced into the Action Plan 2018–21; this area is also now part of the UN-SWAP. The new indicators introduced include unconscious bias training sessions for senior managers and regularly featuring gender equality on senior managers' team meeting agendas.
 8. More coordinated action and joint ownership by custodians. To heighten the relevance and effectiveness of the Action Plan 2018–21, the identification of custodians is more inclusive and accurate. This also aims to improve attribution, increase transparency and render more visible good practices of regional offices, headquarters' departments, outcome coordinating teams and the Governing Body and constituents.
 9. More outreach to custodians, as per the communication strategy for the Action Plan 2018–21. In addition to web-based outreach, new initiatives included a strong message from the Director-General transmitting copies of the Action Plan 2018–21, including to directors of regional offices and field offices, departments and gender focal points, and briefings and other events for staff. The Action Plan 2018–21 was also featured and disseminated during training courses, including academies on gender equality, as well as on fundamental principles and rights at work, at the Turin Centre. During a learning forum with department gender coordinators and regional gender specialists, one day was devoted to discussing ways to improve delivery of the Action Plan 2018–21, with directors of key custodian departments invited. Good practices and innovations were also shared with UN system members at events, including global UN-SWAP meetings, and with the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women).
 10. The Action Plan 2018–21 more clearly articulates the overall context within which it is being implemented. As evidenced in recent ILO research, including the culmination report of the Women at Work Initiative, *A Quantum Leap for Gender Equality: For a Better Future of Work for All*, progress on gender equality and women's empowerment in the world of work has been very slow globally, and has stalled or even eroded in a number of areas. New results areas and indicators were introduced in the Action Plan 2018–21, such as the percentage of ILO policy outcomes that contribute to the achievement of the targets of Sustainable Development Goal (SDG) 5 on achieving gender equality and empowering all women and girls. The new result areas and indicators aim to reveal good practices in ILO policy outcomes that contribute to SDG 5 targets, as well as the percentage of policy outcomes that include sex disaggregation and/or gender equality and support constituents in realizing their relevant national and international commitments.

11. Lessons learned. These were drawn through, among other means, surveys of gender specialists and independent evaluations, including the [most recent evaluation of the Action Plan](#), which incorporated some interviews with constituents. These lessons have been built into the Action Plan 2018–21. For example, an indicator on gender-responsive development cooperation was revised to more closely align with the Programme and Budget for 2018–19 cross-cutting policy driver on gender equality and non-discrimination, which was subsequently embedded across the Programme and Budget for 2020–21 policy outcomes. Another lesson learned was that to achieve progress on gender equality, changing attitudes, building capacity and ensuring adequate human and financial resources were critical components of the Action Plan.
12. The UN System-wide Strategy on Gender Parity, which considers parity to be a 47 per cent to 53 per cent representation of women or men. The Office has addressed gender in its [Human Resources Strategy](#) and [action plan on diversity](#). The ILO's Policy on Gender Equality and Mainstreaming identifies gender parity, including in senior posts, as one of three priority areas. The Action Plan 2018–21 considers gender parity to be 45 per cent to 55 per cent and contains some ILO-unique staffing-related indicators such as the extent to which management and leadership training materials are gender responsive, and the share of women in such training. In September 2019, a scan of the Office's human resources reports to the Governing Body over a ten-year period showed that women's overall share of regular budget professional positions had increased from 41 per cent to 47 per cent. Major progress was made up to the P4 level. However, the situation at the higher grades has deteriorated since 2010. Although there was some progress at the P5 level during 2008–12, this has stalled and since 2008 the gender gap for directors (D1 and D2) had increased. One factor has been the increase in the age of retirement, reducing the number of vacancies at this level.
13. In a September 2019 letter from the Under Secretary-General and Executive Director of UN Women to the Director-General, the ILO was commended on progress made, including for exceeding the target on gender-responsive Decent Work Country Programmes (DWCPs), developing additional leadership and accountability indicators and transparency when reporting to the Governing Body. The ILO was encouraged to focus attention on indicators for which results were low and concerning women's equal representation, including at the International Labour Conference and regional meetings.

