

► Independent evaluation of ILO's Gender Equality and Mainstreaming efforts 2016-2021

3 March 2022, 15:00 to 16:30 CET (Zoom)



► Evaluation team

- **An independent team, selected through a competitive process**
 - Seán Burke, team leader
 - Bernardita Cardenas, senior gender and evaluation expert
 - Jacqueline Massiah, evaluation team member
 - Céline Calvé, evaluation team member
 - Ariane Agnes Corradi (analytical support)
 - Peter E. Wichmand (EVAL task manager/ team member)

► Agenda

1. Introduction to the event and the high-level evaluation

Evaluation Office(EVAL) (5 mins)

2. Presentation of evaluation

Key findings, recommendations, conclusion, summary of the GB discussions – *by the evaluation team (20 mins)*

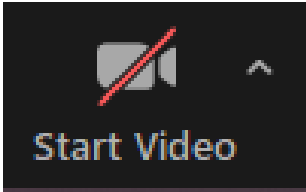
3. Discussion and Q+A

EVAL, the evaluation team and DDG-P/WORKQUALITY/GEDI (25 mins)

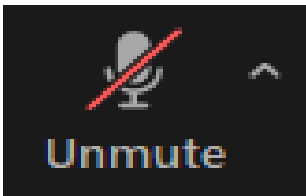
4. Follow-up to recommendations with a focus on the way forward & closing

DDG-P/WORKQUALITY/GEDI and EVAL (10 min)

Ground rules



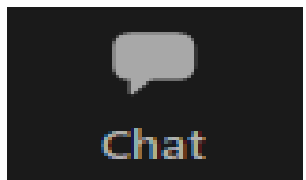
Please stop your video, unless you intervene



Please mute your audio, unless you intervene



If you want to intervene, raise your virtual hand



Share your views through the chat!

For technical problems
contact:

- Janette Murawski at murawski@ilo.org
- Patricia Vidal at vidalhurtado@ilo.org

► What are high-level evaluations?

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- Governance level evaluations aim to **generate insights** into organizational performance in the context of RBM.
- Topic selection: EVAL's 3-year rolling plan, based on rotational principles or a specific GB demand.
- Purpose: contribute to **organizational learning, decision-making and accountability**.
- HLEs are in addition to the many project evaluations we manage each year.

► High-level evaluations (HLEs)

- Follow **standard approaches and processes** (EVAL Protocol 1: Strategy and Policy Evaluations and Protocol 2: DWCP Evaluations)
- **Methodological approach:**
 - Summative and formative
 - Evidence-based and triangulated
 - Identifies good practices and lessons
- **HLEs as institutional evaluations present specific challenges**

► **Background, objectives and scope of the evaluation**

Background

- **ILO APGE reported on to GB** - and APGE 2010-15 evaluated in 2016.
- GB requested a report in March 2022 on **the evaluation of the current APGE 2018-21** - to inform the subsequent APGE for 2022-25 - with a **specific focus on the positioning of an enhanced gender-responsive ILO in the UN system** - also to cover the Action Plan 2016-17
- Topic in the ILO's EVAL rolling work plan - input from prior consultations - endorsed by the GB with reconfirmation in the Annual Evaluation Report 2019-2020
- Topic not evaluated before as a **comprehensive institutional effort** - requirement of **SWAP2 corporate evaluation of gender equality**.
- One of the first evaluations focusing on a **cross cutting policy driver**, now integrated in the ILO Programme and Budget (marker)

