



Governing Body

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Measures identified by the Office to accelerate progress in respect of specific indicators of the ILO Action Plan for Gender Equality 2018–21

Summary: This document describes the concrete measures and steps identified following the 340th Session of the Governing Body (November 2020) to accelerate action in respect of specific indicators of the ILO Action Plan for Gender Equality 2018–21 – including with regard to leadership and staffing – taking into account the targets that were not met in the 2018–19 phase of the said Action Plan.

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Related documents: [GB.340/PV](#), [GB.340/INS/7\(Rev.1\)](#), [GB.332/INS/6](#), [GB.332/PV](#).

1. The ILO Action Plan for Gender Equality 2018–21 operationalizes the ILO Policy on Gender Equality and Mainstreaming,¹ which states that, 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. Annual monitoring of the Action Plan's implementation is reported to the Governing Body and to the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the latter of which coordinates the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP).
2. Monitoring in 2020 of all ILO Action Plan targets showed that 50.8 per cent of targets (or 29 targets out of a total of 57) were on track, and 36.8 per cent (21 targets) were not on track. Data were unavailable for 12.2 per cent of targets (7 targets), owing to the fact that the mid-term report on the implementation of the ILO Action Plan² was still under preparation during the monitoring exercise, and because some research events were not held because of the COVID-19 pandemic. In comparison, the monitoring exercise for 2018–19 showed that 50 per cent of all targets (29 out of the 57) had been met, 42 per cent (24 targets) had not, and data were unavailable for 7 per cent (4 targets, on training).
3. At its 340th Session (November 2020), the Governing Body had before it the mid-term report on the implementation of the ILO Action Plan. Taking into account the underperformance in respect of a number of the Action Plan's indicators, the Governing Body requested the Director-General to "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".³
4. The concrete measures and steps identified by the indicator custodians to accelerate progress towards the targets that had not been met during the 2018–19 phase are presented in the appendix to this document. Also included are additional actions focused on, among other aims, gender parity in ILO senior posts and gender-responsive development cooperation, which were identified in May 2021 by the ILO's Global Management Team.
5. The monitoring results for the 2020–21 phase of the ILO Action Plan will be shared with the Governing Body at its 344th Session (March 2022), which will have the opportunity to hold further discussions on the item and will be invited to decide on the approach to be taken in respect of the ILO Action Plan for 2022–25. The Office's proposed approach will be aligned with the UN-SWAP and incorporate the relevant recommendations of the high-level independent evaluation of the ILO's gender equality and mainstreaming efforts.

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

² GB.340/INS/7(Rev.1).

³ GB.340/PV, para. 16.

► Appendix

Actions to accelerate progress towards targets that were not met in the 2018–19 phase of the ILO Action Plan for Gender Equality 2018–21

Indicator	2020–21 targets	2020 results	Custodian(s)	Custodians' accelerating actions
Results-based management				
Proportion of project and programme proposals with marker on gender equality and non-discrimination ranked 2 or 3	Global (headquarters managed): 37 per cent	13 per cent	Partnerships and Field Support Department	<ul style="list-style-type: none"> • Launch a community of practice news series on gender equality and non-discrimination. • Mainstream gender equality and non-discrimination through tools and knowledge-sharing webinars. • Develop gender-responsive micro-learning products through development cooperation learning journeys. • Update the how-to guide on gender mainstreaming, in line with the gender equality and non-discrimination marker and Strategic Programming and Management Department's guidance note. • Prepare a contextualized and adaptable theory of change to underpin and facilitate project design (Partnerships and Field Support Department; Gender, Equality, Diversity and Inclusion Branch; Strategic Programming and Management Department). • Reinforce the ILO Gender Network's role and capacity (the Gender, Equality, Diversity and Inclusion Branch will require additional dedicated funding to this end). • Involve gender and non-discrimination field specialists in project design from the outset as part of standard procedures (regional directors). • Systematically request originators submitting projects with marker ranked less than 2 or 3 to submit a justification when entering the proposal into the appraisal workflow.
	Africa: 27 per cent	31 per cent		-