► Monitoring results at the mid-point of the Action Plan 2018–21 implementation

14. Monitoring findings for the Action Plan 2018–19 are grouped below for ease of reference under the six broad UN-SWAP categories of its 17 elements and corresponding indicators, all of which are aligned with the [UN-SWAP technical notes version 2.0](#), for which a draft was available during Office consultations with custodians (see appendix for full indicators and targets).
15. As instructed, monitoring now coincides with that of the UN-SWAP; this meant recalibrating the Office monitoring period and modalities to fit those of UN-SWAP online reporting, while ensuring timely and separate reporting to the Governing Body.
16. The monitoring exercise for the Action Plan 2018–19 showed that, across all categories and all 57 targets, 50 per cent (or 29 of a total of 57) of targets had been met or exceeded, 42 per cent (or 24) had not been met, and statistics had not been available for 7 per cent

(or four targets). This compares with monitoring in 2016–17, when targets for 62 per cent (20 of a total of 32 targets across all categories) had been met or exceeded, 28 per cent (nine) had not been met, and statistics had not been available for 9 per cent (three). In the charts below, where target statistics were not available from the custodian, these were categorized as unmet.

► **Figure 1. Results-based management**

1. Gender-related SDG results
2. Reporting on gender-related results
3. Programmatic results on gender equality



► **Figure 2. Oversight**

4. Evaluation
5. Gender-responsive auditing



► **Figure 3. Accountability**

6. Policy and plan
7. Leadership
8. Gender-responsive performance management

► **Figure 4. Human and financial resources**

9. Financial resource tracking
10. Financial resource allocation
11. Gender architecture
12. Equal representation of women
13. Organizational culture



► **Figure 5. Capacity**
 14. Capacity assessment
 15. Capacity development



► **Figure 6. Knowledge, communication and coherence**
 16. Knowledge and communication
 17. Coherence



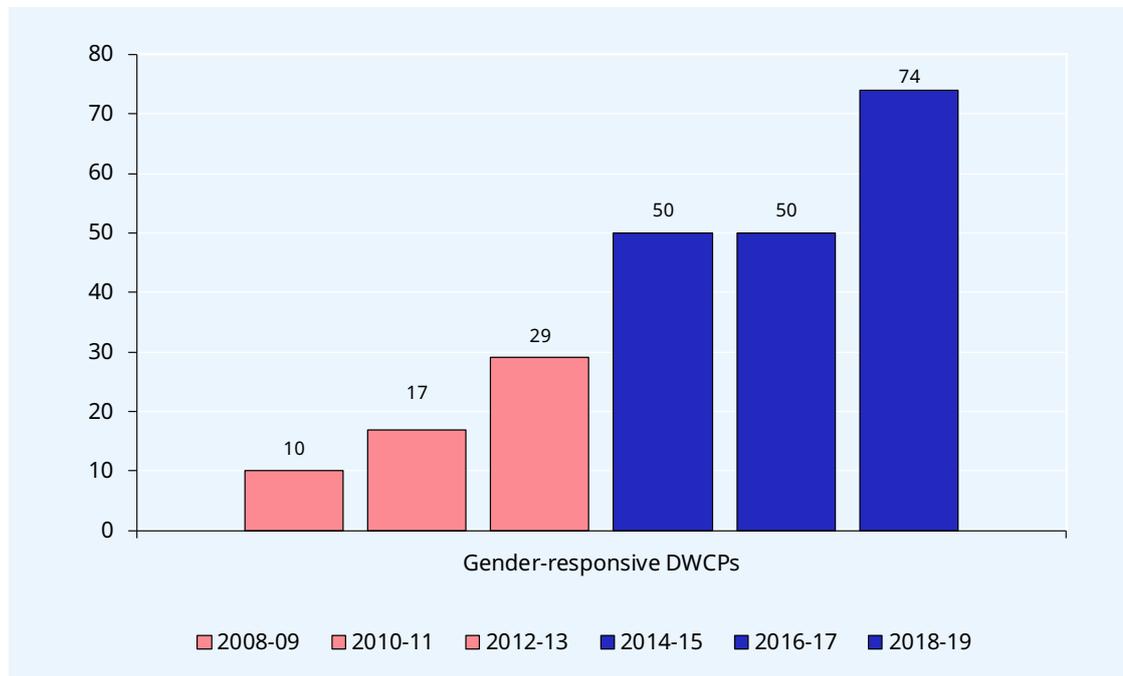
17. Measurable, sustained progress compared to past action plans includes: gender-responsive DWCPs, which in 2008–09 was the case for only an estimated 10 per cent, while in 2018–19 almost 75 per cent were gender responsive (see chart below); evaluations, for which at end-2009 no targets had been met, while three had been met by end-2019; percentage of ILO professional posts (P1 to P4) held by women, which rose from 42 per cent at end-2009 to 55 per cent by end-2019; and percentage of job description vacancies referring to gender-related skills or duties, which rose from 30 per cent at end-2009 to 60 per cent by end-2019.



