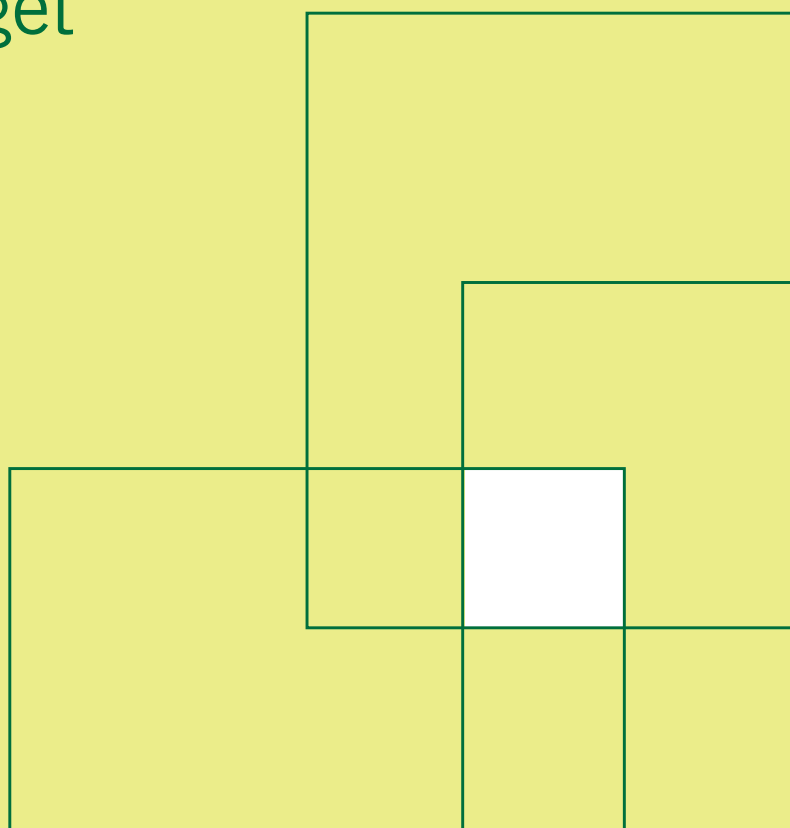




International
Labour
Office
Geneva

ILO Action Plan for Gender Equality 2010-15

Phase II: Aligned with
Programme and Budget
2012-13



INTERNATIONAL LABOUR ORGANIZATION

ILO Action Plan for Gender Equality 2010–15
Phase II: Aligned with the Programme and Budget for 2012–13

INTERNATIONAL LABOUR OFFICE GENEVA

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ISBN 978-92-2-125587-1 (print)

ISBN 978-92-2-125588-8 (Web pdf)

First edition 2012

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Printed by the International Labour Office, Geneva, Switzerland

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Introduction

The ILO Action Plan for Gender Equality 2010–15, which is aligned with the Strategic Policy Framework 2010–15 and its three corresponding biennial programme and budgets, operationalizes the 1999 ILO gender equality policy. It also reflects the 2009 ILC resolution concerning gender equality at the heart of decent work, as endorsed by the Governing Body when approving the Action Plan Phase I (2010–11).¹ This introduction provides examples of progress, gaps and lessons learned in implementing the Action Plan Phase I (2010–11), especially the three priority areas identified by the 1999 policy. These priority areas, which comprise enabling institutional mechanisms for gender equality, are: staffing, substance and structural arrangements. This introduction concludes by highlighting revisions incorporated in the Action Plan Phase II (2012–13) for more strategic focus.

Progress and gaps in implementing the Programme and Budget for 2010–11 outcomes, to which the Action Plan Phase I was aligned, are described in the *ILO programme implementation 2010–11*. Progress and lessons learned on implementing the recommendations of the 2009 ILC resolution, which are also incorporated in the Action Plan Phase I, were reported to the Governing Body.² Progress includes many good practices such as a tripartite national women’s employment committee for strategic interventions on gender equality in the labour market; facilitating women’s participation in the labour market by compensating for their extra care work through a pension bond for them; advancing women’s entrepreneurship; providing technical expertise in order that women’s equal remuneration for paid work is promoted, such as through a national tripartite committee on pay equity; and strengthening social partners’ capacity to mainstream gender within their own structures, which has assisted some unions to make policy proposals to their governments and launch campaigns on strengthening work and family provisions.

The Action Plan Phase I contained 26 indicators with accompanying targets concerning enabling institutional mechanisms (table I). An example of a successfully completed activity in 2010–11 concerning staffing was the *Managing for gender equality* self-directed learning tool for managers (indicator 2), for which there were no such guides in 2008–09. An example of surpassing a target on staffing was the significant increase in job vacancy texts that referred to gender sensitivity and/or technical skills (indicator 6). While the baseline in 2008–09 was 30 per cent of such texts, in 2010–11 the percentage of those referring to gender had risen to 95 per cent. This means that almost all jobs advertised in the Recruitment, Assignment and Placement System (RAPS) required gender-sensitive behaviour and/or technical competency in gender-related issues. An example of achieving a target concerning substance was the percentage of outcome strategies that included action-oriented gender-mainstreaming components (indicator 9); this rose from 94 per cent in 2008–09 to 100 per cent in 2010–11. An example of progress in meeting a target concerning structural arrangements was the increased percentage of terms of reference (TORs) for internal ILO evaluations that mainstreamed gender (indicator 24). While the baseline in 2008–09 was 30 per cent of such TORs, in 2010–11 this had increased to 50 per cent.

¹ Matters arising out of the work of the 98th Session of the International Labour Conference: *Follow-up to the adoption of the resolution concerning gender equality at the heart of decent work*, 306th Session of the ILO Governing Body (GB.306/3/2), Geneva, 2009.

² *Progress on implementing the 2009 International Labour Conference resolution concerning gender equality at the heart of decent work*, 312th Session of the ILO Governing Body (GB.312/INS/12), Geneva, 2011.

Lessons learned on Action Plan Phases I and II implementation will be included in a stocktaking report to the Governing Body in 2013 (see section 7 below). Meanwhile two lessons that emerged during Phase I implementation and which merit highlighting now were: (1) the benefits of linking Action Plan gender-related targets with ILO-wide results-based goals; and (2) the importance of using sustained and varied communication channels about the Action Plan with stakeholders.

An example of the first lesson were mutually supportive links between the “gender dividends” of the ILO Policy on Teleworking and the “productivity dividends” when women and men staff can better balance their work and family responsibilities. In the Action Plan Phase I, implementation and assessment of the teleworking policy was an indicative activity for a “number of gender-sensitive and/or family-friendly measures that exist” (indicator 5). By adopting and encouraging use of the Policy on Teleworking, the Office recognizes these mutually supportive links. The policy states that “the Office [is providing] an enabling environment to help staff members balance their professional and personal lives with a view to promoting greater job satisfaction, motivation and optimal performance ...”. An assessment of use of the policy, carried out by the “primary responsibility” unit (HRD) after one year of implementation, showed that just over 70 per cent of users were women and just under 30 per cent were men, with about an equal number of users based at headquarters and in the regions.

The second lesson concerned the value of sustained communication throughout Phase I of the Action Plan. Such exchanges, which varied both in format and venue, helped in obtaining management buy-in, staff involvement and teamwork, and especially cooperation and support from stakeholders such as “primary responsibility” units and offices. This was achieved through a dedicated briefing on the Action Plan at headquarters’ line managers meetings, presentations for all field office directors in Europe and in Africa; brainstorming sessions with gender network members; and updates on Action Plan implementation during end-of-year meetings with the ILO Gender Network’s coordinators, as well as learning forums with senior gender specialists and gender focal points in the Arab States and in Africa.

The Action Plan Phase II (2012–13) has been updated and streamlined. Changes include placing tables at the back, and reducing the number of indicators in table 1 on enabling mechanisms. The latter will ensure more strategic prioritization and focus – especially within the limited financial and human resources of the ILO Programme and Budget for 2012–13 – on indicators that are most SMART (specific, measurable, achievable, relevant and time bound). All enabling institutional mechanism indicators, targets and indicative activities are identified by the “primary responsibility” units themselves.

Indicators in table 1 relevant to the International Training Centre of the ILO (ITC–ILO) are no longer included in this Action Plan, as the ITC–ILO has incorporated these in its new Action Plan which has its own reporting mechanisms. Finally, table 2 on the 2009 ILC conclusions and programmatic outcomes does not reproduce all gender-related terms from the Programme and Budget for 2012–13 outcome strategy texts, as was the case with the Action Plan Phase I. Instead, each outcome’s statement on “gender equality and non-discrimination”, as required by the instructions of the Bureau of Programme and Management (PROGRAM), is provided.

1. Aims

The Action Plan operationalizes the 1999 ILO policy on gender equality (see Appendix I), which identified gender mainstreaming as the strategy to promote equality between women and men. The Action Plan also facilitates effective and gender-responsive delivery of the Decent Work Agenda in line with the 2009 International Labour Conference (ILC) resolution on gender equality at the heart of decent work. The follow-up on the resolution was decided in November 2009 by the Governing Body,³ which received an implementation update in November 2011.⁴ The Action Plan reflects the cross-cutting nature of gender equality in accordance with the 2008 ILO Declaration on Social Justice for a Fair Globalization⁵ and the 2009 Global Jobs Pact.⁶

Box 1
Global Jobs Pact

“This current crisis should be viewed as an opportunity to shape new gender equality policy responses. Recovery packages during economic crises need to take into account the impact on women and men and integrate gender concerns in all measures. In discussion on recovery packages, both regarding their design and assessing their success, women must have an equal voice with men.”

Extract from *Recovering from the crisis: A Global Jobs Pact*, adopted by the 98th Session of the International Labour Conference, Geneva, 19 June 2009.

2. Audience and beneficiaries

The direct audience for the Action Plan is all ILO staff in headquarters and the regions, in order to guide them in mainstreaming gender across all their work at all levels of the Organization, including regional priorities. The ultimate beneficiaries of the Action Plan are the tripartite constituents of ILO member States.

3. Results-based management for gender equality: Background, methodology and structure

The Action Plan uses a gender-mainstreaming strategy and a results-based management approach. It is aligned with the ILO Strategic Policy Framework 2010–15 comprising its three corresponding biennial programmes and budgets (see Appendix II). For this reason, Office-wide consultations (including with the ITC–ILO) in late 2009

³ Matters arising out of the work of the 98th Session of the International Labour Conference: *Follow-up to the adoption of the resolution concerning gender equality at the heart of decent work*, 306th Session of the ILO Governing Body (GB.306/3/2), Geneva, 2009.

⁴ *Progress on implementing the 2009 International Labour Conference resolution concerning gender equality at the heart of decent work*, 312th Session of the Governing Body (GB.312/INS/12) and reference document (GB.312/INS/12/REF), Geneva, 2011.

