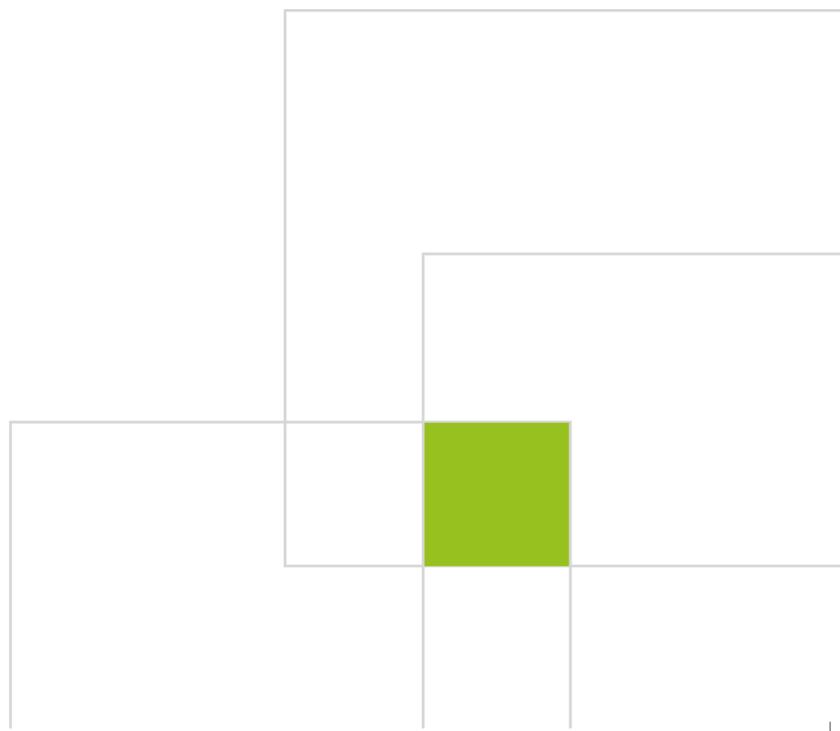




International
Labour
Office
Geneva

ILO Action Plan for Gender Equality 2016–17



**ILO Action Plan
for Gender Equality
2016-17**

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Preface

Since 1999, the ILO Policy on Gender Equality and Mainstreaming¹ has been operationalized through successive Action Plans. After so many years, is a Gender Action Plan still needed? I have no doubt that it is. Gender equality is not only an inherent value of the ILO, but perhaps more than ever, strong ILO leadership is needed in this area, as major gender gaps in the world of work persist. Recent ILO data shows that millions of women are losing ground in the quest for equality in the world of work. There is no time for complacency and no time to waste. And the ILO must lead by example.

This Action Plan reflects the tripartite constituents' guidance and decisions concerning its design, aims and intended results. Although there has been some progress in meeting targets of past Action Plans, we have to renew our efforts to do better in certain areas. For this reason the results and lessons learned from an independent evaluation of the ILO Action Plan for Gender Equality 2010–15 have been used as a catalyst for action and improvement.

The ILO must take a leading role in international efforts to promote and realize gender equality and women's empowerment. The ILO is already recognized as leading globally on policy advice concerning a range of highly relevant themes such as maternity protection and workers with family responsibilities, equal pay and gender wage gaps, domestic workers' rights, and women in business and management. We must sustain and extend our credibility and authority on gender equality issues as we implement our women at work centenary initiative and support our constituents' efforts to realize the UN 2030 Sustainable Development Agenda: including Goal 5 on gender equality and women's empowerment; Goal 8 on full and productive employment and decent work for all; and Goal 10 on reducing inequality within and among countries.

The Action Plan for Gender Equality 2016–17 is a results-based tool, fully aligned with the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP). We have set measurable goals, including on enabling institutional mechanisms for which I intend to establish a clear line of accountability. We will be doing everything we can and must do – including through a strategic communication plan, and a clear focus on ownership and accountability – to show steady progress when the results of the Action Plan 2016–17 are presented to the Governing Body. I am confident that we will meet the challenge that we have set ourselves.

Guy Ryder
ILO Director-General

1 ILO: Director-General's Announcement, Gender Equality and Mainstreaming in the International Labour Office, Geneva, 17 Dec. 1999.

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Introduction

Promoting gender equality is at the heart of the ILO's mandate, and has been since its first Constitution was adopted in 1919. A range of international labour standards, declarations and resolutions over the years have served to reinforce the importance of this issue for the ILO and its constituents.² The global community has recently affirmed a universal consensus on the centrality of gender equality with the adoption of the 2030 Agenda for Sustainable Development. Gender equality is key to the achievement of all the Sustainable Development Goals (SDGs), including Goal 8 on decent work. The ILO Action Plan for Gender Equality 2016–17 operationalizes the ILO Policy on Gender Equality and Mainstreaming (the gender equality policy),³ which calls for the ILO to take a leading role in international efforts to promote and realize gender equality, including through mutually reinforcing action regarding staffing, substance and structure. To be fit for purpose to support ILO constituents to meet their international commitments on gender equality, the ILO needs to be a leader on these issues, and the Action Plan is a vehicle to ensure measurable progress is made.

For ILO staff, the Action Plan is a key tool to identify and address opportunities to reinforce gender equality and reduce gender inequalities in important institutional and programmatic areas. By shining a spotlight on certain key issues, the Action Plan promotes areas where, with commitment and collaboration, ILO staff can make a real difference. It raises awareness of where the ILO needs to do better, and provides strategic avenues for measurable progress. Changes to staffing, substance and structure will necessarily increase the effectiveness in achieving the outcomes and targets set by our constituents in the programme and budget.