Indicator	2020-21 targets	2020 results	Custodian(s)	Custodians' accelerating actions
	Americas: 18 per cent	10 per cent		-
	Arab States: 13 per cent	10 per cent		-
	Asia and the Pacific: 35 per cent	29 per cent		-
	Europe and Central Asia: 13 per cent	6 per cent		-
Oversight				
Proportion of sampled evaluations whose scope of analysis, criteria and questions integrate gender equality	65 per cent	56 per cent	Evaluation Office	<ul style="list-style-type: none"> • Introduce a system whereby ex-post quality appraisals of evaluation reports are done on a rolling basis, to provide more real-time data including the extent to which evaluations are responsive to gender equality and non-discrimination. • Conduct targeted self-assessments covering critical performance areas of the ILO results-based Evaluation Strategy 2018-21, including gender equality, as part of the preparatory work for the 2022 independent evaluation of the ILO's evaluation function. • Include a focus on the ILO Action Plan for Gender Equality 2018-21 as part of the independent high-level strategy evaluation of the ILO's gender equality and mainstreaming efforts 2016-21. • Use innovative communication channels to overcome COVID-19 pandemic-related challenges, such as podcasts with a gender specialist for the online Evaluation Manager Certification Programme.
Proportion of sampled evaluations that integrate gender-responsive methodology, methods, tools and data analysis techniques	50 per cent	33 per cent		
Proportion of sampled evaluations that satisfactorily or fully integrate findings, conclusions and recommendations reflecting gender analysis	65 per cent	49 per cent		
Proportion of audited field office reports that identify gender-related risks and mitigating action taken	75 per cent	No audits done	Office of Internal Audit and Oversight	<ul style="list-style-type: none"> • Launch desk review audits that incorporate the indicator.

Indicator	2020-21 targets	2020 results	Custodian(s)	Custodians' accelerating actions
Audit completed and results disseminated on internal control and managing procedures relating to sexual harassment at the ILO	Audit done	No audits done	Office of Internal Audit and Oversight	<ul style="list-style-type: none"> • Conduct the audit using information technology-based means to overcome COVID-19 pandemic-related logistics.
Accountability				
Proportion of ILO senior staff (P5 and above on regular budget contracts) who are women	45 per cent	38 per cent	Human Resources Development Department	<ul style="list-style-type: none"> • Build upon <i>Diversity outlook</i> reports to periodically review each portfolio with regard to this indicator with the respective Deputy Director-General. • Conduct targeted outreach for competitions under the Recruitment, Assignment and Placement System (RAPS) through the United Nations Human Resources Network and the ILO Gender Network to encourage more women to apply for senior positions. • Use a staff survey to seek the views of staff on barriers to accessing senior positions and related suggestions (Human Resources Development Department; Gender, Equality, Diversity and Inclusion Branch). • Introduce career advancement as an explicit objective of the mentorship programme. • Monitor the percentage of women applicants versus the percentage of successful women candidates. • Rely on flexible work arrangements such as telework to encourage applications to senior positions requiring mobility. • Review the effects of giving preference to same-grade applicants with a view to assessing the need to amend the Staff Regulations.
Proportion of departments, offices and other units that are custodians of at least three Action Plan indicators for which the director or chief's performance-	50 per cent	16 per cent		
		Policy Portfolio: one of two director or chiefs' outputs include such a target	Deputy Director-General for Policy	<ul style="list-style-type: none"> • Send a message to two relevant directors or chiefs asking them to include Action Plan indicators in their beginning-of-cycle outputs for 2020.