18. In order to support the constituents when producing DWCPs, since 2008 draft guidelines have been reviewed with a gender specialist before finalization. Collaboration in decent work country teams included most regional gender specialists, and the quality assurance draft review mechanism included Office-based gender specialists. Comments and suggestions were shared in a transparent and constructive manner, which was reinforced by some regional office directors and respective field office directors, many of whom also

supported gender-responsive capacity-building and technical support and services for constituents. An example of such good practices was Africa.

► **Figure 7. DWCPs in which at least 35 per cent of indicators disaggregate by sex or are gender inclusive**



19. Analysis of progress on indicators over time reveals multiple and mutually reinforcing factors. These have also been highlighted in independent evaluations of past action plans and include: sustained and consultative collaboration between and among units and offices concerned; adequate human and financial resources for intensive and collaborative engagement; and formal yet pragmatic systems that encourage gender-responsive work – and likewise other such systems that discourage work ignoring gender equality.
20. Persistent stagnation or worsening gaps include, as indicated above, the percentage of senior staff (P5 and above) who are women, which was 34 per cent at end-2009 and still hovered at only 38 per cent by end-2019; the average share of women delegates and advisers at the International Labour Conference in June 2009 was 25.7 per cent accredited with the same percentage registered, while in June 2019 this was 35 per cent accredited and 35.9 per cent registered; the share of women delegates and advisers accredited in regional meetings in 2009 was 34 per cent accredited, while in 2019 this was 27 per cent accredited (statistics for those registered in 2009 are not readily available). Although gender-responsive development cooperation was 28 per cent at end-2009 and 39 per cent by end-2019, it is difficult to compare these, as the measurement methodology was revised to align with the corresponding Programme and Budget for 2008–09 common principle of action for gender equality, and again with the Programme and Budget for 2018–19 cross-cutting policy driver on gender equality and non-discrimination.
21. Analysis of unmet targets over time also reveals recurring multiple factors, including: irregular, ad hoc or informal collaboration, often relying on individual initiative; deficient human and financial resources; and ineffective or inadequate mechanisms that fail to promote learning-based and gender-responsive work. Disincentives, and especially control mechanisms for work that is not gender-responsive – thereby perpetuating and reinforcing gender inequality and even exacerbating women’s unequal opportunities and