⁵ *ILO Declaration on Social Justice for a Fair Globalization*, adopted by the 97th Session of the International Labour Conference, Geneva, 2008, Part IB.

⁶ *Recovering from the crisis – A Global Jobs Pact*, adopted by the International Labour Conference at its 98th Session, Geneva, 2009.

focused on linkages between programme and budget outcomes and the 2009 ILC conclusions.⁷ In the consultations, common priorities and activities were identified for implementing the Conclusions. Meetings aimed at taking into account the demands of constituents as outlined in the Outcome-based Workplans (OBW).

Box 2
Gender mainstreaming

The aim of mainstreaming, which is the process of assessing the implications for women and men of any planned action, is to achieve gender equality. The ILO gender mainstreaming strategy uses a two-pronged approach. The first is through explicitly and systematically addressing the specific and often different needs and concerns of both women and men in all policies, analysis, strategies, and every step of every initiative including monitoring and evaluation. The second is through targeted interventions when analysis shows that one sex – usually women – has been historically disadvantaged socially, politically and/or economically.

“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 the concerns and experiences of women as well as men an integral part of the design, implementation, monitoring and evaluation of all 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 of gender mainstreaming is to achieve gender equality.”

Agreed Conclusions (A/52/3.18), Economic and Social Council, United Nations, New York, 1997.

Also consulted were the Executive Directors of the sectors on Employment; Social Protection; Social Dialogue, including the Directors of the Bureau for Employers’ Activities and of the Bureau for Workers’ Activities; Standards and Fundamental Principles and Rights at Work; and Management and Administration; and directors of the strategic units that report to the Director-General. Gender Network members – in particular senior gender specialists and coordinators – were involved in the process. In accordance with the 1999 ILO policy on gender equality, the Staff Union was kept informed of the development of this Action Plan.

Table 1 on enabling institutional mechanisms (see section 8 below) was developed based on discussions held in early 2010 with the headquarters units and field offices that hold “primary responsibility” for the relevant indicators, and again in early 2012. The link between the 2009 ILC conclusions and programmatic outcomes appears in table 2 (see section 9 below).

4. Scope including alignment with the UN System-wide Action Plan (SWAP) on gender equality and the empowerment of women

The Constitution of the ILO, written in 1919, recognized protection of women workers and the principle of equal remuneration for work of equal value. The ILO Declaration on Fundamental Principles and Rights at Work, adopted by the International Labour Conference in 1998, includes among its eight core labour standards the Equal Remuneration Convention, 1951 (No. 100), and the Discrimination (Employment and Occupation) Convention, 1958 (No. 111). Two additional gender equality Conventions are the Workers with Family Responsibilities Convention, 1981 (No. 156), and the Maternity Protection Convention, 2000 (No. 183).

⁷ ILO: *Provisional Record No. 13, Gender equality at the heart of decent work* (general discussion), Report of the Committee on Gender Equality, 98th Session of the International Labour Conference, Geneva, 2009.

Gender equality as a human right and a development goal was enshrined in the 1948 Universal Declaration on Human Rights and in the 1979 Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). At the 1995 Beijing Fourth World Conference on Women, the world's governments agreed to use gender mainstreaming as a strategy to achieve gender equality. At the 2000 UN Millennium Summit, 147 Heads of 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”.⁸

Box 3

**United Nations system-wide policy on gender equality
and the empowerment of women**

“... We state our intention and commitment to continue to pursue the goals of gender equality and the empowerment of women, both collectively within the United Nations system and individually within our specific organizations, through coherent and coordinated implementation of the gender mainstreaming strategy adopted by the Economic and Social Council in its Agreed Conclusions 1997/2. 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 ...”

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

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 gender mainstreaming. However, this Action Plan is closely aligned with the UN System-wide Action Plan (SWAP) on gender equality and the empowerment of women, for which coordination is the responsibility of UN Women. The performance standards contained in the SWAP, which is scheduled to be endorsed by the UN Chief Executives Board for Coordination (CEB) in April 2012, are:

- (1) accountability;
- (2) results-based management for gender equality;
- (3) oversight through monitoring, evaluation, audit and reporting;
- (4) human and financial resources;
- (5) capacity development; and
- (6) coherence, coordination and knowledge and information management.

⁸ *United Nations Millennium Declaration*, resolution adopted by the General Assembly (A/RES/55/2), New York, 2000.

Several other policy documents inform the contents of this Action Plan, including the ILO Human Resources Strategy 2010–15,⁹ ILO Evaluation strategy 2011–15,¹⁰ ILO policy on research and publications,¹¹ and the ILO Knowledge Strategy.¹² An important instrument to promote the strategic objectives will continue to be technical cooperation – taking into account the Governing Body decision in 2005 on mainstreaming gender in all technical cooperation¹³ and the guiding questions on gender equality in the *ILO Technical Cooperation Manual*.¹⁴

5. Accountability and responsibility

Strengthened accountability mechanisms are essential for effective gender mainstreaming. This requires clarity on roles and responsibilities and adequate tracking and oversight. This section highlights what will be done to strengthen accountability over the timeframe of the Action Plan 2010–15.

All ILO staff at headquarters and in field offices are required to promote gender equality in the context of the Decent Work Agenda by building this into their work. Senior management, including directors in the field, has overall responsibility and accountability for the policy's operationalization and implementation. The team of specialists in the Bureau for Gender Equality at headquarters and the wider Gender Network (made up of gender coordinators, senior gender specialists and gender focal points) will support and advise on how to mainstream gender and other issues relating to the promotion of gender equality. As regards achievement of gender-responsive results within the Organization's Programme and Budget for 2012–13, there is an oversight role for the Bureau for Gender Equality which is based on the 1999 ILO policy on gender equality.

⁹ *Results-based strategies 2010–15: Human Resources Strategy – Refocusing human resources*, 306th Session of the ILO Governing Body (GB.306/PFA/12/2), Geneva, 2009.

¹⁰ *Results-based strategies 2011–15: Evaluation strategy – Strengthening the use of evaluations*, 310th Session of the ILO Governing Body (GB.310/PFA/4/1(Rev.)), Geneva, 2011.

¹¹ *ILO policy on research and publications* (Circular No. 629), Geneva, 2007.

¹² *Results-based strategies 2010–15: Knowledge Strategy – Strengthening capacity to deliver decent work and the Global Jobs Pact*, 306th Session of the Governing Body (GB.306/PFA/12/3), Geneva, 2009.

¹³ *Minutes of the 292nd Session of the ILO Governing Body* (GB.292/PV), Geneva, 2005.

¹⁴ *ILO Technical Cooperation Manual*, version 1, Geneva, 2010.

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

All staff are accountable for applying the principles of the ILO gender equality policy 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
Executive directors	Accountable for implementing and monitoring gender equality in their respective 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
ILO 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
Unit heads/chiefs	In implementing responsibilities delegated by Executive Directors, 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	Accountable for progress toward parity between women and men and equality of opportunity and treatment of all ILO staff
Partnerships and Development Cooperation Department	Accountable for promoting gender equality and for gender mainstreaming in all technical cooperation agreements, programmes and projects
Senior gender specialists and gender coordinators	Accountable for playing a catalytic and supportive role to headquarters sectors and field offices to effectively mainstream gender including input to analysis, planning, implementation, review and reporting. In the case of ACTRAV and ACT/EMP, accountable for playing a catalytic and supportive role to Headquarters' sectors 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 focal points	Accountable for playing a catalytic role to assist the process of gender mainstreaming in respective headquarters units or field offices
Bureau for Gender Equality	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 providing oversight on mainstreaming performance through annual stocktaking and reporting to the Director-General

In common with other UN system entities, ILO is strengthening its gender equality accountability mechanisms. Such mechanisms are needed to hold the Organization to account for: (i) gender equality in its operational or programmatic work; and (ii) the gender responsiveness of its internal or institutional systems and human resources policies. As results-based management becomes further embedded at the ILO, there is increasing clarity on objectives, expected outcomes, indicators and targets. The Programme and Budget for 2012–13 stresses the importance of accountability and transparency.

The 2010 ILO accountability framework¹⁵ is guided by a set of core principles including clarity of responsibility, alignment of accountability with organization-wide goals, and performance monitoring and reporting. Concerning clarity of responsibility, the framework states that “organizational policies and behavioural guidelines define the level and types of responsibilities attached to all positions”. For alignment of accountability with Organization-wide goals, it notes that “managers, and all staff, are accountable for achieving organization-wide goals whatever their functional positions”. And concerning performance monitoring and reporting, the framework says that performance will be “monitored through regular reporting on results, with timely accounts and reliable financial and substantive reports” including related documentation that is readily verifiable and clear. This system of accountability in the ILO aims to, among other goals, place increased focus on results and performance-based management.

The accountability goals of the Action Plan 2010–15 and chief responsibilities for implementation, monitoring and evaluation of the Action Plan are summarized below.

Box 5 Accountability monitoring mechanisms	
Accountability monitoring goals	Chief responsibility
A schedule for regular oversight will be established on organizational performance in gender equality	Bureau for Gender Equality
Strengthened individual and collective accountability at each level – from senior management to individual staff	All staff
Increased monitoring of gender equality performance and outcomes in plans and programmes taking place, including strengthened reporting within existing reporting schedules	Relevant sectors/country programmes and units, together with the Bureau of Programming and Management, guided by the Bureau for Gender Equality and the gender network
Increased knowledge base on results and good practices for dissemination on gender-relevant information, findings or results	Entire field structure and headquarters-based units, supported by the Bureau for Gender Equality and the Gender Network
Monitoring of the participatory gender audits will examine how gender equality issues are taken into account in selected field offices, in technical cooperation programmes, among selected constituents and headquarters-based units. Outcomes of gender audits will be reported to the Governing Body	Bureau for Gender Equality
A final evaluation will look more comprehensively at performance and progress in gender mainstreaming, to complement performance monitoring. Information from this evaluation will be used for internal management learning and decision-making and for external reporting to constituents on results achieved	Bureau for Gender Equality with support from the Evaluation Unit

6. 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 2012–13 attributes regular budget resources for staffing and activities of the Bureau for Gender Equality and for field-based senior gender specialists. The resource-linking process – both in terms of work-months and Regular Budget Technical Cooperation

¹⁵ *ILO accountability framework* (IGDS No. 137 (version 1)), International Labour Office, Geneva, 2010.

funds – is one formal mechanism to support OBWs that mainstream gender. This mechanism allows for a transparent commitment of funding for field- and headquarters-based initiatives to advance gender equality.