Indicator	2020-21 targets	2020 results	Custodian(s)	Custodians' accelerating actions
management outputs include achieving their respective targets		Management and Reform Portfolio: two of two	Deputy Director-General for Management and Reform	<ul style="list-style-type: none"> On target, none required.
		Field Operations and Partnerships Portfolio: none of six	Deputy Director-General for Field Operations and Partnerships	<ul style="list-style-type: none"> Ensure in discussions with regional directors that they include the Action Plan indicators in their respective beginning-of-cycle outputs. A specific paragraph agreed with the Gender, Equality, Diversity and Inclusion Branch is included to that effect in the beginning-of-cycle forms.
Number of meetings held with directors, chiefs and other unit heads to discuss achieving their respective custodian targets	Two meetings	None		
		Policy Portfolio: none	Deputy Director-General for Policy	<ul style="list-style-type: none"> Send a message to two relevant directors or chiefs, asking them to enter two meetings into their online calendars (one in April and one in October).
		Management and Reform Portfolio: none	Deputy Director-General for Management and Reform	<ul style="list-style-type: none"> Share accelerating actions with the Management and Reform Portfolio Senior Management Team through the directors of departments under the portfolio.
		Field Operations and Partnerships Portfolio: none	Deputy Director-General for Field Operations and Partnerships	<ul style="list-style-type: none"> See above for the discussions with regional directors, which were extended to include the directors of departments under the portfolio.
Number of meetings held by Deputy Directors-General with department and regional office directors with one-page scorecards of up-	On the agenda of at least two meetings held by Deputy Directors-General	Not achieved	Deputy Directors-General	

Indicator	2020-21 targets	2020 results	Custodian(s)	Custodians' accelerating actions
to-date sex-disaggregated statistics on the meeting agenda		Policy Portfolio: none	Deputy Director-General for Policy	<ul style="list-style-type: none"> Send invitations to the Extended Policy Senior Management Team or Policy Senior Management Team with a dedicated agenda item for at least two meetings. Call on relevant technical departments and the Gender, Equality, Diversity and Inclusion Branch to make presentations during such meetings.
		Management and Reform Portfolio: one	Deputy Director-General for Management and Reform	<ul style="list-style-type: none"> On target, none required.
		Field Operations and Partnerships Portfolio: none	Deputy Director-General for Field Operations and Partnerships	<ul style="list-style-type: none"> Ensure that the Human Resources Development Department's sex-disaggregated statistics are shared with the regions, which monitor the indicators in particular with respect to recruitment and mobility policy processes. Participate in recruitment panels for ILO field office directors to ensure, among other things, gender balance in selection processes.
Number of unconscious bias sessions convened by the Senior Management Team for senior managers (D1 and above)	Two unconscious bias sessions	None	Office of the Director-General	<ul style="list-style-type: none"> With support from the Human Resources Development Department, hold two such sessions virtually, including managers in the regions. <p><i>Note: As this target was met in 2018-19, it was not covered by the instructions by the Governing Body to identify accelerating action for 2021; however, the target was not met in 2020, so it is included here.</i></p>
Human and financial resources				
Proportion of ILO job vacancies with descriptions that refer to gender-related skills or duties	70 per cent	60 per cent	Human Resources Development Department	<ul style="list-style-type: none"> Gather examples of gender-related skills and duties in order to conduct a knowledge-sharing meeting with headquarters and field-based human resources partners, with a view to developing guidelines for managers on the inclusion of these when preparing job descriptions. Human resources partners promote inclusion of these skills and duties in their regular advisory work.

Indicator	2020-21 targets	2020 results	Custodian(s)	Custodians' accelerating actions
Proportion of country programme outcomes scored as meeting 2 or 3 on gender equality and non-discrimination marker	43 per cent	43 per cent	Strategic Programming and Management Department and ILO regional offices	<ul style="list-style-type: none"> Seize relevant opportunities to build the capacities of field staff to ensure common understanding and consistent application of the marker, to further promote gender equality and non-discrimination on various grounds in country programming. <p><i>Note: Although the target was met in 2020, this indicator is included here in accordance with the Governing Body's instructions, since the target was not met in 2018-19 - hence the need to identify accelerating action for 2021.</i></p>
Proportion of women delegates and advisers accredited and registered in the International Labour Conference	At least 45 per cent	Session of the Conference not held	ILO tripartite constituents, Gender, Equality, Diversity and Inclusion Branch, the Office of the Legal Adviser and Official Meetings, Documentation and Relations Department	<ul style="list-style-type: none"> Suggest to regional office directors that they ask country offices to raise the issue of gender parity in tripartite delegations during briefings on the Conference, the Governing Body and regional meetings.