- treatment in the world of work – are still weak or missing. Such mitigating measures – along with corresponding incentives for gender-responsive work – are needed as firewalls to prevent implementation of initiatives that undermine constituents’ investments and efforts to achieve decent work for both women and men. An example of such a control mechanism would be to withhold approval, during the project and programme proposal process, of a draft until it clearly meets existing gender-responsive criteria. These include analysis based on sex-disaggregated data of the gender division of paid and unpaid work, women’s and men’s access to and control over resources and benefits, their practical and strategic needs, and gender-related constraints and opportunities for constituents.
22. A critical element – highlighted consistently by independent evaluations of the action plans – is management support and engagement, the lack of which has previously been identified as a bottleneck for progress. As the most recent evaluation stressed, high-level leadership on gender equality is required. In order to address gaps and meet targets, during the last quarter of 2019 the Senior Management Team discussed Action Plan 2018–21 indicators and identified possible accelerating actions where progress had not been made. Other initiatives included revising key gender mainstreaming tools such as the ILO guidance *Integrating gender equality in monitoring and evaluation of projects* and the Appraisal Checklist – Development Cooperation Proposals.
 23. The most recent independent evaluation of ILO action plans for gender equality, conducted in 2016, including holding interviews with some constituents, stressed that action plans were only one component for gauging progress on gender equality. The evaluation results, discussed in March 2016 during the 326th Session of the Governing Body, stated that action plans must be accompanied by other initiatives to change attitudes, build capacity and ensure adequate human and financial resources. A number of these initiatives have since taken place.
 24. In the regions, efforts included training, knowledge building and sharing insights about lessons on what works and why. The latter was the focus of a review by the Asia and Pacific Regional Office on gender mainstreaming in DWCPs and development cooperation, and in South Asia several development cooperation programmes developed and implemented gender mainstreaming strategies and action plans, including conducting participatory gender audits. In Africa, a series of training sessions across several countries were conducted for field office staff and constituents together on the “how to” of gender-responsive DWCPs or gender-responsive development cooperation. In the Americas, the Costa Rican Ministry of Labour and Social Security partnered with the National Institute for Women to improve labour inspectors’ capacity to ensure compliance with gender equality legislation, and in Mexico the Social Security Institute established a programme for domestic workers’ health, pension and other benefits. In the Arab States, the Jordanian Government and employers’ and workers’ organizations were supported in establishing gender-responsive collective bargaining agreements in the garment and private education sectors. The Palestinian General Federation of Trade Unions increased its gender mainstreaming capacity and raised female workers’ awareness about their rights; approximately 1,000 women joined as members. In Europe, an example of integrated technical interventions on gender equality included the Ukrainian Ministry of Social Policy’s participatory gender audit, as part of comprehensive assistance on wages covering wage arrears, minimum wages and equal pay.

▶ Pursuance of the ILO Strategic Plan 2018–21 and corresponding programmes and budgets and extrabudgetary resources

25. The Director-General took into consideration the Governing Body's guidance in pursuing the Organization's mandate to promote gender equality in implementing the ILO Strategic Plan 2018–21 and the two corresponding programme and budgets, and in facilitating extrabudgetary resources.
26. In the Programme and Budget for 2018–19, gender equality and non-discrimination were one among four cross-cutting policy drivers. During that biennium and development of the Programme and Budget for 2020–21, gender equality continued to be the focus of the Women at Work Initiative, which provided new research and data and set out a framework for a transformative agenda for gender equality. The [ILO Centenary Declaration for the Future of Work](#) calls for developing a human-centred approach to the future of work and, in this context, highlights the importance of achieving gender equality at work through a transformative agenda. The Programme and Budget for 2020–21, which supports the operationalization of the Centenary Declaration, has devoted policy outcome 6 to achieving gender equality and equal opportunities and treatment for all in the world of work. The outcome comprises four outputs addressing the following: the care economy and a more balanced sharing of family responsibilities; equal opportunities, participation and treatment between women and men, including equal remuneration for work of equal value; violence and harassment; and equal opportunities and treatment for persons with disabilities and other persons in vulnerable situations. In accordance with the ILO Strategic Plan 2018–21, the Programme and Budget for 2020–21 embeds the former cross-cutting policy driver on gender equality and non-discrimination across all the policy outcomes.

▶ Draft decision

27. **The Governing Body, by correspondence, requested the Director-General to:**
 - (a) **redouble efforts to implement the 2020–21 phase of the ILO Action Plan for Gender Equality 2018–21 and improve results, taking into account the Governing Body's guidance and lessons learned;**
 - (b) **identify concrete measures and steps to accelerate action in specific indicators, including on leadership and staffing to improve results with a view to achieving gender equality at the ILO, and provide these for information to the Governing Body as soon as possible; and**
 - (c) **report to the Governing Body on the results of an evaluation of the Action Plan 2018–21, along with the proposed approach of the subsequent Action Plan, in early 2022 with a view to a heightened strategic positioning of the ILO in the United Nations reform.**

▶ Appendix

Targets met, exceeded or unmet under each of the six UN-SWAP categories

Results-based management (figure 1)