Objectives and scope of the evaluation

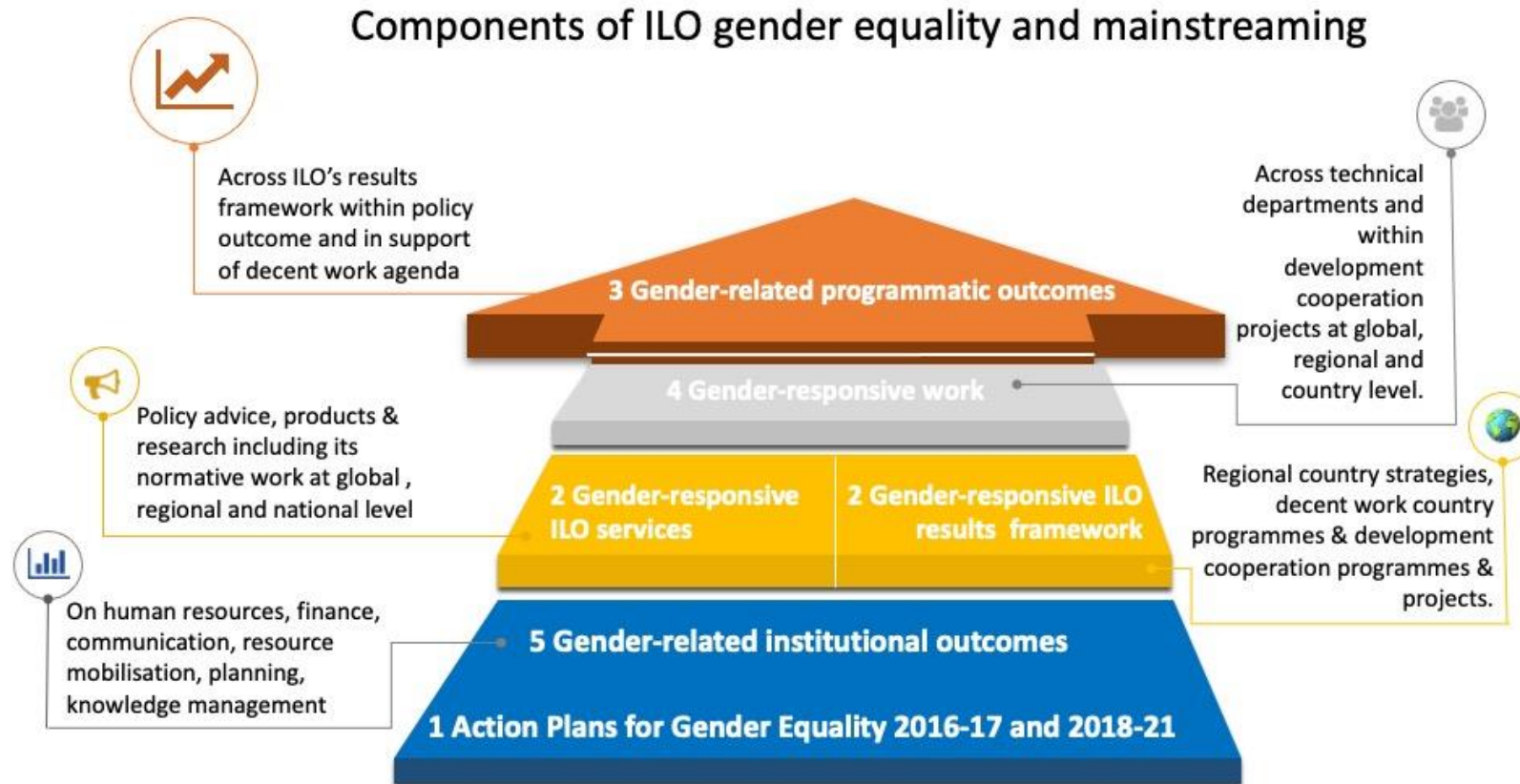
- Analyses the achievements and outcomes of the ILO's gender equality and mainstreaming (GEM) efforts at **programme** (policy outcomes) and **institutional** levels for the period 2016–21 and their complementarity
- Scope that includes looking at the **outcomes in ILO's programmes and action as a results of implementing the Action Plan.**
- The evaluation focuses on the strategies, approaches, outcomes, achievements, gaps and lessons learned related to GEM, with summative and formative aims.
- It also reviews the progress made and gaps in achieving the ILO APGEs of 2016–17 and 2018–21.

➤ *The evaluation intends to inform the preparation of ILO's programme and budget, institutional policies and strategies and in particular the next Action Plan on Gender Equality ...*

► Methodology

The evaluation used a mixed-methods approach to ensure the validity and reliability of the findings with data collected through:

Methods	Description
1. Analysis of key documents and information resources	➤ Normative and strategic documents relevant to the theme; Programme Implementation Report, Programme and Budgets; Relevant regional and country level documents; in total over 200 external and internal documents
2. Re-constructed Theory of Change	➤ Covering programmatic and institutional components and outcomes of ILO's gender equality and mainstreaming work; with the Action Plan on Gender Equality at the core but expanded to programme levels
3. Interviews	➤ Remote interviews with 90 stakeholders due to continued Covid19 but as now part of current operating reality and given the global, strategic and institutional focus of the evaluation with less implication on data collection.
4. Case studies	➤ Six case studies or areas of investigation: for Programmatic outcome case-studies (GEM in policy outcomes and DWCPs) and Institutional outcome case studies (Institutional Support to GEM within ILO; GEM Performance within selected Departments; Gender Action Plan and results based approach; and Partnerships.
5. Surveys	➤ Surveys for constituents (n=150) and ILO staff (n=448), including sub-groups of global technical teams and the ILO Gender Network
6. Detailed analysis (programme and institutional)	➤ Detailed analysis of achievements of ILO's Action Plans on Gender Equality, follow-up to recommendations of previous evaluations of Action Plans, gender in ILO's policy documents; and gender responsive results in ILO results framework (detailed supporting documentation)
7. Synthesis review	➤ Synthesis review of 38 evaluation reports from 2017 to 2021, including with a focus on identifying and analysing gender transformative interventions, using GESI the "Gender Equality and Social Inclusion" framework to assess gender interventions and discern the extent to which a programme addresses gender inequalities and social exclusion