Indicator	2020-21 targets	2020 results	Custodian(s)	Custodians' accelerating actions
Proportion of women delegates and advisers accredited and registered in regional meetings	At least 45 per cent	Regional meetings not held	ILO tripartite constituents, Gender, Equality, Diversity and Inclusion Branch, Office of the Legal Adviser and Official Meetings, Documentation and Relations Department	
Number of capacity-building events held for ILO social partners on achieving gender parity in Conference delegations and regional meetings	Two capacity-building events	None held		
Number of interviews of exiting staff and reports to the Governing Body on pilot assessment of organizational culture (including gender-responsive recruitment, retention and staff experience) and preliminary results	Minimum of ten interviews of exiting staff; report to the Governing Body	No interviews and no report to the Governing Body	Office of the Mediator	<ul style="list-style-type: none"> • Introduce exit interviews as part of the separation process.
			Human Resources Development Department	<ul style="list-style-type: none"> • Revise the draft interview guide and consider gender-related issues arising from mandatory teleworking. • Incorporate the revised interview guide in the existing exit interview guide, with a view to headquarters and field-based human resources partners conducting three interviews each.

Indicator	2020-21 targets	2020 results	Custodian(s)	Custodians' accelerating actions
Platforms through which the <i>One ILO – Zero Sexual Harassment</i> campaign materials are accessible	<p>Accessible through social media (2020-21 target)</p> <p><i>Accessible through the ILO's public website (2018-19 target)</i></p>	<p>Materials not accessible through social media</p> <p><i>Materials not found on the ILO's public website</i></p>	Human Resources Development Department	<ul style="list-style-type: none"> The Department of Communication and Public Information will refer to the campaign in the context of its advocacy campaign on the Violence and Harassment Convention, 2019 (No. 190). <p><i>Since the latter part of 2021, materials have been accessible through the ILO's public website.</i></p>
Capacity				
Staff gender mainstreaming capacity-development plan drafted	Plan drafted	None	Human Resources Development Department	<ul style="list-style-type: none"> Work on the capacity-development plan.
Proportion of women among participants in training sessions run by the International Training Centre of the ILO (Turin Centre)	45 per cent	37 per cent	Turin Centre	<ul style="list-style-type: none"> Further customize online learning services to attract a higher proportion of women. Liaise with workers' and employers' structures to prioritize women's nominations.
Proportion of men among ILO staff participants in gender-specific training activities run by the Turin Centre	50 per cent	20 per cent	Turin Centre	<ul style="list-style-type: none"> Call on the Human Resources Development Department to identify and make available funds for the enrolment of male ILO staff in gender-specific training activities.
Proportion of events-related studies by the Research Department that substantively address or take into account a gender dimension	55 per cent	No events held	Research Department	<ul style="list-style-type: none"> Call on senior staff to discuss how to integrate gender in design and approval of new research projects. Establish a working group to formalize event planning based on a template to be designed taking into account authors' and speakers' sex and criteria including gender dimensions. Call on the working group to make a proposal on how to integrate the three targets. Call on the colleague overseeing events to draw attention to these indicators and report regularly to responsible manager.
Proportion of Research Department events that feature women as speakers in respect of relevant studies	55 per cent	No events held		

Indicator	2020-21 targets	2020 results	Custodian(s)	Custodians' accelerating actions
Proportion of Research Department events that feature women as authors of relevant studies	45 per cent	No events held		<ul style="list-style-type: none"> • Reflect all studies and events in a new gender-responsive knowledge-production system.