1. The following targets were met or exceeded:
 - 50 per cent of ILO programme and budget policy outcomes contribute to SDG 5 targets (monitoring result: 50 per cent);
 - 30 per cent of ILO programme and budget policy outcomes include sex disaggregation and/or gender equality (monitoring result: 57 per cent);
 - 100 per cent of policy outcomes reported in the programme implementation report with gender-specific results (monitoring result: 100 per cent);
 - one report received by the Governing Body on mid-term Action Plan implementation results (monitoring result: one);
 - 55 per cent of DWCPs contain indicators of which at least 35 per cent disaggregate by sex and/or are gender-inclusive (monitoring result: 74 per cent);
 - 75 per cent of a representative sample of project and programme proposals with improved gender-mainstreamed strategy and results framework, after an appraisal (monitoring result: 21 per cent – expected to drop as compliance with appraisal checklist increases);
 - 25 per cent of Africa region project and programme proposals meet the cross-cutting policy driver on gender equality and non-discrimination (adapted) marker 2A or 2B (monitoring result: 33 per cent).
2. The following targets were not met:
 - 35 per cent of global (headquarters-managed) project and programme proposals meet the cross-cutting policy driver on gender equality and non-discrimination (adapted) marker 2A or 2B (monitoring result: 14 per cent);
 - 16 per cent of the Americas and the Caribbean project and programme proposals meet the cross-cutting policy driver on gender equality and non-discrimination (adapted) marker 2A or 2B (monitoring result: 10 per cent);
 - 11 per cent of Arab States' project and programme proposals meet the cross-cutting policy driver on gender equality and non-discrimination (adapted) marker 2A or 2B (monitoring result: 8 per cent);
 - 33 per cent of Asia and Pacific project and programme proposals meet the cross-cutting policy driver on gender equality and non-discrimination (adapted) marker 2A or 2B (monitoring result: 28 per cent);
 - 11 per cent of Europe and Central Asia project and programme proposals meet the cross-cutting policy driver on gender equality and non-discrimination (adapted) marker 2A or 2B (monitoring result: 6 per cent).

Oversight (figure 2)

3. Targets met or exceeded:
 - four initiatives integrated gender into the Evaluation Office's networks (monitoring result: eight);
 - 60 per cent of sampled evaluations integrated findings, and conclusions and recommendations reflected a gender analysis (monitoring result: 61 per cent);
 - one evaluation every five to eight years on organizational performance on gender mainstreaming (monitoring result: carried out in 2016).
4. Targets not met:
 - 50 per cent of sampled evaluations whose scope of analysis, and criteria and questions, integrated gender equality (monitoring result: 42 per cent);
 - 25 per cent of sampled evaluations integrated gender-responsive methodology, methods, tools and data analysis techniques (monitoring result: 19 per cent);
 - 70 per cent of audited field office reports identifying gender-related risks and mitigating action taken (monitoring result: 25 per cent);
 - audit designed on internal sexual harassment control and response procedures (monitoring result: not designed).

Accountability (figure 3)

5. Targets met or exceeded:
 - 50 per cent of ILO professional positions (P1 to P4 on regular budget contracts) held by women (monitoring result: 55 per cent);
 - one unconscious bias session held by the Senior Management Team (monitoring result: one);
 - 10 per cent of the Senior Management Team's agendas featured gender equality (monitoring result: 37 per cent);
 - 100 per cent of ILO job description vacancies refer to gender sensitivity (monitoring result: 100 per cent).
6. Targets not met:
 - 40 per cent of ILO senior staff (P5 and above on regular budget contracts) held by women (monitoring result: 38 per cent);
 - 40 per cent of departments, offices and other units that are custodians of at least three Action Plan indicators for which the director or chief's performance-management outputs included achieving their respective targets (monitoring result: 16 per cent);
 - two meetings held with directors, chiefs and other unit heads to discuss achieving their respective targets (monitoring result: not achieved across the three portfolios);
 - 68 per cent of ILO job description vacancies refer to gender-related skills or duties (monitoring result: 59 per cent);

- one-page scorecards of up-to-date sex-disaggregated statistics on the agenda of at least two deputy directors' general meetings with department and regional office directors (monitoring result: not achieved across the three portfolios);
- up-to-date sex-disaggregated statistics shared with department and regional office directors prior to beginning-of-cycle performance discussions (monitoring result: not shared).