Successive action plans have been aligned with the relevant programme and budget, and have been adapted based on changing contexts. The present Action Plan reflects not only the Transitional Strategic Plan for 2016–17⁴ and its corresponding Programme and Budget for 2016–17,⁵ but is also aligned with the United Nations System-wide Action Plan on Gender Equality and Women's Empowerment⁶ (UN SWAP) and its indi-

2 Among the key standards are the Equal Remuneration Convention, 1951 (No. 100); the Discrimination (Employment and Occupation) Convention, 1958 (No. 111); the Workers with Family Responsibilities Convention, 1981 (No. 156); and the Maternity Protection Convention, 2000 (No. 183). Conventions Nos 100 and 111 are also among the eight fundamental Conventions of the ILO Declaration in 1998 on Fundamental Principles and Rights at Work. The declarations include the ILO Declaration in 2008 on Social Justice for a Fair Globalization. Resolutions by the International Labour Conference include in 2005 concerning the promotion of gender equality, pay equity and maternity protection; and in 2009 concerning gender equality at the heart of decent work.

3 ILO: Director-General's Announcement, *Gender Equality and Mainstreaming in the International Labour Office*, Geneva, 17 Dec. 1999.

4 ILO: *Draft transitional strategic plan for 2016–17 and preview of the Programme and Budget proposals for 2016–17* (GB.322/PFA/1), Geneva, 26 Sep. 2014.

5 ILO: *Programme and Budget for the Biennium 2016–17*, Geneva, 2015.

6 UN Women: *UN System-wide Action Plan for Implementation of the CEB United Nations System-wide Policy on Gender Equality and the Empowerment of Women*, New York, Apr. 2012.

cators.⁷ As the UN system aims to place gender equality and women’s empowerment at the top of the agenda, the ILO has much to contribute, as well as to learn from the exchange of good practices. This Action Plan has also been significantly influenced by the results of an independent evaluation and the discussion by the Governing Body of that evaluation.⁸

Of the eight staffing-related indicators, the evaluation found that four targets for the Action Plan Phase III in 2014–15 were met or exceeded while information for two targets was not available. Concerning the seven substance-related indicators, one target was met. Among the three indicators on structural arrangements, one target was met. The independent evaluation, which included interviews with stakeholders, made it clear that the Action Plan is only one component of gauging progress on gender equality and must be accompanied by other processes, particularly to change attitudes and build capacity. These include the need for more capacity building of both staff and constituents to use a simple gender analysis framework to help to identify both women’s and men’s practical and strategic needs. There should be ongoing training of ILO staff on what gender equality in the world of work means practically in terms of their day-to-day work. The important role of ILO management to act as a catalyst was highlighted, and the Director-General’s pledge as a Geneva Gender Champion was pointed out in this regard. The Geneva Gender Champions initiative, launched in September 2015, is a network of decision-makers in Geneva who lead by example and through actions to change organizational culture and programming. Consistent and visible leadership at the highest level is critical to promote an enabling environment for gender equality; help dismantle barriers including multiple discrimination; and provide more opportunities for gender champions especially among men staff and constituents. Higher visibility of the Action Plan was also recommended, and a communications strategy will accompany this Action Plan.

The evaluation, as well as the discussion on it by the Governing Body, stressed that accountability must be addressed in further ILO work on gender equality.⁹ The indicators in this Action Plan have been designed and approved by each of the “business owners” concerned, to ensure ownership and accountability. For the ILO to be able to show progress on gender equality, and to better support its constituents to ensure gender equality issues are included in policy agendas, the entire ILO in the field and at headquarters needs to be committed, have capacity to address these issues and be mobilized. This Action Plan is one part of that broader process.

7 UN Women: *UN System-wide Action Plan Technical Notes*, Version 4, New York, Dec. 2015.

8 ILO: “Final Independent Evaluation Report: ILO Action Plan for Gender Equality 2010–2015”, Geneva, 9 Feb. 2016; *Results of the independent evaluation of the ILO Action Plan for Gender Equality 2010–15 and outline of the ILO Action Plan 2016–17*, Governing Body, 326th Session, Geneva, 22 Feb. 2016, GB.326/INS/11; and Draft Minutes – Institutional Section, 326th Session of the Governing Body, Geneva, 10–24 Mar. 2016, GB.326/INS/PV.

9 *Draft Minutes – Institutional Section*, 326th Session of the Governing Body, Geneva, 10–24 Mar. 2016, GB.326/INS/PV.

1. Aims and strategy

This Action Plan aims to support effective and inclusive gender-responsive delivery of the Decent Work Agenda by operationalizing the ILO gender equality policy. As mandated by the policy, the Action Plan seeks to help achieve, through a mainstreaming strategy, women's equality in the world of work and their empowerment. These objectives are reflected in the cross-cutting nature of gender equality in accordance with, among recent ILO policy documents, the 2008 ILO Declaration on Social Justice for a Fair Globalization and the 2009 International Labour Conference (ILC) resolution on gender equality at the heart of decent work.

A strategy to promote gender equality and women's advancement and empowerment was agreed on by the world's Heads of State and Government during the Fourth World Conference on Women, held in 1995 in Beijing¹⁰ and was reaffirmed in New York in 2015 at the Beijing +20 Summit.¹¹ The strategy builds on rights enshrined in the 1948 Universal Declaration on Human Rights, in the 1979 Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), and in other global agreements. At the UN Millennium Summit held in 2000 in New York, some 150 Heads of State and Government committed to "promote gender equality and the empowerment of women as effective ways to combat poverty, hunger and disease and to stimulate development that is truly sustainable".¹²

Decent work, gender equality and non-discrimination feature prominently in the 2030 Agenda for Sustainable Development and the corresponding SDGs¹³ adopted by the United Nations General Assembly on 25 September 2015, especially Goal 5 on "Achieve gender equality and empower all women and girls", Goal 8 on "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all", and Goal 10 on "Reduce inequality within and among countries". Reaching these will require a specific focus on gender equality and women's empowerment in the world of work, for which ILO action plans on gender equality will be an essential component of advocacy in order to heighten impact.

10 UN: *Beijing Declaration and Platform for Action*, Beijing, Sep. 1995.

11 UN: *Political Declaration on the Occasion of the Twentieth Anniversary of the Fourth World Conference on Women and Report on the fifty-ninth session*, Commission on the Status of Women, New York, Mar. 2015, E/2015/27-E/CN.6/2015/10.