However, evaluations of previous Action Plans reveal that more effective mainstreaming of gender equality requires resources beyond the regular budget allocation. These efforts form part of Office follow-up on the 2009 ILC conclusions, which state 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 2010–15, the Office is continuing to seek extra-budgetary resources through the Regular Budget Supplementary Account (RBSA). The shift in emphasis from project-based funding to OBW choices has had implications on contributions for gender equality, which is a cross-cutting theme and not a stand-alone outcome. The Office mechanism that permits allocations specifically for gender equality, which advances implementation of the Action Plan, is to link resources to the global product for measuring progress on gender equality at the heart of decent work.

7. Monitoring, reporting, audit and evaluation

In accordance with the Governing Body decision on follow-up to the 2009 ILC resolution on gender equality, progress on the relevant Conclusions will be incorporated into monitoring of the Action Plan, which includes participatory gender audits, and in the cyclical reporting to the Governing Body of results under the four Strategic Objectives. Action Plan monitoring will be through the programme implementation reports produced at the end of each biennium and submitted to the Governing Body. In any case, paragraph 58 of the 2009 ILC Conclusions states that within the parameters of the programme and budget, the Office is expected to ensure that the Conclusions are implemented in a coordinated and efficient manner by relevant programmes in the field and at headquarters, with arrangements to adequately monitor progress and impact. As mentioned in section I above, progress on follow-up to the conclusions was reported to the November 2011 session of the Governing Body.¹⁶

In order to avoid double reporting at the end of the three programme and budget biennia and to enable a certain time to have elapsed for implementation across the longer period of this Action Plan 2010–15, there will be two distinct evaluations of the Action Plan: (i) a medium-term stocktaking report at the milestone date of end 2012 (to be reported to the Governing Body at its March 2013 session); and (ii) a final report based on an independent evaluation of results, including on the 2009 ILC Conclusions, at the end of 2015. The independent evaluation will include an in-depth assessment of the information contained in the various Programme Implementation Reports and will build on feedback given by the Governing Body on the stocktaking report, with a view to internal management learning and decision-making in the Office as well as for guidance on future Action Plans for Gender Equality.

¹⁶ GB.312/INS/12.

8. Enabling institutional mechanisms for gender equality in the Office

Table 1 below comprises the enabling institutional mechanisms for gender equality in the Office. These mutually reinforcing priority action areas (as identified in the 1999 ILO gender equality policy) are: staffing, substance and structural arrangements. Each indicator includes a baseline, an indicative activity and (when appropriate) a minimum performance standard,¹⁷ which was agreed with the relevant “primary responsibility” unit.

For ease of reference, tracking and transparency, table 1 also incorporates information that was gathered at the end of the Action Plan Phase I (2010–11). This verified and documented data concerns baselines, targets and indicative activities.

¹⁷ See ILO: *Outline of Action Plan for Gender Equality 2010–15*, Governing Body, 307th Session, Geneva, 2010 (GB.307/16/1, para. 2). Results-based action plans in the UN system are using minimum performance standards, often referred to as “targets”, more frequently.

Table 1. Enabling institutional mechanisms for gender equality in the Office: Staffing, substance and structural arrangements**Staffing priorities:**

- Parity among women and men professional staff across all units and offices
- Equality of opportunity and treatment of all ILO staff
- Workplace harassment is combated

Staffing results	Indicators and baselines ¹	Minimum performance standards		Indicative activities		Primary responsibility
		Targets	Status	Examples	Status	
Measures are implemented to ensure greater parity ² between women and men in recruitment and promotion	1. Indicator: % of Professional and higher category positions held by women ³ Baseline: 42.5% (33.6% management positions held by women)	2010–15: Achieve gender parity	2010–11: 43.6% (37.5% of management positions held by women)	Encouragement of applications from qualified women	Systematically included in Recruitment, Assignment and Replacement System (RAPS) job vacancy descriptions that “ILO values diversity among its staff. We welcome applications from qualified women and men, including those with disabilities.”	Human Resources Development Department All senior and line managers Bureau for Gender Equality Note: The Staff Union has committed to work with the Office to advance gender equality
			2012–13:	Encouragement of applications from qualified women Include aim of gender parity in RAPS job vacancy descriptions		
			2014–15:			
	2. Indicator: % of sections of management and leadership development workshop materials that incorporate gender ⁴ Baseline: Zero	Not applicable	2010–11: 26%	Management and leadership development module on mainstreaming for gender equality developed	Managing for Gender Equality MLDP module published and accessible on HRD Intranet in September 2011	

Staffing results	Indicators and baselines ¹	Minimum performance standards		Indicative activities		Primary responsibility
		Targets	Status	Examples	Status	
			2012–13:	Workshop trainer terms of reference incorporate need for gender expertise, as well as the task of mainstreaming gender into training materials	Workshop trainer TORs contained no reference to gender expertise or mainstreaming in materials	
				TORs for staff development activities with external collaborators incorporate need for gender sensitivity in the training and in the possible training materials		
	3. Indicator: % of women participants in management and leadership development workshops Baseline: 34%	2010–11: 39%	56%			
		2012–13: 44%				
		2014–15: 49%				
Expanded opportunities provided for General Service staff's career development in the Office	4. Indicator: Number of opportunities for training offered to General Service staff Baseline: Nine	2010–11: Ten	13	Delivery of orientation activities for General Service staff	General Service staff included in orientation workshop for new officials held twice a year	
		2012–13: 11				
		2014–15: 12				

Staffing results	Indicators and baselines ¹	Minimum performance standards		Indicative activities		Primary responsibility
		Targets	Status	Examples	Status	
A family-friendly and enabling working environment for both women and men is promoted	5. Indicator: number of gender-sensitive and/or family-friendly measures that exist ⁵ Baseline: Seven measures	2010–11: One additional	ILO policy on part-time working arrangements drafted in October 2011	Implementation and assessment of teleworking policy	Teleworking policy implemented in February 2010, and assessment conducted in January 2011	
		2012–13: One additional		Implementation of new part-time working arrangements policy		
		2014–15: One additional				
Competency in gender mainstreaming, at appropriate level, is developed for all ILO staff	6. Indicator: % of job description vacancies that refer to gender-related skills and/or gender sensitivity Baseline: 30.3%	2010–11: 40%	95% of RAPS job vacancy descriptions (76% refer to gender sensitivity in behavioural competencies, and 19% refer to gender in introduction, technical competencies or duties)	Systematically assess for gender-related content in draft job descriptions received from line managers	Draft job vacancy descriptions consistently assessed	
		2012–13: 50% (20% refer to gender in introduction, technical competencies or duties)		Continue to assess gender-related content in draft RAPS job vacancy descriptions, with encouragement on including reference to gender in technical competencies		
		2014–15: 60%				

Staffing results	Indicators and baselines ¹	Minimum performance standards		Indicative activities		Primary responsibility
		Targets	Status	Examples	Status	
	7. Indicator: % of responsible chiefs perceived by reporting staff as creating an environment that values diversity including sensitivity to gender ⁶ Baseline: To be established based on 2012–13 performance	2010–11: Not applicable	Upward feedback component of Performance Management Framework postponed until 2012–13	Formally incorporate gender-related criteria throughout the Performance Management Framework	Performance Management module includes references to gender-related issues and indicators for the “respect for diversity” competency	
		2012–13: To be set		Revise gender-blind language and content in the Framework training materials	Performance appraisal report for managers includes a question related to gender	
		2014–15: To be set		Incorporate reference to diversity value including gender in staff training on upward feedback exercise		
	8. Indicator: Number of initiatives or measures taken to strengthen and/or enforce the Conflict Prevention and Resolution Collective Agreement including on sexual harassment Baseline: One	2010–11: Two	One: Internal HR sex-disaggregated database on grievances, including sexual harassment, and HR performance in addressing or resolving these	HRD Administrative Circular No. 543 (Rev.1), giving guidance on the procedures in cases of sexual harassment, made more visible on HRD Intranet pages	In HR Intranet site, hyperlink added in November 2011 on “conflict prevention and resolution”, which goes to Intranet homepages of the ILO Mediator and Joint Advisory Appeals Board – both of which include ILO sexual harassment policy and procedures information	
		2012–13: Two		Incorporate harassment, including of a sexual nature, into conflict resolution training for managers		

Staffing results	Indicators and baselines ¹	Minimum performance standards		Indicative activities		Primary responsibility
		Targets	Status	Examples	Status	
		2014–15: Two				

¹ All baselines – unless otherwise noted – are replicated from the Action Plan for Gender Equality 2008–09, or statistics available as of January 2010.

² Gender parity, for the purposes of this Action Plan, is understood to be in the range of 45–55 per cent.

³ Aligned with HR Strategy 2010–15, outcome 1.

⁴ Aligned with HR Strategy 2010–15, outcome 2.

⁵ Aligned with HR Strategy 2010–15, outcome 4.

⁶ Aligned with HR Strategy 2010–11, outcome 3.

Enabling institutional mechanisms for gender equality in the Office

Substance priority:

- Commitment to gender equality is internalized throughout the ILO and reflected in all technical work, operational activities and support services including knowledge management

Substance results	Indicators and baselines	Minimum performance standards		Indicative activities		Primary responsibility
		Targets	Status	Examples	Status	
Increased competence of ILO staff in conducting gender analysis and planning related to employment and decent work	9. Indicator: % of P&B outcome strategies that include action-oriented gender-mainstreaming components Baseline: 94.7% ⁷	2010–11: 100%	100%	Guidance will be given on continued identification of concrete gender components in strategies of all outcomes in P&B 2012–13 and 2014–15, respectively	Guidance given in May and in June 2010	All headquarters units and field offices
		2012–13: 100%		(See above)		Bureau of Programming and Management
		2014–15: 100%		(See above)		Department of Partnerships and Development Cooperation
	10. Indicator: % of P&B outcomes that are reported with one or more actionable lessons learned on mainstreaming gender Baseline: 21% ⁸	2010–11: 60%	10%	Guidance on gender-related aspects will be provided to technical programmes and the regions in the course of monitoring implementation of biennial outcome-based workplanning	Guidance provided in March 2011	
		2012–13: 80%		and preparing implementation reports	Guidance provided in July 2011	
		2014–15: 100%		Guidance to outcome coordinators for preparing outcome-based workplans will be strengthened to ensure that strategies include plans to address gender equality		

Substance results	Indicators and baselines	Minimum performance standards		Indicative activities		Primary responsibility
		Targets	Status	Examples	Status	
Attitudes and working habits support gender mainstreaming	11. Indicator: % of recommendations of participatory gender audit reports for audited ILO headquarters units and field offices that are implemented Baseline: 20% (based on 2010–11 status)	2010–11: 20%	One of the two audited confirmed over 20% implemented	Within 12 months of a gender audit, the unit or office Director and GENDER will reassess recommendations and any emerging new needs	GENDER's minutes of October 2011 proposed a reassessment, and audited field office shared an action plan	
		2012–13: 40%		Two months after an audit report received, GENDER to request unit or field office to share its action plan		
		2014–15: 50%				
Improved level of knowledge and methodologies address gender dimensions in technical work	12. Indicator: % of DWCPs that contain indicators of which at least 35% are gender-inclusive Baseline: 17% (based on 2010–11 status)	2010–11: Not applicable	17%	Reviews of draft DWCPs through the Quality Assurance Mechanism consistently provide specific guidance on rendering indicators more gender-inclusive	All reviews provided such guidance	
		2012–13: 30%		Reviews of draft DWCPs through the Quality Assurance Mechanism continue to consistently provide specific guidance on rendering indicators more gender-inclusive		
		2014–15: 100%		Include in relevant briefings and training reference to the gender-responsive <i>ILO DWCP Guidebook: Version 3</i>		