Human and financial resources (figure 4)

7. Targets met or exceeded:

- statistics available based on a tool measuring professional staff time attributed to the cross-cutting policy driver on gender equality and non-discrimination (monitoring result: available);
- 68 per cent of total resources indicated as required to promote gender equality and non-discrimination (monetary sum of all country programmes that scored as gender-marker 2A or 2B) (monitoring result: 76 per cent);
- 100 per cent headquarters and field offices with a minimum size have a gender focal point (monitoring result: 100 per cent);
- 50 per cent of focal points and department gender coordinators are professional level 4 and above (monitoring result: 54 per cent);
- 60 per cent of women participants in ILO management and leadership development workshops (monitoring result: 60 per cent);
- ten-hour e-learning programme required by internal governance for new ILO staff incorporates ethics component (monitoring result: incorporated);
- five facilitative initiatives piloted to build and strengthen diversity and foster inclusion (monitoring result: five).

8. Targets not met:

- 40 per cent of country programme outcomes scored as meeting the cross-cutting policy driver on gender equality and non-discrimination marker 2A or 2B (monitoring result: 29 per cent);
- at least 45 per cent women delegates and advisers accredited and registered in the International Labour Conference (monitoring result: 35 per cent accredited and 35.9 per cent registered);
- at least 45 per cent women delegates and advisers accredited and registered in regional meetings (monitoring result: 27.1 per cent accredited and 28.3 per cent registered);
- two capacity-building events for the ILO social partners on achieving gender parity in delegations in the International Labour Conference and regional meetings (monitoring result: not held);
- design and pilot interview with minimum of ten exiting staff on organizational culture for insights about gender-responsive recruitment, retention and staff experience, then refine interview methodology (monitoring result: five exiting staff interviewed and methodology refined);

- one ILO–Zero Sexual Harassment campaign materials accessible from the ILO public home page (monitoring result: not accessible);
- 85 per cent of ILO managers receiving upward feedback about whom staff stated they created an environment valuing diversity (monitoring result: 83 per cent).

Capacity (figure 5)

9. Targets met or exceeded:
 - staff gender mainstreaming-related capacity assessment scan conducted and analysed (monitoring result: yes);
 - 45 per cent of the sections of management and leadership development workshop materials incorporated gender (monitoring result: 51 per cent);
 - two-day gender-related training for field-based gender specialists and focal points of key units (monitoring result: held).
10. Targets not met or information not available:
 - 45 per cent of females among participants in Turin Centre training courses (monitoring result: not available);
 - 50 per cent of females among ILO staff participants in Turin Centre training courses (monitoring result: not available);
 - 50 per cent of males among ILO staff participants in Turin Centre gender-specific training courses (monitoring result: not available);
 - 44 per cent of females among constituents in Turin Centre training courses (monitoring result: not available).

Knowledge, communication and coherence (figure 6)

11. Targets met or exceeded:
 - 95 per cent of Research Department's terms of reference and outlines of key ILO flagship reports – *World Employment and Social Outlook and World Employment and Social Outlook: Trends* – integrated sex-disaggregated data and analysis (monitoring result: 100 per cent);
 - 75 per cent of Department of Communication and Public Information's plan and guides included gender-related references (monitoring result: 86 per cent);
 - Department of Communication and Public Information training or other support for ILO staff and/or constituents on gender equality and women's empowerment (monitoring result: 11 gender-mainstreamed training sessions);
 - 75 per cent of inter-agency coordination mechanisms on gender equality and women's empowerment were contributed to or attended by ILO staff (monitoring result: 75 per cent);
 - 45 per cent of Research Department events featured women as speakers (monitoring result: 48 per cent).

12. Targets not met:

- 55 per cent of Research Department events-related studies substantively addressed a gender dimension (monitoring result: 26 per cent);
- 45 per cent of Research Department events featured women as authors of relevant studies (monitoring result: 44 per cent).