12 UN: *United Nations Millennium Declaration*, General Assembly, New York, 18 Sep. 2000, A/RES/55/2.

13 *The 2030 Agenda for Sustainable Development*, Resolution adopted by the General Assembly, New York, 2015, A/RES/70/1.

Box 1**Gender mainstreaming and gender-responsive analysis**

Gender mainstreaming is a strategy to achieve gender equality and women's empowerment so that both women and men can influence, participate in, and benefit from the development process. Such a strategy in the world of work focuses on structural barriers so that transformation results in more equal power relations including shared decision-making and women's equal access to and control over productive resources and benefits. Gender mainstreaming and specific interventions to promote equality of opportunity and treatment in labour markets are complementary strategies to help ensure that inequality is not perpetuated or even exacerbated.

Gender analysis can be defined based on the Economic and Social Council's Agreed Conclusions of 1997/2: "... the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels." The UN SWAP states that adequate gender analysis includes the following:^{*}

- examination of the inequalities between women and men – for example roles and responsibilities, relations between women and men and girls and boys, access to and control of resources, productive and reproductive activities, obstacles and constraints to participation, vulnerabilities, capabilities, practical needs and strategic interests;
- assessment as to how gender equality can be promoted;
- scrutiny of assumptions about "families", "households" or "people" that may be implicit in the way a problem is posed or a policy is formulated;
- collection and analysis of data or information as to the experiences and situations of both women and men (girls and boys);
- sex-disaggregation of data which enables formulation of gender-responsive, transformative approaches to development;
- substantive consideration of activities where women are numerically dominant (such as domestic work);
- analysis of the problem or issue and proposed policy and/programme options for implications in the lives of women and men, girls and boys, and realization of gender equality, with associated adoption of interventions that support an equitable distribution of benefits and opportunities.

^{*} UN Women: *UN SWAP Performance Indicators Technical Notes*, New York, Dec. 2015, which cites elements of analysis adapted from OSAGI: *Gender Mainstreaming: An overview*, New York, 2002.

2. Audience and beneficiaries

The direct audience for the Action Plan is all ILO staff in headquarters and field offices in order to guide them in addressing gender in all their work at all levels of the Organization. The ultimate beneficiaries of the Action Plan are the tripartite constituents of ILO member States: governments and workers’ and employers’ organizations. The Action Plan can also be of interest to other relevant stakeholders including UN staff, development partners, gender equality academics and experts, and civil society organizations. A communication strategy for the Action Plan aims to promote implementation by ILO staff, and among its strategies are regular briefings for managers and senior gender specialists, as well as a brochure explaining the Action Plan’s aims and modalities.

3. Results-based management for gender equality

The Action Plan uses a results-based management approach and is aligned with the ILO Transitional Strategic Plan 2016–17 (see Appendix I) and its corresponding programme and budget. Office-wide consultations in early 2016 focused on indicators that are now more-closely aligned with those of the UN SWAP. Gender Network members – particularly field-based senior gender specialists and headquarters-based gender coordinators – were briefed in 2015 on the development of the Action Plan, and in early 2016 a draft was shared with them.¹⁴ Also during this process a representative of the staff union committee was briefed. An extensive discussion on the previous Action Plans, with a view to developing the new Action Plan, also took place in the Governing Body in March 2016.

The table on enabling institutional mechanisms reflects consultations with heads of the relevant headquarters units that are the “business owners” for reporting on progress and providing relevant documentation. Also as a result of closer UN SWAP alignment and the Action Plan’s results-based approach, which is informed by the 2016-17 Programme and Budget, new indicators concern among other things the cross-cutting policy driver on gender equality and non-discrimination.

¹⁴ The Office’s Gender Network is recognized as crucial to supporting the Policy. See GB/317/PFA/1, 28 Jan. 2013, Programme and Budget proposals for 2014–15, adopted at the 102nd Session of the International Labour Conference in 2013, para. 47.

Box 2**Cross-cutting policy driver on gender equality and non-discrimination**

“... [Concerns during the debate in the Governing Body on the Programme and Budget proposals for 2016–17] were expressed that these drivers – standards, social dialogue, and gender equality and non-discrimination – needed to be real and not cosmetic. Let me be clear. They must be real drivers of everything we do ... I can give you the undertaking that they will be integrated into our outcome strategies and that outcome coordinators will be accountable for performance in this regard, which will in turn be reported to the Governing Body.”

Source: The Director-General’s response and adjusted proposals, Programme and budget for the biennium 2016–17, ILO, Geneva, 2015.

4. Alignment with the UN SWAP

As requested by the ILO Governing Body in March 2013, and reiterated by the Governing Body in March 2016,¹⁵ the indicators on staffing, substance and structural arrangements in this Action Plan are more closely aligned with the performance indicator elements of the UN SWAP. The objective of the UN SWAP is the implementation of the UN System-Wide Policy on Gender Equality and the Empowerment of Women, which was endorsed by the UN Chief Executives Board for Coordination (CEB).¹⁶ The UN SWAP has been implemented since 2012.¹⁷ It covers six policy areas with 15 common system-wide performance indicators. The policy areas are: (1) strengthening accountability; (2) enhancing results-based management; (3) establishing oversight through monitoring, evaluation and reporting; (4) allocating sufficient human and financial resources; (5) developing and/or strengthening staff capacity and competency in gender mainstreaming; and (6) ensuring coherence/coordination and knowledge/information management at the global, regional and national levels. The CEB has set 2017 as the deadline for the realization of the UN SWAP, therefore this Action Plan aligns not only with the ILO 2016–17 Programme and Budget cycle, but also with the final stage of the current UN SWAP.

¹⁵ *Minutes – Institutional Section*, 317th Session of the Governing Body, Geneva, 6–28 Mar. 2013, GB.317/INS/PV, and Draft Minutes – Institutional Section, 326th Session of the Governing Body, Geneva, 10–24 Mar. 2016, GB.326/INS/PV.

¹⁶ CEB/2006/2.