Substance results	Indicators and baselines	Minimum performance standards		Indicative activities		Primary responsibility
		Targets	Status	Examples	Status	
	13. Indicator: % of research texts that are submitted to the Research and Publications Committee and fulfil all the requirements of a "comprehensive checklist for mainstreaming gender issues into research and publications" Baseline: 33% (based on 2010–11 status)	2010–11: Not applicable	33% fulfil all requirements (28% partially fulfil requirements)	Draft checklist, based on the 2007 ILO policy on research and publications, submitted to Research and Publications Committee (RPC) for approval and dissemination	Sample checklist disseminated to RPC in December 2011	
		2012–13: 50%		Specific gender mainstreaming guidance is provided to coordinators and researchers involved in the four research teams under the ILO Global Research Agenda		
		2014–15: To be set				
	14. Indicator: % of ILO/donor partnership agreements that mainstream gender in both policy orientation and operational aspects Baseline: 46%	2010–11: 60%	67%	Bilateral policy dialogue on gender equality with relevant donors	Bilateral policy dialogues on gender equality held throughout 2010–11	
		2012–13: 70%		Bilateral policy dialogue on gender equality with relevant donors		
		2014–15: 80%				

Substance results	Indicators and baselines	Minimum performance standards		Indicative activities		Primary responsibility
		Targets	Status	Examples	Status	
	15. Indicator: % of ILO technical cooperation projects/ programmes that are classified in IRIS with Gender Marker One or Two ⁹ Baseline: 72%	2010–11: 65%	69%	Issue Office directive on mainstreaming gender in technical cooperation	Office directive not issued	
		2012–13: 40%		Issue how-to guide on mainstreaming gender into technical cooperation		
		2014–15: 15%				

⁷ According to an assessment by PROGRAM.

⁸ According to an assessment by PROGRAM, which included intermediate and joint immediate outcomes.

⁹ Gender Marker One is defined as: "Project contains no objectives, outcomes, outputs or activities that aim to promote gender equality", and Gender Marker Two is defined as: "Project does not include gender equality as an outcome, but some outputs and/or activities specifically address gender issues."

Enabling institutional mechanisms for gender equality in the Office

Structural arrangements priority:

■ Strengthened structural arrangements for effective gender mainstreaming Office-wide ¹⁰

Structural arrangements results	Indicators and baselines	Minimum performance standards		Indicative activities		Primary responsibility
		Targets	Status	Examples	Status	
Well-staffed and resourced Bureau for Gender Equality and gender specialists in field supporting gender mainstreaming across the Organization	22. Indicator: Number of headquarters units and field offices without gender focal points ¹¹ Baseline: One headquarters unit and two field offices	2010–11: None	Two among headquarters units and none among field offices	Conduct mapping and contact all chiefs or directors of units and offices without gender focal points	Mappings conducted in July 2010 and September 2011, followed by requests to relevant chiefs or directors	Bureau for Gender Equality All headquarters units and field offices Department of Partnerships and Development Cooperation Human Resources Development Department Bureau of Programming and Management Evaluation Unit
		2012–13: None		Conduct mapping and contact all chiefs or directors of headquarters units and field offices without gender focal points		
		2014–15: None				
	23. Indicator: % of male focal points among headquarters units and field offices Baseline: 31%	2010–11: 35% men	29% (41% among headquarters units and 20% among field offices)	Formally request chiefs or directors of units and offices to take into account gender parity when appointing gender focal points	Formal appointment requests highlight importance of taking into account gender parity	
		2012–13: 40%		Revise formal request to chiefs or directors of units and offices so that field offices are encouraged to appoint male focal points		
		2014–15: 45%				

Structural arrangements results	Indicators and baselines	Minimum performance standards		Indicative activities		Primary responsibility
		Targets	Status	Examples	Status	
An accountability framework for gender equality Improved mechanisms for gender-responsive programming, monitoring and evaluation	24. Indicator: % of approved terms of reference for evaluations of independent strategies, DWCPs and projects that include an assessment of gender dimensions Baseline: 30%	2010–11: 50% of terms of reference	50%	EVAL guidelines to be revised		Gender-mainstreamed <i>ILO Guidelines to Results-based Evaluation – Principles, Rationale, Planning and Managing for Evaluations</i> , Version I published in Jan. 2010
		2012–13: 70% of terms of reference		Update <i>Considering Gender in Monitoring and Evaluation of Projects</i> to reflect UNEG norms and standards on gender equality Incorporate mainstreaming clause into "Writing Terms of Reference" checklist		
		2014–15: 100% of terms of reference		Implement a dissemination strategy for UNEG handbook on <i>Integrating Human Rights and Gender Equality in Evaluation – Towards UNEG Guidance</i>		

¹⁰ As stated in the ILO gender equality policy.

¹¹ Unit or office must have critical mass of Professional specialists (i.e. at least four persons managed by a chief or director).

9. Gender-related programmatic outcomes

Table 2 below reflects the gender-related programmatic outcomes for 2012–13, which are cross-referenced to the 2009 ILC conclusions. This follows guidance given at the March 2010 session of the Governing Body when discussing the Office paper¹⁸ that outlined the proposed approach and modalities of this Action Plan. It also follows specific internal instructions in the Programme Guidance Letter, which was issued on 26 May 2010 by the ILO Director-General concerning drafting of the Programme and Budget for 2012–13. The letter stated that “outcome strategies should specify in concrete terms how gender equality will be mainstreamed in achieving each outcome, building on the Plan of Action for Gender Equality 2010–15 and the 2009 Conference resolution on gender equality at the heart of decent work. I ask outcome coordinators to work closely with the Gender Bureau”. The guidance letter also gave clear timelines and responsibility lists for implementation. All strategy texts for the 19 outcomes in the Programme and Budget for 2012–13 contain a section on “gender equality and non-discrimination”.¹⁹

Table 2 contains key gender-related terms found in the Programme and Budget 2012–13, namely: where these terms appear in introductory texts for the four strategic objectives, the outcome statements and their accompanying strategy text on “gender equality and non-discrimination”, and indicators that include gender-related terms. All these terms, which appear in bold, were identified based on substantive and critical gender-related priorities identified by the Governing Body. These priorities include – but are not restricted to – the following: discrimination, equality, rights, Millennium Development Goals (MDGs), gender pay gap, diversity, maternity protection, part-time work, working time, atypical and precarious employment, employment relationship, the informal economy, work organization, childcare, parental leave, family responsibilities, export processing zones (EPZs), and domestic workers.

¹⁸ *Outline of Action Plan for Gender Equality 2010–15*, 307th Session of the ILO Governing Body (GB.307/16/1), Geneva 2010.

¹⁹ In a 1 July 2011 memorandum on reporting on programme and budget implementation, PROGRAM instructed that “... each outcome text shall contain the following elements in separate sections ... [including on] gender equality and non-discrimination: Texts shall explain whether or not the delivery of the strategy was effective in addressing gender equality and non-discrimination issues. Major achievement or pitfalls in this regard should be explained.”

Table 2. Reflecting interface between the 2009 International Labour Conference conclusions on gender equality, and Programme and Budget for 2012–13 ¹

Strategic Objective: Employment – Create greater opportunities for women and men to secure decent employment and income		
Paragraph 101. <i>The world is emerging slowly from its worst global recession in 70 years, which resulted in millions more people being unemployed and exacerbated informality, poverty and employment insecurity ... The 2010 Summit on the Millennium Development Goals observed slow progress in the attainment of MDG1(B), which pertains to productive employment and decent work.</i>		
105. <i>Work on employment promotion will continue to be organized around three outcomes: (i) More women and men have access to productive employment, decent work and income opportunities ...</i>		
108. <i>Three topics are mainstreamed in all outcomes and programmes: Gender equality, youth employment and the inclusion of persons with disabilities. Likewise, efforts to facilitate the transition from the informal to the formal economy ... are incorporated into all strands of action.</i>		
Strategic Objective: Employment – Create greater opportunities for women and men to secure decent employment and income		
ILC 2009 conclusions	P&B 2012–13 outcome statement and accompanying strategy text on “gender equality and non-discrimination”	P&B 2012–13 indicators
52. Regarding knowledge and capacity building to support gender-sensitive policy formulation, the ILO should: <ul style="list-style-type: none"> (a) strengthen its research agenda and knowledge base on emerging issues, especially in the context of the global economic crisis, so as to identify new trends and patterns in the world of work, and links between economic efficiency, social justice and gender equality; this includes making more systematic use of sex-disaggregated data so as to inform policy formulation and new monitoring mechanisms to track achievements in gender equality, using key indicators on sex discrimination in the world of work and gender-responsive budgeting. The purpose of data collection should be well defined so that it is used in a focused and meaningful manner; (b) support efforts for more effective policy development for specific vulnerable groups of women; (e) develop measurement systems to create incentives for progress in formalizing the informal economy, increasing the participation of women in the formal economy and increasing the proportion of women in the workforce; ... 	Outcome 1: More women and men have access to productive employment, decent work and income opportunities . <p>113. The Office will continue to promote gender equality and non-discriminatory employment approaches by strengthening the engagement and capacity for advocacy of constituents in order to include gender equality in national employment policies, to focus on women in the informal economy, and to promote employment-intensive gender budgeting. The collection and analysis of sex-disaggregated data will continue to be central to the Office’s effort to measure progress towards the goal of gender equality in the world of work and to identify where and why blockages to labour market equity persist.</p>	Indicator 1.1: Number of member States that, with ILO support, integrate national, sectoral or local employment policies and programmes in their development frameworks. <p>Measurement: To be counted as reportable, results meet the following criteria:</p> <ul style="list-style-type: none"> – National development frameworks (five-year plans, poverty reduction strategies) prioritize productive employment, decent work and income opportunities within their macro analysis, sectoral or economic stimulus strategies. – Comprehensive national employment policies and/or sector strategies are developed, in consultation with social partners, and endorsed by government (cabinet, parliament, or inter-ministerial committees). <p>Baseline: 10 member States Target: 14 member States, of which 6 in Africa, 3 in the Americas, 1 in Arab States, 2 in Asia, 2 in Europe</p>