► Selected Key Findings and Recommendations

Findings and recommendation on **Relevance** and **Coherence**

Findings	Linked Recommendation
Relevance: highly relevant to the Organization's social justice mandate and standard-setting agenda	
Relevance: needs and demands of constituents as reflected in the gender-transformative interventions	<i>Rec (2)- programme outcomes:</i> dedicated and comprehensive support programme for constituents
Coherence: high level of coherence between ILO strategic plans and the ILO efforts – DWA, SDGs, second UN-SWAP 2	<i>Rec (5) – programme and institutional:</i> medium-term strategy to strengthen anchoring of, and support for, the APGE

Findings	Recommendations
Programme level	
ILO Country Programmes show a consistent, although varying, presence of gender-responsive results by policy outcome - uneven inclusion of specific gender objectives - lack of systematic monitoring/reporting on gender	<i>Rec (2) programme outcomes:</i> dedicated and comprehensive support programme for constituents
Mixed progress and results on gender equality - APGEs and partnerships reflect the complexity of achieving programmatic change on gender-responsive outcomes - UN–SWAP 2.0 showing uneven achievements.	<i>Rec (1) programme outcomes:</i> ILO GEM value proposition to facilitate the ILO's strategic positioning, visibility and impact
Institutional level	
Improved framework to support institutional GEM in key core institutional processes - more can be done - only slightly over 50 percent of targets in ILO's APGEs met or exceed in the period 2016-21.	<i>Rec (6) institutional and programme outcomes:</i> GEM support processes and tools

Findings	Recommendations
Programme level	
Increased mobilization of resources to promote and realize gender equality in the world of work without an increase in staff capacity	<i>Rec (1) programme outcomes:</i> ILO GEM value proposition to facilitate the ILO's strategic positioning, visibility and impact
Institutional level	
ILO's institutional capacity development on GEM uneven across ILO, both for constituents and in particular for staff.	<i>Rec (6) institutional and programme outcomes:</i> GEM support processes and tools
ILO GEM efforts can access greater resources by creating more opportunities and tapping into the ILO's staff commitment and interest in GEM - such as network- and team-based collaboration.	<i>Rec (5) – programme and institutional:</i> medium-term strategy to strengthen anchoring of, and support for, the APGE

Findings and recommendation for *Likelihood of impact and sustainability* 18

Findings	Recommendations
Programme level	
Some impact with a gender dimension, but not always visible, clearly monitored or communicated.	<i>Rec (2) programme outcomes:</i> dedicated and comprehensive support programme for constituents
Lacks a clearer overall strategy, identity, strategies, targets and tools to optimize impact and ILO positioning on gender,	<i>Rec (1) programme outcomes:</i> ILO GEM value proposition to facilitate the ILO's strategic positioning, visibility and impact
Partnerships in certain areas generating additional visibility and impact – but often "ad-hoc" in nature	<i>Rec (3) programme outcomes:</i> Strengthen the ILO's framework for partnering on gender equality
Institutional level	
Impact constrained by challenges in sustained and mainstreamed gender-responsive capacity development	<i>(Rec (4) institutional and programme outcomes:</i> Systematic programme for capacity development <i>Rec (6) institutional and programme outcomes:</i> GEM support processes and tools
Sustainability of GEM is mixed - some progress on institutionalisation - sustainability to be more explicit into gender action planning and strategies	<i>Rec (5) – programme and institutional:</i> medium-term strategy to strengthen anchoring of, and support for, the APGE

► Some points from GB discussions

Some points from GB discussions

- ✓ **GB discussions:** reflects expectations of constituents, provide guidance to the Office based on the evaluation
- ✓ **GB considered the evaluation**
 - ✓ Showed the need for gains on gender equality during Covid19
 - ✓ Provided timely reminder of the urgent need for the transformative agenda on gender equality;
 - ✓ Highlighted importance of country programme outcomes linked to the ratification and application of international labour standards in order to have gender-responsiveness results,
- ✓ **GB stressed that the evaluation pointed to the need**
 - ✓ to enhance the ILO's profile on gender matters, including within the UN system, by building on its added value of its normative mandate and social dialogue;
 - ✓ For capacity building of institutions of work should promote the inclusion of gender equality;
 - ✓ For SDGs to be integrated into new DWCPs to ensure that the principles of gender equality, non-discrimination are considered;
- ✓ **GB requested ILO to**
 - ✓ continue to maintain coherence among its plans and strategies
 - ✓ to generate inter-agency partnerships and to implement programmes to promote women's access to the labour market and the representation of women in political and social positions of influence

► Discussion and Q+A

► Follow-up to recommendations with a focus on the way forward & Closing



Contact the ILO Evaluation Office



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