¹⁷ The UN Secretary-General presented the first report (E/2013/71, dated 9 May 2013) on the system’s implementation by its organization and entities of the UN SWAP to the July 2013 session of the Economic and Social Council.

Box 3

United Nations System-wide Policy on Gender Equality and the Empowerment of Women

“... We commit ourselves to providing strong leadership within our organizations to ensure that a gender perspective is reflected in all our organizational practices, policies and programmes A United Nations system-wide action plan that includes indicators and timetables, allocation of responsibilities and accountability mechanisms and resources is essential to make the strategy of gender mainstreaming operational ...”

Source: UN Chief Executives Board for Coordination, New York, 28 October 2006 (CEB/2006/2).

Indicators that were retained from the ILO Action Plan 2010–15 include some that are unique to the Organization – such as on development cooperation as well as on Decent Work Country Programmes – and these are indicated with an asterisk (*) in the table.

5. Accountability and responsibility

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The ILO, as an entity of the UN system with its specific mandate and distinct structure, reports to its own governance institutions concerning progress on advancing gender equality. It also reports separately each year to UN Women on requirements of the UN SWAP. The Governing Body has asked that the accountability modalities of this Action Plan be reinforced.¹⁸ Within the ILO Office the roles, responsibilities and accountability mechanisms for advancing gender equality – including through implementation of the ILO Action Plan – are listed below.

18 Draft Minutes – Institutional Section, 326th Session of the Governing Body, Geneva, 10–24 Mar. 2016, GB.326/INS/PV.

Box 4**Roles and responsibilities for enhancing gender equality in ILO work**

All staff are accountable for mainstreaming gender in their own work, in order to support the constituents to promote gender equality.

Teams***Implementation role and responsibility**

Director-General	Ultimate responsibility for policy development and organizational performance on gender equality.
Deputy Directors-General	Accountable for implementing and monitoring gender equality in their respective portfolios of departments and relevant strategic objectives and for ensuring that adequate human and financial resources are allocated to support gender equality work.
Regional directors	Accountable for gender-responsive outcomes and indicators within agreed regional priorities, including working with employer and worker specialists and other relevant staff and the senior gender specialists to strengthen capacity of constituents on gender mainstreaming and promoting gender equality.
Field structure directors	Accountable for gender-responsive outcomes and indicators in programme areas, for gender mainstreaming in DWCPs, and for promoting strengthened capacity of constituents on gender mainstreaming through employer and worker specialists, other relevant staff and senior gender specialists.
Headquarters-structure directors and chiefs	In implementing responsibilities delegated by Deputy Directors-General, accountable for ensuring that adequate human and financial resources are allocated to achieve gender responsive outcomes and indicators in programme areas.
Human Resources Development Department (HRD)	Accountable for encouraging progress toward parity between women and men and equality of opportunity and treatment of all ILO staff including in training and other relevant activities.
Partnerships and Field Support Department (PARDEV)	Accountable for promoting gender equality and for gender mainstreaming in all partnership agreements, development cooperation agreements, programmes and projects.
Senior gender specialists in Decent Work Teams	Accountable for playing a catalytic and supportive role to field offices and headquarters to effectively mainstream gender including input to analysis, planning, implementation, review and reporting.
Gender coordinators and gender focal points	Accountable for playing a catalytic role to assist the process of gender mainstreaming in respective headquarters units or field offices. In the case of ACTRAV and ACT/EMP, accountable for playing a catalytic and supportive role at headquarters and for cooperating with field offices to effectively promote the social partners' perspectives in gender mainstreaming, as well as input to analysis, planning, implementation, review and reporting in their respective bureaux.
Gender, Equality and Diversity Branch (GED)	Accountable for supporting implementation of the ILO gender equality policy together with the Gender Network – of senior gender specialists, gender coordinators and focal points – through advisory services, capacity building and knowledge sharing; and coordinate the reporting on the Action Plan to the Deputy Directors-General, ILO governance bodies and on the UN SWAP.

Source: Titles based on IGDS No. 326 (version 1) dated 22 May 2013.

6. Monitoring, reporting and evaluation

The ILO gender equality policy provides that the Governing Body and constituents are to be kept fully informed of progress made in implementing the policy. Results of the UN SWAP are set out in the report of the Secretary-General to the UN Economic and Social Council (ECOSOC). The CEB has also requested biennial reporting to its high-level committees. This Action Plan, as it is fully aligned with the UN SWAP indicator elements, will bring together the reporting processes for the UN SWAP and the Action Plan, thus streamlining reporting and ensuring consistency. Business owners of the indicators will be responsible for monitoring and documenting their progress on the corresponding targets.

Monitoring results for the previous Action Plan were reported in 2011 to the Governing Body and at its midway point in March 2013, as requested when it approved Phase I (2010–11). The findings of an evaluation of the Action Plan 2010–15, as well as implementation results and recommendations, were reported in March 2016 to the Governing Body whose guidance was also sought concerning this Action Plan 2016–17.

Concerning alignment of this Action Plan with outcomes in the Programme and Budget for 2016–17, implementation progress and gaps will be described in the relevant ILO Programme Implementation report to avoid double reporting. As in the past and since this Action Plan is the first to completely align with the UN SWAP indicator elements, a stocktaking exercise will be held at end of 2017 so that the results can be discussed in March 2018 by the Governing Body and its guidance reflected in the Action Plan 2018–21.

7. Human and financial resources

A wide variety of human and financial resources from across the Organization are needed for effective implementation of the Action Plan. The Programme and Budget for 2016–17 attributes regular budget resources for staffing and activities of GED. The resource-linking process – both in terms of work-months and regular budget technical cooperation (RBTC) funds – is one formal mechanism to support outcome-based workplans that mainstream gender. This mechanism allows for a transparent commitment of funding for field- and headquarters-based initiatives to advance gender equality.

However, previous Action Plan evaluations reveal that more effective mainstreaming of gender requires resources beyond the regular budget allocation. These efforts form part of Office follow-up on the 2009 ILC resolution which states, in paragraph 57(c), that “in leveraging international partnerships to promote gender equality, the ILO should ... systematically include the goal of gender equality in arrangements involving resource mobilization, knowledge sharing and technical cooperation, in partnership with donors ... ”.