Strategic Objective: Employment – Create greater opportunities for women and men to secure decent employment and income

ILC 2009 conclusions	P&B 2012–13 outcome statement and accompanying strategy text on “gender equality and non-discrimination”	P&B 2012–13 indicators
<p>53. Regarding employment and job creation, the ILO should: ...</p> <ul style="list-style-type: none"> (f) monitor progress of the Global Employment Agenda in promoting gender equality within its ten core elements; (g) implement targeted interventions for the creation of decent and productive employment for women and men who are unemployed, underemployed, in the informal economy, and in rural areas; and (h) advocate gender-responsive employment creation as part of national policies and national development frameworks, poverty reduction strategies and policy coherence with macroeconomic policies. 		<p>Indicator 1.3: Number of member States that, with ILO support, put in place or strengthen labour market information and analysis systems and disseminate information on national labour market trends</p> <p>Measurement: To be counted as reportable, results must meet the first and one of the other two criteria.</p> <ul style="list-style-type: none"> – The member State reports on the MDG indicators relating to full, productive and decent employment. – Labour market information units are linked to national monitoring systems. – National labour market data and analysis are provided to the ILO for international monitoring and comparison. <p>Baseline: 4 member States Target: 10 member States, of which 3 in Africa, 2 in the Americas, 1 in Arab States, 4 in Asia</p> <p>Indicator 1.4: Number of member States that, with ILO support, include the promotion of productive employment, decent work and income opportunities, in their disaster risk reduction/recovery measures and in their conflict prevention, reconstruction and recovery programmes.</p> <p>Measurement: To be counted as reportable, results must meet the following criteria:</p> <ul style="list-style-type: none"> – Sustainable employment-intensive recovery programmes are implemented to address the job losses caused by disaster or conflict. – An awareness-raising and training strategy targeting employers, workers and their organizations is implemented by one or more of the tripartite constituents in order to prepare the social partners to better engage in crisis-related recovery programmes. <p>Baseline: 6 member States Target: 7 member States, of which 3 in Africa, 1 in the Americas, 2 in Arab States, 1 in Asia</p>

Strategic Objective: Employment – Create greater opportunities for women and men to secure decent employment and income

ILC 2009 conclusions**P&B 2012–13 outcome statement and accompanying strategy text on “gender equality and non-discrimination”****P&B 2012–13 indicators**

Indicator 1.5: Number of member States that, with ILO support, show an increasing employment content of investments in employment-intensive infrastructure programmes for local development.

Measurement: To be counted as reportable, results must meet the following criteria:

- A mechanism including government and social partners is established or strengthened to target, monitor and evaluate employment content of public investments in infrastructure within national development frameworks.
- Employment-intensive infrastructure programmes are implemented that integrate **rights**, skills, entrepreneurship, social protection and social dialogue aspects of the Decent Work Agenda.

Baseline: 0

Target: 7 member States, of which 2 in Africa, 2 in the Americas, 2 in Asia, 1 in Europe

Indicator 1.6: Number of member States where, with ILO support, governments, employers’ and/or workers’ organizations have taken initiatives in policy areas that facilitate transition of **informal activities** to formality.

Measurement: To be counted as reportable, results must meet the following criteria:

- A **gender-sensitive and effective policy initiative/reform** is adopted by one of the tripartite constituents that facilitates transition to formality.
- The policy initiative/reform includes practical measures in at least two of the following policy areas: the adequacy of the regulatory framework and its enforcement; entrepreneurship, skills and financial support; extension of social protection; and representation and organization.

Baseline: 0

Target: 4 member States, of which 2 in Africa, 1 in the Americas, 1 in Asia

Strategic Objective: Employment – Create greater opportunities for women and men to secure decent employment and income

ILC 2009 conclusions	P&B 2012–13 outcome statement and accompanying strategy text on “gender equality and non-discrimination”	P&B 2012–13 indicators
<p>52. Regarding knowledge and capacity building to support gender-sensitive policy formulation, the ILO should: ...</p> <p>(c) collect information on pressures placed on boys and men to conform to gender stereotypes in the world of work; ...</p> <p>(g) ensure that the ILO International Training Centre in Turin and the Inter-American Centre for Knowledge Development in Vocational Training (CINTERFOR) are adequately resourced so they can provide support in capacity building and training on gender equality; gender should be integrated into all training courses; ...</p> <p>53. Regarding employment and job creation, the ILO should:</p> <p>(a) assist with the development of labour market policies and tools designed to build the capacity of constituents in the fields of employability, skills and competencies of women, including their entry into male-dominated trades and sectors; similar efforts should be made to include men in female-dominated occupations in order to overcome sex-based job segregation; ...</p>	<p>Outcome 2: Skills development increases the employability of workers, the competitiveness of enterprises, and the inclusiveness of growth.</p> <p>122. Gender issues and the promotion of gender equality feature prominently in work on apprenticeships, community-based training and disability inclusion. Capacity building for public and private employment services, particularly in francophone Africa and Central and Eastern Europe, will include training to overcome gender stereotyping and occupational segregation. Outreach to encourage lifelong and workplace learning will include practical advice on meeting the special needs of women in balancing work, training and home responsibilities.</p>	<p>Indicator 2.1: Number of member States that, with ILO support, integrate skills development into sector or national development strategies.</p> <p>Measurement: To be counted as reportable, results must meet at least one of the following criteria:</p> <ul style="list-style-type: none"> – National process to draft or revise national development strategies explicitly includes skills development policies. – Government entity (inter-ministerial in most cases) is established or strengthened with responsibility for linking skills and education into sector or national development strategies (such as MDGs, PRSPs, national five-year plans). – Tripartite institutions operate at national or local levels to link skills supply and demand. – Specific measures are implemented to link skills to development strategies targeting technology, trade, environment, or science and research capabilities. <p>Baseline: 6 member States, of which 2 in Africa Target: 14 member States, of which 3 in Africa, 3 in the Americas, 2 in Arab States, 5 in Asia, 1 in Europe</p> <p>Indicator 2.5: Number of member States that, with ILO support, develop and implement integrated policies and programmes to promote productive employment and decent work for young women and men.</p> <p>Measurement: To be counted as reportable, results must meet at least two of the following criteria:</p> <ul style="list-style-type: none"> – Youth employment is a priority of national development strategies or national employment policies. – National plans promoting youth employment are developed by the government and the social partners and contain priority measures as well as human and financial resources for their implementation. – National programmes promoting decent employment of disadvantaged youth are implemented by the government with the support of the social partners.

Strategic Objective: Employment – Create greater opportunities for women and men to secure decent employment and income

ILC 2009 conclusions	P&B 2012–13 outcome statement and accompanying strategy text on “gender equality and non-discrimination”	P&B 2012–13 indicators
		<ul style="list-style-type: none"> – An information dissemination, awareness-raising, training or outreach strategy on youth employment is implemented by one or more of the tripartite constituents, as documented through evidence of, for example, establishment of hotlines and brochures, training courses, services or recruitment campaigns. <p>Baseline: 6 member States, of which 4 in Africa Target: 13 member States, of which 3 in Africa, 3 in the Americas, 1 in Arab States, 4 in Asia, 2 in Europe</p>
<p>53. Regarding employment and job creation, the ILO should: ...</p> <ul style="list-style-type: none"> (b) extend programmes to foster women’s entrepreneurship and economic development; ... (e) compile and disseminate good practices promoting women’s participation in private sector development and sustainable enterprises; ... 	<p>Outcome 3: Sustainable enterprises create productive and decent jobs.</p> <p>131. Gender equality will continue to be a cross-cutting theme in the Office’s work on sustainable enterprises. For example, entrepreneurship programmes target groups that are often excluded, in particular women and young people, with policies and technical packages specifically designed to help them overcome gender-related biases and barriers in the labour market. Likewise, gender equality and non-discrimination are also core issues in advice provided through the ILO Helpdesk and in advisory and capacity-building work on responsible workplace practices delivered through the SCORE programme (Sustaining Competitive and Responsible Enterprises).</p>	<p>Indicator 3.2: Number of member States that, with ILO support, implement entrepreneurship development policies and programmes for the creation of productive employment and decent work.</p> <p>Measurement: To be counted as reportable, results must meet at least two of the following criteria:</p> <ul style="list-style-type: none"> – The member State introduces entrepreneurship development policies in national development frameworks or similar national policy documents. – Entrepreneurship development strategies are implemented in economic sectors or value chains that have been selected because of their high job-creation potential. – A national association or network of trainers and organizations with the skills and resources to support the delivery of entrepreneurship programmes, especially with a focus on entrepreneurship for women and young people, is established or strengthened. – Targeted entrepreneurship development strategies are implemented that support (a) the transition of informal activities to formality or (b) poverty reduction in rural areas, in line with the 2008 ILC resolution concerning the promotion of rural employment for poverty reduction. <p>Baseline: 7 member States Target: 14 member States, of which 5 in Africa, 3 in the Americas, 2 in Arab States, 3 in Asia, 1 in Europe</p>

Strategic Objective: Employment – Create greater opportunities for women and men to secure decent employment and income

ILC 2009 conclusions

**P&B 2012–13 outcome statement and accompanying
strategy text on “gender equality and non-discrimination”**

P&B 2012–13 indicators

Indicator 3.4: Number of member States that, with ILO support, adopt policies that integrate the principles of the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration).

Measurement: To be counted as reportable, results must meet the following criteria:

- Awareness-raising strategies are implemented, including consultations among governments, employers and workers, as well as multinational enterprises, with regard to topic areas of the MNE Declaration, such as general policies, employment, training, conditions of **work and life**, industrial relations.
- Policies are established aimed at attracting foreign direct investment, with special attention being given to topic areas of the MNE Declaration, such as general policies, employment, training, conditions of **work and life**, industrial relations.

Baseline: 0

Target: 5 member States, of which 1 in each region

¹ The conclusions concerning the role of the ILO, and two preceding paragraphs on child labour and on gender and the Decent Work Agenda, are excerpted from *Gender equality at the heart of decent work – Report of the Committee on Gender Equality* (identified by paragraph number) along with gender-related references from the Programme and Budget for 2012–13, which appear in **bold** for the purposes of this Action Plan.

Strategic Objective: Social Protection – Enhance the coverage and effectiveness of social protection for all

138. *The ILO will support the extension of coverage of **gender-responsive social security** through a two-dimensional strategy that is adaptable to all member States. ...*
140. *... Special attention will be paid to developing practical tools and policy advice, enabling stakeholders to implement national and workplace policies and programmes, especially in economic sectors where OSH measures are particularly important, in order to respond to the challenges associated with SMEs and the **informal economy**, the **gender dimension of OSH**, and prevention in relation to social security systems.*
141. *In times of crisis it is more necessary than ever to help constituents develop rights-based labour migration policies that emphasize **gender-responsive social protection and integration**, support a more effective use of remittances and the know-how acquired by migrants, and ensure a positive effect on the social economy. ...*
143. *Because workers in rural areas and in the **informal economy** are affected by the highest level of exclusion from social security coverage, the worst working conditions and a very high prevalence of poverty, they will remain at the centre of the Office’s strategy to extend social protection to all.*

ILC 2009 conclusions	P&B 2012–13 outcome statement and accompanying strategy text on “gender equality and non-discrimination”	P&B 2012–13 indicators
<p>54. Regarding social protection, the ILO should:</p> <p>(a) develop policy options to help constituents upgrade social security systems so that they are inclusive and take into account the needs of workers with family responsibilities, cover women in vulnerable situations, and offer policy options to help formalize workers in the informal economy; ...</p>	<p>Outcome 4: More people have access to better managed and more gender equitable social security benefits.</p> <p>150. Gender equality is mainstreamed into the strategy from the collection and dissemination of sex- disaggregated social security data to support policy advice to constituents that takes into account the specific social security needs and situations of women and men. Assistance to constituents in the collection, analysis and dissemination of sex-disaggregated data will continue to be provided with a view to upgrading the knowledge base for policy development. Building on the second edition of the <i>World Social Security Report</i> prepared in 2010–11, which had a special focus on ways to accelerate the extension of income security schemes and health protection to women in rural areas, the monitoring of the effectiveness of social security policies with regard to gender equality will continue. The implementation of Social Protection Floor policies will benefit, in particular, workers and their families in the informal economy as well as other vulnerable groups that often do not enjoy adequate social security coverage and often face discrimination, such as migrant women and men, pregnant women, people exposed to adverse external effects such as natural hazards, and women and men living with HIV/AIDS.</p>	<p>Indicator 4.1: Number of member States that, with ILO support, improve the knowledge and information base on the coverage and performance of their social security system.</p> <p>Measurement: To be counted as reportable, results must meet the following criterion:</p> <ul style="list-style-type: none"> – Sex-disaggregated information on population coverage and/or expenditure in at least five out of ten categories of benefits (nine identified in Convention No. 102 plus general social assistance income support) is available in the country and publicly accessible through the ILO Social Security Inquiry/database and/or the ILO Internet-based knowledge platform on the extension of social security. <p>Baseline: 50 member States (for which information is available as of 2008)</p> <p>Target: 16 member States, of which 6 in Africa, 3 in the Americas, 3 in Arab States, 2 in Asia, 2 in Europe</p> <p>Indicator 4.2: Number of member States that, with ILO support, develop policies improving social security coverage, notably of excluded groups</p> <p>Measurement: To be counted as reportable, results must meet the following criteria:</p> <ul style="list-style-type: none"> – A plan to extend social security is developed, as documented either through a white book, the national development plan, legislation, government regulations or the de facto implementation of a social security scheme.

Strategic Objective: Social Protection – Enhance the coverage and effectiveness of social protection for all

ILC 2009 conclusions	P&B 2012–13 outcome statement and accompanying strategy text on “gender equality and non-discrimination”	P&B 2012–13 Indicators
		<ul style="list-style-type: none"> – The plan specifically addresses the coverage of excluded groups in at least one of the ten categories of benefits. – Development of the ILO’s policy recommendations to the government includes consultation of employers’ and workers’ organizations. <p>Baseline: 3 member States</p> <p>Target: 9 member States, of which 3 in Africa, 2 in the Americas, 1 in Arab States, 2 in Asia, 1 in Europe</p>
<p>51. ... The gender perspective should be a well-integrated and specific part of the “Decent work for domestic workers” item on the agenda of the 2010 and 2011 sessions of the International Labour Conference.</p> <p>54. Regarding social protection, the ILO should ...</p> <ul style="list-style-type: none"> (b) develop and disseminate tools and undertake research to prevent and eliminate sexual harassment of women and men and violence against women at work; (c) strive to improve the understanding of the principle of equal remuneration for men and women for work of equal value and its application in practice, among other means, through technical assistance in applying objective job-evaluation methods free from gender bias; (d) compile and disseminate good practices on parental leave and paternity and maternity leave and benefits, and provide technical support to governments to develop effective laws and policies; ... 	<p>Outcome 5: Women and men have improved and more equitable working conditions.</p> <p>159. Guidelines will be developed on how to implement the new international labour standards on domestic work, which is performed by an overwhelming majority of women and girls. Building on the findings of the second <i>Global Wage Report</i> regarding low-wage work and its gender dimensions, follow-up work will develop policy options to address these issues. Cooperation with UN agencies, both globally and at the country level, to link maternity protection at work to MDG3 (gender equality), MDG4 (reducing child mortality) and MDG5 (promoting maternal health) will continue in pursuit of these objectives. Finally, gender analysis based on sex-disaggregated data will be mainstreamed in all ILO research and policy guidance related to working conditions, consistent with the resolution concerning gender equality at the heart of decent work adopted by the International Labour Conference at its 98th Session in 2009.</p>	<p>Indicator 5.1: Number of member States in which tripartite constituents, with ILO support, adopt policies or implement strategies to promote improved or more equitable working conditions, especially for the most vulnerable workers.</p> <p>Measurement: To be counted as reportable, results must meet at least two of the following criteria:</p> <ul style="list-style-type: none"> – A national plan of action is adopted by the tripartite constituents covering key priorities on working conditions, including for the most vulnerable workers. – New or modified legislation, regulations, or policies, or national or sectoral programmes, are adopted to improve working conditions, including for the most vulnerable workers, in one or more specific areas: maternity protection, work–family reconciliation, domestic work, working time and work organization. – An information dissemination or awareness-raising campaign on improving working conditions is implemented by one or more of the tripartite constituents in one or more specific areas: maternity protection, work–family reconciliation, domestic work, working time and work organization. – A training strategy for improving working conditions is implemented by one or more of the tripartite constituents in one or more specific areas: maternity protection, work–family reconciliation, domestic work, working time and work organization.

Strategic Objective: Social Protection – Enhance the coverage and effectiveness of social protection for all

ILC 2009 conclusions	P&B 2012–13 outcome statement and accompanying strategy text on “gender equality and non-discrimination”	P&B 2012–13 Indicators
<p>56. Regarding principles and rights at work, the ILO should: ...</p> <p style="padding-left: 20px;">(b) promote improved ratification rates, and analyse obstacles to ratification, of the Workers with Family Responsibilities Convention, 1981 (No. 156), the Maternity Protection Convention, 2000 (No. 183), the Part-Time Work Convention, 1994 (No. 175), and the Home Work Convention, 1996 (No. 177), and ensure their effective implementation; ...</p>		<p>Baseline: To be established based on performance in 2010–11</p> <p>Target: 6 member States, of which 2 in Africa, 2 in the Americas, 1 in Arab States, 1 in Europe</p> <p>Indicator 5.2: Number of member States that, with ILO support, strengthen their institutional capacity to implement sound wage policies.</p> <p>Measurement: To be counted as reportable, results must meet at least one of the following criteria:</p> <ul style="list-style-type: none"> – A mechanism for the monitoring and collection of wage data is established or strengthened to expand or improve the availability of data on average wages, the wage share, or wage inequality, or other new wage indicators. – Legislation, regulations, or policies are adopted that improve minimum wages (national or sectoral), whether established via statute or through collective bargaining. – Specific measures to improve wage-setting are implemented in either the public or private sectors, such as the establishment or revitalization of a tripartite body at national level or other wage bargaining mechanisms, operating at different levels. – A group of wage experts, trained as part of a capacity-building programme established by the ILO, is employed by the Ministry of Labour or employers’ or workers’ organizations, or academic institutions dealing with wage policy matters. <p>Baseline: To be established based on performance in 2010–11</p> <p>Target: 5 member States, of which 1 in Africa, 2 in Asia, 2 in Europe</p>

Strategic Objective: Social Protection – Enhance the coverage and effectiveness of social protection for all

ILC 2009 conclusions	P&B 2012–13 outcome statement and accompanying strategy text on “gender equality and non-discrimination”	P&B 2012–13 Indicators
54. Regarding social protection, the ILO should: ... (f) promote gender-sensitive occupational safety and health policies, cultures and systems.	Outcome 6: Workers and enterprises benefit from improved safety and health conditions at work. 168. Experience has demonstrated the need to take into account the gender dimension of OSH to attain safer workplaces and healthier outcomes for all workers, not just those, usually men, in hazardous sectors. Research on the gender dimension of OSH conducted in 2010–11, and policy guidance and recommendations developed in this area, will be used to guide application at the national and workplace levels. Gender analysis will continue to be central to policy advice on OSH, as will the collection and analysis of sex-disaggregated data, especially in statistics related to OSH indicators.	Indicator 6.2: Number of member States in which tripartite constituents, with ILO support, implement programmes to promote improved safety and health at work. Measurement: To be counted as reportable, results must meet at least one of the following criteria: <ul style="list-style-type: none"> – The member State has incorporated OSH concerns into national development frameworks or similar national policy documents. – A national tripartite mechanism for OSH is established or revitalized so that it functions effectively (meeting regularly and making recommendations to government). – OSH information, awareness-raising and training strategies are designed and implemented by the government, employers’ or workers’ organizations, to help give effect to programmes targeting improvement of OSH conditions, as documented by a schedule and budget allocation for, and reports of, activities. – Labour inspection services carry out more effective and efficient inspections to help ensure application of OSH standards, as documented through evidence in annual reports. – A register and analyses, with sex-disaggregated data, of occupational accidents and diseases are established or upgraded and maintained at national level by the competent authority. Baseline: 5 member States, across 2 regions Target: 8 member States, of which 3 in Africa, 1 in the Americas, 2 in Asia, 2 in Europe

Strategic Objective: Social Protection – Enhance the coverage and effectiveness of social protection for all