Therefore, during implementation of the Action Plan 2016–17, the Office is continuing to seek extra-budgetary resources through the Regular Budget Supplementary Account (RBSA) and through earmarked funds under partnership agreements with individual member States. The shift in emphasis from project-based funding to outcome-based workplans has resulted in less extra-budgetary resources explicitly devoted to promoting gender equality.

Table: Performance indicators on enabling institutional mechanisms

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Green box text = ILO aimed-for level
(based on version 4 of UN SWAP technical notes on indicators)

* = indicator retained from ILO Action Plan for Gender Equality 2010–15, based on priority concerns identified in the ILO policy on gender equality

A. ACCOUNTABILITY

	Approaches requirements	Meets requirements	Exceeds requirements	Indicators	Business owners
1. Policy and plan	1a. Gender equality and women's empowerment, including gender mainstreaming and the equal representation of women, policies and plans in the process of being developed	1b. Up-to-date gender equality and women's empowerment, including gender mainstreaming and the equal representation of women, policies and plans implemented	1ci. Up-to-date gender equality and women's empowerment, including gender mainstreaming and the equal representation of women, policies and plans implemented and 1cii. Specific senior-level mechanism in place for ensuring accountability for promotion of gender equality and the empowerment of women	Percentage of ILO professional positions (P1 to P4) held by women* Target: 50% Baseline (31 Dec. 2015): 52% Percentage of ILO senior staff (P5 and above) held by women* Target: 38% Baseline (31 Dec. 2015): 33% Percentage of women participants in ILO management and leadership development workshops* Target: 50% Baseline (2014–15): 52% Percentage of units that are business owners of indicators for which the Director's or Chief's performance-management outputs include achieving the respective targets Target: 75% Baseline: not available Number of meetings held with Directors or Chiefs of units to discuss indicators for which they are the business owners Target: two Baseline: not available	HRD HRD HRD Senior Management Team Deputy Directors-General

Table : Performance indicators on enabling institutional mechanisms

A. ACCOUNTABILITY

	Approaches requirements	Meets requirements	Exceeds requirements	Indicators	Business owners
2. Gender-responsive performance management	<p>2a. Core values and/or competencies being revised to include assessment of gender equality and the empowerment of women</p>	<p>2b.</p> <p>Assessment of gender equality and the empowerment of women integrated into core values and/or competencies for all staff, with a particular focus on levels P4 or equivalent and above</p>	<p>2ci.</p> <p>Assessment of gender equality and the empowerment of women integrated into core values and/or competencies for all staff, with a particular focus on levels P4 or equivalent and above including decision-making positions in all committees, missions and advisory bodies</p> <p>and</p> <p>2cii.</p> <p>System of recognition in place for excellent work promoting gender equality and women's empowerment</p>	<p>Percentage of ILO job description vacancies that refer to gender-related skills and gender sensitivity*</p> <p>Target for skills or duties: 60%</p> <p>Baseline: (2014–15): 51%</p> <p>Target for sensitivity in behaviour: 100%</p> <p>Baseline (2014–15): 100%</p>	HRD

B. RESULTS-BASED MANAGEMENT

3. Strategic planning	<p>3ai. Gender analysis in the central strategic planning document and main country programme documents</p> <p>or</p> <p>3aii. The central strategic planning document includes at least one specific outcome/expected accomplishment and one specific indicator on gender equality and women's empowerment</p>	<p>3bi.</p> <p>Gender analysis in the central strategic planning document and main country programme documents</p> <p>and</p> <p>3bii.</p> <p>The central strategic planning document includes at least one specific outcome/expected accomplishment and one specific indicator on gender equality and women's empowerment</p>	<p>3ci.</p> <p>Gender analysis in the central strategic planning document and main country programme documents</p> <p>and</p> <p>3cii.</p> <p>The central strategic planning document includes more than one specific outcome/expected accomplishment and more than one specific indicator on gender equality and women's empowerment</p>	<p>Percentage of DWCPs that contain indicators of which at least 35% disaggregate by sex and/or are gender-inclusive*</p> <p>Target: 55%</p> <p>Baseline (2014–15): 50%</p>	PROGRAM
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B. RESULTS-BASED MANAGEMENT

	Approaches requirements	Meets requirements	Exceeds requirements	Indicators	Business owners
4. Monitoring and reporting		<p>4bi. Reporting on gender equality and women’s empowerment results in relation to the central strategic planning document</p> <p>and</p> <p>4bii. All key entity data is sex-disaggregated, or there is a specific reason noted for not disaggregating data by sex</p>	<p>4ci. Reporting on gender equality and women’s empowerment results in relation to the central strategic planning document</p> <p>and</p> <p>4cii. All key entity data is sex-disaggregated, or there is a specific reason noted for not disaggregating data by sex</p> <p>and</p> <p>4ciii. Entity results-based management guidance mainstreams gender equality and the empowerment of women</p>	<p>Percentage of ILO Programme and Budget outcomes reported with gender-specific results* Target: 35% in Programme Implementation report 2016–17 Baseline: not available</p> <p>Percentage of ILO Programme and Budget outcome indicators that include gender equality and/or sex-disaggregation Target: 20% in P&B 2018–21 (preparation starts two years prior) Baseline (P&B 2016–17): 9% or three of 35 outcome indicators</p>	<p>PROGRAM</p> <p>PROGRAM</p>

Table : Performance indicators on enabling institutional mechanisms

C. OVERSIGHT

	Approaches requirements	Meets requirements	Exceeds requirements	Indicators	Business owners
5. Evaluation	<p data-bbox="309 331 609 491">5a. Meets some of the United Nations Evaluation Group (UNEG) gender-related norms and standards</p>	<p data-bbox="633 331 934 411">5b. Meets the UNEG gender-related norms and standards</p>	<p data-bbox="958 331 1258 411">5ci. Meets the UNEG gender-related norms and standards</p> <p data-bbox="958 1177 1258 1353">and 5cii. Demonstrates effective use of the UNEG guidance on evaluating from a human rights and gender equality perspective</p>	<p data-bbox="1283 363 1807 467">Number of interventions to integrate gender into EVAL's internal and external networks Target: three Baseline: not available</p> <p data-bbox="1283 483 1807 611">Percentage of representative sample of evaluations whose scope satisfactorily or fully integrates gender equality and women's empowerment Target: 65% Baseline (2014–15): 36%</p> <p data-bbox="1283 627 1807 818">Percentage of representative sample of evaluations whose criteria and questions specifically address how gender equality and women's empowerment are satisfactorily or fully integrated into the design Target: 65% Baseline (2014–15): 33%</p> <p data-bbox="1283 834 1807 994">Percentage of representative sample of evaluations with a satisfactorily or fully-integrated gender-responsive methodology, methods and tools, and data analysis techniques Target: 65% Baseline (2014–15): 33%</p> <p data-bbox="1283 1010 1807 1169">Percentage of representative sample of evaluations that satisfactorily or fully integrate findings, conclusions and recommendations reflecting a gender analysis Target: 65% Baseline (2014–15): 45%</p>	<p data-bbox="1832 363 1908 387">EVAL</p> <p data-bbox="1832 483 1908 507">EVAL</p> <p data-bbox="1832 627 1908 651">EVAL</p> <p data-bbox="1832 834 1908 858">EVAL</p> <p data-bbox="1832 1010 1908 1034">EVAL</p>

C. OVERSIGHT

	Approaches requirements	Meets requirements	Exceeds requirements	Indicators	Business owners
6. Gender-responsive auditing		<p>6b. Consultation takes place with the gender focal point/department on risks related to not mainstreaming gender equality and the empowerment of women, as part of the risk-based audit annual planning cycle</p>	<p>6ci. Consultation takes place with all levels of the organization on risks related to not mainstreaming gender equality and the empowerment of women as part of the risk-based audit annual planning cycle</p> <p>and</p> <p>6cii. ILO participatory gender audit or equivalent carried out at least every five years</p>	<p>Percentage of audited field office reports that identify gender-related risks – such as through quality assurance mechanism reviews of DWCPs – and what mitigating action was taken Target: 60% Baseline (2014–15): none</p>	OIA
7. Programme review	<p>7a. Programme quality control system partly integrates gender analysis</p>	<p>7b. Programme quality control system fully integrates gender analysis</p>	<p>7ci. Programme quality control system fully integrates gender analysis</p>	<p>Percentage of country programme outcomes scored as meeting the cross-cutting policy driver marker code 2A as a “significant contribution” (gender equality and non-discrimination are identified in the design and are reflected in the outputs) or code 2B as a “targeted action” (advancing gender equality and reducing discrimination based on other grounds is the principal objective of the outputs and expected outcome)* Target: to be set Baseline: not available</p> <p>Percentage of project and programme proposals classified in IRIS as development cooperation gender marker 3 (includes gender equality in at least one outcome statement as well as in at least some outputs and activities) or 4 (main stated objective is to promote gender equality, and outcomes, outputs and activities are designed to promote gender equality)* Target: 35% Baseline (2014–15): 27%</p>	<p>PROGRAM</p> <p>PARDEV</p>

Table : Performance indicators on enabling institutional mechanisms

C. OVERSIGHT

	Approaches requirements	Meets requirements	Exceeds requirements	Indicators	Business owners
7. Programme review			and 7cii. Recognition in place for programmes that excel on gender equality and women's empowerment	<p>Percentage of development cooperation proposals that receive enhanced quality assessment and/or coaching by a GED specialist Target: 20% or 45 proposals Baseline (2014–15): 10% or 22 proposals</p> <p>ILO staff responsible for drafting development cooperation project and programme proposals are equipped to integrate a gender analysis Target: three training sessions conducted Baseline (2014–15): not available</p>	<p>PARDEV</p> <p>PARDEV</p>

D. HUMAN AND FINANCIAL RESOURCES

8. Resource tracking	8a. Working toward a financial resource tracking mechanism to quantify disbursement of funds that promote gender equality and women's empowerment	8b. Financial resource tracking mechanisms in use to quantify disbursement of funds that promote gender equality and women's empowerment	8ci. Financial resource tracking mechanism in use to quantify disbursement of funds that promote gender equality and women's empowerment and 8cii. Results of financial resource tracking influences central strategic planning concerning budget allocation	Percentage of professional staff time, as measured in a piloted reporting tool, attributed to the cross-cutting policy driver on gender equality and non-discrimination Target: to be set Baseline: not available	FINANCE
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D. HUMAN AND FINANCIAL RESOURCES

	Approaches requirements	Meets requirements	Exceeds requirements	Indicators	Business owners
9. Resource allocation	9a. Financial benchmark is set for implementation of the gender equality and women's empowerment mandate	9b. Financial benchmark for resource allocation for gender equality and women's empowerment mandate is met	9c. Financial benchmark for resource allocation for gender equality and women's empowerment mandate is exceeded	Percentage of total resources indicated as required to promote gender equality and non-discrimination (monetary sum of all country programme outcomes on gender equality and non-discrimination that are scored as gender marker 2a or 2b) Target: to be set Baseline: not available	PROGRAM
10. Gender architecture and parity	10ai. Gender focal points or equivalent at HQ, regional and country levels are: (a) appointed from staff level P4 and above (b) have written TORs (c) at least 20 per cent of their time is allocated to gender focal point functions	10bi. Gender focal points or equivalent at HQ, regional and country levels: (a) are appointed from staff level P4 and above for both mainstreaming and representation of women (b) have written TORs (c) allocate at least 20 per cent of their time to gender focal point functions	10ci. Gender focal points or equivalent at HQ, regional and country levels are: (a) appointed from staff level P5 and above for both mainstreaming and representation of women (b) have written TORs (c) at least 20 per cent of the time is allocated to gender focal point functions (d) specific funds are allocated to support gender focal point networking	Percentage of ILO headquarters units and field offices with gender focal points* Target: 100% Baseline (in 2014-15): 100% Percentage of unit and office gender focal points, and of department gender coordinators, who are professional level 4 and above* Target: 40% Baseline (in 2010): 35%	GED GED
	or 10aai. Plan in place to achieve the equal representation of women for GS staff and at P4 and above levels in the next five years	and 10bii. The entity has reached the equal representation of women for GS staff and also at P4 and above levels	and 10cii. Equal representation of women for GS staff and at P4 and above levels including the senior-most levels of representation in field offices, committees, advisory bodies and funds irrespective of budgetary source and		