ILC 2009 conclusions	P&B 2012–13 outcome statement and accompanying strategy text on “gender equality and non-discrimination”	P&B 2012–13 Indicators
<p>50. Workers’ organizations should continue to contribute to achieving gender equality in the workplace by:</p> <p style="padding-left: 20px;">(a) strengthening representation of ... migrant ... workers, who are mostly women; ...</p>	<p>Outcome 7: More migrant workers are protected and more migrant workers have access to productive employment and decent work.</p> <p>178. Migration policies are not necessarily gender-neutral. In many instances legal migration channels are only opened for occupations strongly dominated by either men or women workers. The Office will pay special attention to address these and other gender-related issues in its policy advice to constituents. Updates of the good practice databases on: (i) labour migration policies and programmes; and (ii) integration and anti-discrimination will address issues of equality of treatment between migrant workers and local workers, as well as between women and men migrant workers, and will provide practical guidance for their integration into workplaces and societies of destination.</p>	<p>Indicator 7.1: Number of member States that, with ILO support, adopt gender-sensitive labour migration policies to protect migrant workers that reflect the ILO Multilateral Framework and the provisions of relevant international labour standards.</p> <p>Measurement: To be counted as reportable, results must meet at least two of the following criteria:</p> <ul style="list-style-type: none"> – A gender-responsive policy to improve the protection of migrant workers is developed, as documented either through legislation, a national development plan, government regulations, or a bilateral agreement/memorandum of understanding between the country of origin and the country of destination. – The policy specifically addresses at least one of the following areas: increased equality of treatment and non-discrimination for migrant workers in the workplace; safe recruitment of migrant workers; integration in workplaces and societies of destination; expanded social security coverage for migrant workers; expanded and improved labour inspection coverage of workplaces where migrant workers are employed; measures to prevent migrant workers from falling into situations of trafficking and forced labour. – Ministerial or inter-ministerial capacities to administer labour migration and/or a national tripartite mechanism in charge of monitoring the implementation of the policy are/is established or revitalized, as documented through evidence of recurrent meetings. – A national mechanism for the collection and monitoring of up-to-date sex-disaggregated data on migrant workers is established or upgraded. <p>Baseline: 3 member States</p> <p>Target: 8 member States, of which 2 in Africa, 1 in the Americas, 1 in Arab States, 2 in Asia, 2 in Europe</p>

Strategic Objective: Social Protection – Enhance the coverage and effectiveness of social protection for all

ILC 2009 conclusions
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Indicator 7.2: Number of member States that, with ILO support, adopt **gender-sensitive labour migration policies** and practices that reflect the ILO Multilateral Framework with a view to promoting productive employment and decent work for migrant workers.

Measurement: To be counted as reportable, results must meet at least two of the following criteria:

- A **gender-responsive policy or national programme** to improve access of migrant workers to productive employment and decent work is developed, as documented either through a national development plan, local or regional development plans and programmes, national labour laws applicable to migrant workers, or integration laws and policies.
- The policy or programme specifically addresses at least one of the following areas: skills development and training; prevention of deskilling; recognition of diplomas and competencies; brain drain; accommodating remittance flows and/or their productive use; the link between remittances and socially responsible financial institutions; productive employment of migrant workers upon their return; the link between migration policy and meeting labour market needs.
- Government institutional capacities to administer labour migration policy are established or revitalized, in particular effective labour inspection services to monitor decent working conditions in the workplace in destination countries.
- Government institutional capacities to administer policies and programmes for return migrants are established or reinvigorated, in particular effective employment services for vocational guidance, placement and labour market reintegration.

Baseline: 3 member States

Target: 6 member States, of which 1 in Africa, 2 in the Americas, 1 in Arab States, 1 in Asia, 1 in Europe

Strategic Objective: Social Protection – Enhance the coverage and effectiveness of social protection for all

ILC 2009 conclusions	P&B 2012–13 outcome statement and accompanying strategy text on “gender equality and non-discrimination”	P&B 2012–13 Indicators
<p>54. Regarding social protection, the ILO should: ...</p> <p>(e) develop work-related policy options for governments in response to HIV/AIDS that address the different impact that the epidemic has on women and men; ...</p>	<p>Outcome 8: The world of work responds effectively to the HIV/AIDS epidemic.</p> <p>188. The guidance tool on mainstreaming gender in workplace responses to HIV and AIDS, which was developed in 2010–11, will be widely applied in training programmes and technical cooperation projects. The Office will participate in gender audits to capture the lessons learned and feed these into HIV and AIDS initiatives with a view to mainstreaming gender more effectively. Gender analysis of HIV and AIDS project proposals will be undertaken and gender equality indicators will be included in the monitoring and evaluation framework of ILO/AIDS programmes. The issues of human rights and non-discrimination will take centre stage in the Office’s work to give effect to Recommendation No. 200.</p>	<p>Indicator 8.1: Number of member States that, with ILO support, develop a national tripartite workplace policy on HIV/AIDS, as part of the national AIDS response.</p> <p>Measurement: To be counted as reportable, results must meet the following criterion:</p> <ul style="list-style-type: none"> – A national tripartite workplace policy is developed on the basis of the ILO code of practice on HIV/AIDS and the world of work (the HIV and AIDS Recommendation, 2010 (No. 200), will be used to guide the tripartite workplace policies). <p>Baseline: 14 member States, of which 7 in Africa, 5 in the Americas and 2 in Europe</p> <p>Target: 28 member States, of which 12 in Africa, 6 in the Americas, 1 in Arab States, 2 in Asia, 7 in Europe</p> <p>Indicator 8.2: Number of member States where tripartite constituents, with ILO support, take significant action to implement HIV/AIDS programmes at workplaces.</p> <p>Measurement: To be counted as reportable, results must meet the following criteria:</p> <ul style="list-style-type: none"> – An HIV/AIDS workplace programme is developed and launched during the biennium in at least five workplaces. – The programme has been developed by a bipartite or tripartite HIV/AIDS workplace committee, and integrates the ten key principles of the ILO code of practice on HIV/AIDS and the world of work, and includes specific measures to address non-discrimination, gender equality, healthy work environment, social dialogue, no screening and confidentiality. <p>Baseline: 30 member States, of which 10 in Africa, 5 in the Americas, 13 in Asia and 2 in Europe</p> <p>Target: 17 member States, of which 10 in Africa, 2 in the Americas, 2 in Arab States, 1 in Asia, 2 in Europe</p>

Strategic Objective: Social Dialogue – Strengthen tripartism and social dialogue

196. *During 2012–13, the ILO will emphasize knowledge development and capacity building through collaboration within the Office and with the Turin Centre, and partnerships with outside organizations, while enhancing web-based information sharing and outreach, with continued attention to **gender mainstreaming**. Specifically the Office will: ... help workers' organizations establish standard setting and supervision as central to integrating a social dimension and appropriate regulation into the globalized economy – recognizing these as fundamental pillars of the Decent Work Agenda and as essential guarantors of **workers' rights** and interests; ... [and] promote the decent work integrated approach in specific sectors at global and country levels, focusing on the effective implementation of recent sectoral labour standards, the improvement of working conditions, and the promotion of employability and **gender equality**. ...*

ILC 2009 conclusions	P&B 2012–13 outcome statement and accompanying strategy text on “gender equality and non-discrimination”	P&B 2012–13 indicators
<p>48. Employers recognize the benefits of gender equality, the importance of female participation in the workforce and the vital contribution of women to economic development. Gender equality means more and better candidates to choose from, allowing for a selection process based on skills, competencies, merit and expertise, leading to a more diverse, productive and competitive workforce.</p> <p>49. Employers' organizations can contribute to achieving gender equality in the workplace by:</p> <ul style="list-style-type: none"> (a) representing the employers' point of view in policy discussions on gender equality and legislative reform; (b) stimulating entrepreneurship among women and advocating for public policies that allow women to become entrepreneurs, and promoting networking among women entrepreneurs; (c) assisting members in the development of gender-sensitive workplace policies and measures through communication platforms to share best practices, the organization of training and workshops, and action plans to provide women with better access to resources, knowledge and information; (d) promoting fundamental principles and rights at work among their members, including awareness raising, training and technical assistance on the right to non-discrimination, and especially sex-based discrimination; and (e) developing voluntary codes, conducting research and ensuring that any data collected are sex-disaggregated. 	<p>Outcome 9: Employers have strong, independent and representative organizations.</p> <p>200. Work will continue to promote equality and non-discrimination and to help employers' organizations promote women's entrepreneurship and economic empowerment through institution building, advocacy and training. Training for employers' organizations on labour market information analysis will stress the importance of sex-disaggregated data.</p>	<p>Indicator 9.2: Number of national employers' organizations that, with ILO support, create or significantly strengthen services to respond to the needs of existing and potential members.</p> <p>Measurement: To be counted as reportable, results must meet at least one of the following criteria:</p> <ul style="list-style-type: none"> – A budgeted plan is officially adopted to extend services to current and potential member enterprises of the employers' organization. – New or improved services are provided by the employers' organization, as documented through service records (training, information systems, publications, consulting services). <p>Baseline: 40 employers' organizations Target: 18 employers' organizations, of which 4 in Africa, 4 in the Americas, 1 in Arab States, 7 in Asia, 2 in Europe</p>

Strategic Objective: Social Dialogue – Strengthen tripartism and social dialogue

ILC 2009 conclusions	P&B 2012–13 outcome statement and accompanying strategy text on “gender equality and non-discrimination”	P&B 2012–13 indicators
<p>55. Regarding social dialogue and tripartism, the ILO should: ...</p> <p>(e) build the capacity of the social partners to develop programmes and policies to promote gender equality within their structures.</p>		
<p>50. Workers’ organizations should continue to contribute to achieving gender equality in the workplace by:</p> <p>(a) strengthening representation of informal, migrant, rural and domestic workers, who are mostly women;</p> <p>(b) establishing concrete measures to ensure the active participation of women in their organizations at all levels of the organization and in its processes and activities;</p> <p>(c) ensuring that collective bargaining is approached through a gender lens;</p> <p>(d) representing the workers’ point of view from a gender perspective in discussions on issues such as legislative reform, labour inspection, courts and industrial tribunals;</p> <p>(e) continuing to play their role as an agent of change for gender equality, by disseminating information, building capacity and strengthening expertise on gender equality in areas such as employment policy, training programmes, family support, pension and social security, equal remuneration, maternity protection and parental leave.</p>	<p>Outcome 10: Workers have strong, independent and representative organizations.</p> <p>210. Gender equality and the struggle against other forms of discrimination will be mainstreamed, consistent with the emphasis of the resolution concerning gender equality at the heart of decent work adopted by the International Labour Conference at its 98th Session in 2009. Priority will be given to discrimination against migrants, indigenous peoples and women suffering multiple discriminations, as well as to the follow-up to the instruments concerning domestic workers and the HIV and AIDS Recommendation, 2010 (No. 200), in relation to stigma and discrimination. Training and advisory services will be provided to build technical expertise in the areas of precarious contracts and wage policies, on the one hand, and to support internal union reforms and education, on the other, with a view to strengthening women’s representation in trade unions, including at decision-making levels.</p>	<p>Indicator 10.1: Number of national workers’ organizations that, with ILO support, include the Decent Work Agenda in their strategic planning and training programmes.</p> <p>Measurement: To be counted as reportable, results must meet the following criteria:</p> <ul style="list-style-type: none"> – The strategic planning and training programmes cover one or more of the following areas: international labour standards and trade union rights, social dialogue, poverty reduction, wages, employment relations, child labour, migrants, gender equality, employment, social security, informal economy, OSH, HIV/AIDS at the workplace, labour inspection, EPZs, green decent jobs. – The planning and training programmes include one or more of the following: ILO Declaration on Fundamental Principles and Rights at Work, Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, Global Employment Agenda, ILO Declaration on Social Justice for a Fair Globalization. <p>Baseline: Workers’ organizations in 33 member States, of which 6 in Africa, 6 in the Americas, 3 in Arab States, 13 in Asia, 5 in Europe</p> <p>Target: 28 workers’ organizations, of which 7 in Africa, 8 in the Americas, 3 in Arab States, 8 in Asia, 2 in Europe</p>
<p>55. Regarding social dialogue and tripartism, the ILO should: ...</p> <p>(e) build the capacity of the social partners to develop programmes and policies to promote gender equality within their structures.</p>		