Table : Performance indicators on enabling institutional mechanisms

D. HUMAN AND FINANCIAL RESOURCES

	Approaches requirements	Meets requirements	Exceeds requirements	Indicators	Business owners
10. Gender architecture and parity		10biii. Gender department/unit is fully resourced according to the entity mandate	10ciii. Gender department/unit is fully resourced according to the entity mandate		
11. Organizational culture	11a. Organizational culture partly supports promotion of gender equality and the empowerment of women	11b. Organizational culture fully supports promotion of gender equality and the empowerment of women	11ci. Organizational culture fully supports promotion of gender equality and the empowerment of women and 11cii. Senior managers demonstrate leadership and public championing of promotion of the equal representation of women	Percentage of ILO managers receiving upward feedback about whom staff state they “agree” or “absolutely agree” that the manager creates an environment that values diversity* Target: 75% Baseline (2014–15): 72%	HRD

E. CAPACITY

12. Capacity assessment	12a. Assessment of capacity in gender equality and women’s empowerment for individuals in entity is carried out	12bi. Entity-wide assessment of capacity of all relevant entity staff at HQ, regional and country levels in gender equality and women’s empowerment is carried out and 12bii. A capacity development plan is established or updated at least every five years	12ci. Entity-wide assessment of capacity of all relevant entity staff at HQ, regional and country levels in gender equality and women’s empowerment is carried out and 12cii. A capacity development plan is established or updated at least every three years	Assessment tool piloted with a selection of head-quarters and field-based staff on their capacity in gender equality and women’s empowerment Target: not available Baseline: not available	HRD
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E. CAPACITY

	Approaches requirements	Meets requirements	Exceeds requirements	Indicators	Business owners
13. Capacity development	13a. Working towards ongoing mandatory training for all levels of entity staff at HQ, regional and field offices	13bi. Ongoing mandatory training for all levels of entity staff at HQ, regional and field offices	13ci. Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices	<p>Percentage of sections of management and leadership development workshop materials that incorporate gender*</p> <p>Target: 40%</p> <p>Baseline (2014–15): 30%</p> <p>Number of days training that field-based gender specialists and focal points of key units receive on gender equality and women's empowerment</p> <p>Target: four-days training</p> <p>Baseline (2014–15): Four-day interregional gender learning forum held October 2015 with gender specialists and some focal points</p>	HRD GED
			and 13cii. Senior managers receive tailored training during orientation		

F. COHERENCE, KNOWLEDGE AND INFORMATION MANAGEMENT

14. Knowledge generation and communication	14a. Internal production and exchange of information on gender equality and women's empowerment	14bi. Knowledge of gender equality and women's empowerment is systematically documented and publicly shared	14ci. Knowledge on gender equality and women's empowerment is systematically documented and publicly shared	<p>Percentage of Research Department's terms of reference and outlines of key ILO flagship reports – <i>World Employment and Social Outlook on Poverty; World Employment and Social Outlook Trends 2016; and World Employment and Social Outlook on Enterprises</i> – that integrate sex-disaggregated data and analysis*</p> <p>Target: 75%</p> <p>Baseline (2015): not available</p>	RESEARCH
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F. COHERENCE, KNOWLEDGE AND INFORMATION MANAGEMENT

14. Knowledge generation and communication				Percentage of Research Department's events-related studies that substantively address or take into account a gender dimension, based on an agreed checklist Target: 20% Baseline (2015): 12%	RESEARCH
		and	and	Percentage of Research Department's events that feature women as speakers and as authors of related studies Targets: 40% speakers and 30% authors Baselines (2015): 30% speakers and 19% authors	RESEARCH
		14bii. Communication plan includes gender equality and women's empowerment as an integral component of internal and public information dissemination	14cii. Communication plan includes gender equality and women's empowerment as an integral component of internal and public information dissemination and 14ciii. Entity is actively involved in an inter-agency community of practice on gender equality and the empowerment of women	Percentage of sections of Communication Department's guides – on communicating about decent work, on campaigns, and on social media – that include gender-related references Target: 25% Baseline: not available	DCOMM
15. Coherence		15bi. Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women	15ci. Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women and 15cii. Participates in a UN SWAP peer review process	Percentage of inter-agency coordination mechanisms contributed to or attended by ILO staff Target: 60% Baseline (2014–15): 54%	GED and Action Plan business owners

Appendix I

Excerpts: Transitional strategic plan 2016–17 and Programme and Budget for 2016–17

Following are gender-specific excerpts¹⁹ (with paragraph number and in bold for the purpose of this Action Plan) from the ILO Transitional Strategic Plan 2016–17.

10. Subject to the discussion of the transitional strategic plan, the Programme and Budget proposals for 2016–17 will contain fully developed proposals under each of the ten policy outcomes. Each outcome strategy will specify how international labour standards, social dialogue and tripartism, and **gender equality and non-discrimination** will be addressed. It will also detail the most significant outputs to be delivered by the Office as a contribution towards the attainment of the expected changes.

...

18. A key driver of the global debate is the post-2015 development agenda, which will be guided by the discussions at the UN General Assembly and heavily influenced by other high-level meetings such as the United Nations Climate Change Conference, to be held in Paris in 2015. What is known at this stage is that, of the 17 proposed Sustainable Development Goals, the goal of achieving full and productive employment and decent work by 2030 may be one of the goals retained, and the challenges of gender equality, social protection, child and forced labour, labour rights, youth employment, migration and enterprise development, are duly highlighted.

Among gender-related references from the Programme and Budget 2016–17²⁰ are the following.

11. Three cross-cutting policy drivers apply to the ten policy outcomes and guide the enabling outcomes. These policy drivers require all ILO services to:

- reflect the principles and guidance provided by international labour standards and promote their wide application;
- **promote the principle and practice of gender equality and non-discrimination;**
- support and strengthen ILO constituents, and promote social dialogue.

...

19 ILO: *Draft transitional strategic plan for 2016–17 and preview of the Programme and Budget proposals for 2016–17* (GB.322/PFA/1), Geneva, 26 April. 2014.

20 ILO: *Programme and Budget for the biennium 2016-17*, Geneva, 2015.

Cross-cutting policy drivers

170. Three cross-cutting policy drivers relevant to all the policy outcomes represent fundamental principles and are a means to achieve the ILO's constitutional objectives. International labour standards, social dialogue, and **gender equality and non-discrimination** in the world of work are therefore promoted and applied in actions under all the policy outcomes. Standards and **women at work** are in addition among the ILO's centenary initiatives; work on them will be stepped up in the biennium with a view to equipping the Organization to take up successfully the challenges of its mandate at the start of its second century. These cross-cutting policy drivers and how they will be pursued across the outcomes are briefly discussed below.

178. The ILO's fundamental Conventions and other ILO instruments on equality and non-discrimination provide the overarching reference framework for this cross-cutting policy driver. ILO work in the biennium aims at supporting constituents in the realization of gender equality and the elimination of discrimination, including in the context of the post-2015 development agenda.

179. The women at work centenary initiative will include a set of specific outputs that cut across the policy outcomes, which will also contribute to the follow-up to the Beijing +20 review process. The initiative will involve a major stocktaking of the conditions of women in the world of work with a view to mapping out a renewed ILO strategy and to engaging tripartite constituents in action to achieve full, genuine and lasting equality and the elimination of discrimination.

180. Work will be undertaken to assess and address the discriminatory impact of seemingly neutral institutions, processes, laws and policies, including with respect to employment policies, skills programmes, enterprise development initiatives and the design of wage policies and other conditions of work. Services to constituents will include interventions to: (i) overcome the social, policy, legal and institutional obstacles facing groups of workers who are particularly vulnerable to discrimination, which could include, among others, women, persons with disabilities, members of indigenous communities or ethnic minorities, persons living with HIV/AIDS, and migrant workers; (ii) address the deficits in the representation of excluded and marginalized groups; and (iii) promote an enabling environment for gender equality and non-discrimination, including by extending equal pay for work of equal value, strengthening the role of collective bargaining, promoting women in business and leadership, ensuring adequate social protection coverage for disadvantaged groups, designing inclusive maternity, paternity and childcare policies, and promoting inclusion and diversity.

Appendix II

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Excerpts of Policy on Gender Equality and Mainstreaming in the International Labour Office²¹

.....

1. [This policy supplements efforts] on equality of opportunity and treatment for women in the International Labour Office, and is a crucial step towards implementation of gender equality and equity throughout the Organization.
2. As an Organization dedicated to fundamental human rights and social justice, the ILO must take a leading role in international efforts to promote and realize gender equality. ...
3. In order to ensure that the impact of our efforts is maximized and that resources are used effectively, mutually reinforcing action will be taken simultaneously on three fronts: staffing, substance and structure.

Staffing

4. [An] Office-wide target [has been set] of 50 per cent of Professional posts to be filled by women by 2010, with particular care to be given to gender balance in senior posts. Career development opportunities for General Service staff will be expanded and specific measures will be taken to create a family-friendly and enabling working environment for all staff, both men and women.

Substance

5. Gender inequalities are best dealt with through integrated approaches. ... [and] the Office must now work to ensure that commitment to gender equality is internalized throughout the ILO and reflected in all our technical work, operational activities and support services.
6. Using a gender lens, productive, reproductive, family, community and constituency-based roles can be properly analysed and strategic gender needs identified. Furthermore, equal representation and participation of women and men in decision-making are also fundamental for addressing social and economic issues in an integrated way and for ILO policy prescriptions to operate effectively in specific contexts.

21 This policy, announced in 1999, included the definition of gender mainstreaming based on the Agreed Conclusions in 1997 of the UN Economic and Social Council (ECOSOC): "Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes in any area and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension in the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality."

7. Gender analysis will be undertaken systematically in the Office's technical work and action will be taken, including gender-specific interventions, to promote gender equality. This will require a change in attitudes and working habits, cooperation and teamwork as well as the development of officials' competence in conducting gender analysis.
8. [These are expected] to result in the creation of new analytical frameworks, the enrichment of the ILO's knowledge base on gender issues and the provision by the Organization of enhanced related products and services. They should lead as well to the development of indicators and other tools to support gender mainstreaming. The generation of gender-sensitive data will also be critical for the development and implementation of technical cooperation programmes, the provision of advisory services and training, the development of research programmes and the dissemination of information.

Structure

9. Institutional arrangements for effective gender mainstreaming will be strengthened Office-wide. Existing mechanisms for programming, implementation, monitoring and evaluation will be reviewed, gender issues integrated more effectively where necessary and new mechanisms established as appropriate. It will also be necessary to establish an accountability framework for gender equality.

Action plan

11. [An] action plan [will be the] operational tool for the implementation of gender mainstreaming in the ILO.

Implementation

12. The implementation of this gender equality and mainstreaming policy requires the unfailing commitment, participation and contribution of each staff member. The responsibility and accountability for its successful implementation rests with the senior managers, the regional directors and the programme managers. Gender specialists and focal points will have a special role to play as catalysts. The Staff Union Committee will be kept fully informed and consulted in this process.
13. This policy is part of the ongoing transition to make the ILO a modern and efficient organization, responsive to emerging challenges. The ILO's commitment to gender equality will be reflected in the new strategic budgeting system, human resources strategy and policies, monitoring and evaluation functions, and technical cooperation activities. The Governing Body and our constituents will be kept fully informed of progress made in the implementation of this policy.