Strategic Objective: Social Dialogue – Strengthen tripartism and social dialogue

ILC 2009 conclusions	P&B 2012–13 outcome statement and accompanying strategy text on “gender equality and non-discrimination”	P&B 2012–13 indicators
<p>52. Regarding knowledge and capacity building to support gender-sensitive policy formulation, the ILO should: ...</p> <p>(d) ... Data on precarious employment should be systematically collected [R198 Employment Relationship Recommendation, 2006]; ...</p> <p>55. Regarding social dialogue and tripartism, the ILO should: ...</p> <p>(d) provide technical assistance to constituents on promoting decent employment relationships, using the Employment Relationship Recommendation, 2006 (No. 198); and ...</p>	<p>Outcome 11: Labour administrations apply up-to-date labour legislation and provide effective services.</p> <p>221. Labour administration and inspection systems and also courts will be strengthened to better enforce national laws on gender equality. More specifically, labour ministries will receive assistance on mechanisms for the collection and analysis of sex-disaggregated data to help design policies and deliver services that respond to the needs of working women and men. Building on work begun in 2010–11, training for labour inspectors will be carried out to mainstream gender equality into their functions and thereby promote the principles of the gender equality Conventions. The Office will continue to provide labour law advisory services with view to ensuring that labour laws do not have an adverse or discriminatory effect on women or men.</p>	<p>Indicator 10.2: Number of workers’ organizations that, with ILO support, achieve greater respect for fundamental workers’ rights and international labour standards through their participation in policy discussions at national, regional or international levels.</p> <p>Measurement: To be counted as reportable, results must meet the following criteria:</p> <ul style="list-style-type: none"> – Workers’ organizations contribute to and influence one or more of the following processes and frameworks: ILO supervisory mechanisms; national development plans; poverty reduction strategies; Decent Work Country Programmes; UNDAFs and other multilateral frameworks and institutions. – International labour standards are included and applied in the implementation of the abovementioned processes and frameworks. <p>Baseline: Workers’ organizations in 32 member States, of which 15 in Africa, 6 in the Americas, 3 in the Arab States and 8 in Asia Target: 20 workers’ organizations, of which 6 in Africa, 7 in the Americas, 1 in Arab States, 4 in Asia, 2 in Europe</p> <hr/> <p>Indicator 11.1: Number of member States that, with ILO support, strengthen labour administration systems in line with international labour standards.</p> <p>Measurement: To be counted as reportable, results must meet at least two of the following criteria:</p> <ul style="list-style-type: none"> – A coordination mechanism responsible within the labour administration system for the implementation of the national labour policy at central and decentralized levels is established or revitalized. – Regulations are adopted that enable the labour administration system to progressively extend its services to workers and employers in the informal economy. – Technical advice and other services are provided by the labour administration system, including through public–private partnerships, to employers, workers and their organizations, as documented through records of services provided (e.g. registers, information systems, web pages).

Strategic Objective: Social Dialogue – Strengthen tripartism and social dialogue

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- The status of labour administration staff is improved to ensure that public officials have conditions of service ensuring stability of employment and independence in the discharge of their duties.

Baseline: 10 member States

Target: 9 member States, of which 4 in Africa, 2 in the Americas, 1 in Arab States, 1 in Asia, 1 in Europe

Indicator 11.2: Number of member States that, with ILO support, strengthen their labour inspection system in line with international labour standards.

Measurement: To be counted as reportable, results must meet at least two of the following criteria:

- The status of labour inspection staff is improved to ensure that public officials have conditions of service that ensure stability of employment and independence in the discharge of their duties and a mandate to impose sanctions (Article 6 of Convention No. 81).
- A budgeted training plan for labour inspectors, with due regard to the special duties that may be assigned to **men and women inspectors**, is implemented by the labour administration system.
- A system is established or strengthened in the labour administration so that up-to-date registers, **sex-disaggregated data and statistics** concerning conditions of employment and work by enterprise are available.
- An awareness-raising strategy targeting employers and workers and their organizations on the technical role and scope of labour inspection is implemented by the labour administration system.

Baseline: 10 member States

Target: 11 member States, of which 2 in Africa, 3 in the Americas, 2 in Arab States, 2 in Asia, 2 in Europe

Strategic Objective: Social Dialogue – Strengthen tripartism and social dialogue

ILC 2009 conclusions	P&B 2012–13 outcome statement and accompanying strategy text on “gender equality and non-discrimination”	P&B 2012–13 indicators
<p>55. Regarding social dialogue and tripartism, the ILO should:</p> <ul style="list-style-type: none"> (a) strengthen women’s engagement in social dialogue by supporting female participation in decision-making processes at the international, regional, national and local levels; (b) provide technical assistance to national social dialogue institutions to help them mainstream gender equality in their work and strengthen national gender machineries such as tripartite equal opportunity commissions, gender committees within ministries responsible for labour, and women’s units within employers’ and workers’ organizations; (c) through concrete measures, improve the representation of women at all levels, in all ILO meetings – including sessions of the Governing Body and the International Labour Conference – and develop a set of gender indicators to measure the impact of the ILO field structure review on male and female staff; ... 	<p>Outcome 12: Tripartism and strengthened labour market governance contribute to effective social dialogue and sound industrial relations.</p> <p>230. The ILO will step up its efforts to support constituents in improving gender representation in tripartite social dialogue institutions and mechanisms, such as economic and social councils and negotiating teams at all levels, and the active participation of women in these institutions. Likewise, support will be provided to promote gender equality and inclusive employment practices on the agenda of collective bargaining and tripartite social dialogue. Training tools on social dialogue and gender equality will be developed in close cooperation with the Bureau for Gender Equality and the Turin Centre and will be used in capacity-building work targeting social dialogue actors at the country level.</p>	<p>Indicator 11.3: Number of member States that, with ILO support, adopt new or improve existing labour laws in line with international labour standards, in consultation with the social partners</p> <p>Measurement: To be counted as reportable, results must meet at least one of the following criteria:</p> <ul style="list-style-type: none"> – Adoption of labour codes or important revisions of labour laws and regulations reflecting at least 50 per cent of the comments by the Office. – A national policy is developed concerning the protection for workers in an employment relationship in line with Paragraph 4 of Recommendation No. 198. <p>Baseline: 2 member States</p> <p>Target: 8 member States, of which 2 in Africa, 2 in the Americas, 1 in Arab States, 2 in Asia, 1 in Europe</p> <hr/> <p>Indicator 12.1: Number of member States that, with ILO support, strengthen social dialogue institutions and mechanisms in line with international labour standards.</p> <p>Measurement: To be counted as reportable, results must meet the following criterion:</p> <ul style="list-style-type: none"> – National tripartite institutions for social dialogue are established or revitalized so that they have dedicated human and financial resources and function effectively (they meet regularly and take common decisions) as forums for consultations between the government and the most representative employers’ and workers’ organizations. This may include setting up a functioning procedure of tripartite consultations between the government and the most representative employers’ and workers’ organizations over international labour standards in accordance with the stipulations of Article 2 of Convention No. 144. <p>Baseline: 20 member States</p> <p>Target: 12 member States, of which 3 in Africa, 3 in the Americas, 1 in Arab States, 2 in Asia, 3 in Europe</p>

Strategic Objective: Social Dialogue – Strengthen tripartism and social dialogue

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- (e) build the capacity of the social partners to develop programmes and policies to promote gender equality within their structures.
56. Regarding principles and rights at work, the ILO should: ...
- (e) support the strengthening of labour inspection systems and courts so that they are able to monitor more effectively the application of key equality Conventions and issues of sex discrimination at work.

52. Regarding knowledge and capacity building to support gender-sensitive policy formulation, the ILO should: ...
- (b) support efforts for more effective policy development for specific vulnerable groups of women; ...
- (d) build the capacity of labour statisticians and improve labour market information systems so as to provide better sex-disaggregated data in areas such as ... women in leadership positions.

Outcome 13: A sector-specific approach to decent work is applied

239. **Gender issues will be continuously addressed through the collection and dissemination of sex-disaggregated data and gender analysis related to employment opportunities and working conditions in specific sectors. Priority will be given to the analysis of gender-differentiated access to employment and conditions of work in sectors traditionally dominated by men, such as mining, oil and gas, and shipping. Likewise, research and knowledge development will continue to address the need to promote gender equality in specific sectors such as fishing, shipping and transport.**

Strategic Objective: Standards and fundamental principles and rights at work – Promote and realize standards and fundamental principles and rights at work

245. *The ILO Declaration on Social Justice for a Fair Globalization and the Global Jobs Pact confirm the place of international labour standards and **fundamental principles and rights at work** at the heart of the Organization’s mandate, as the goals and benchmarks of social justice and fairness at work. International labour standards provide for the indispensable normative and **rights-based foundation** of the Decent Work Agenda and are central to any strategies to foster more balanced economic and social development, as confirmed also by the context of crisis and upheaval in many parts of the global economy.*
246. *Freedom of association, the **right** to organize and collective bargaining are crucial instruments for **women and men** in the world of work to defend their interests. ...*
247. *All four categories of **fundamental principles and rights at work** (freedom of association and collective bargaining, the abolition of forced and child labour and **non-discrimination at work**) and their promotion enjoy unanimous support by all constituent groups. Their promotion is underlined by the decisions of the International Labour Conference, which reviewed in 2010 the follow-up to the **Declaration on Fundamental Principles and Rights at Work (1998 Declaration)**. Comprehensive and analytic recurrent reports will serve future Conference discussions on **fundamental principles and rights at work**. Technical cooperation will contribute to the goal of universal ratification of the eight **fundamental Conventions** by 2015, and their improved implementation.*
250. *... The promotion of **fundamental principles and rights under the 1998 Declaration** and the International Programme on the Elimination of Child Labour need to work in synergy with the standard-related agenda. ...*

ILC 2009 conclusions	P&B 2012–13 outcome statement and accompanying strategy text on “gender equality and non-discrimination”	P&B 2012–13 indicators
<p>56. Regarding principles and rights at work, the ILO should: ...</p> <p>(c) support the ratification, implementation and enforcement of the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), and the Right to Organise and Collective Bargaining Convention, 1949 (No. 98), inter alia, in sectors employing large numbers of women in vulnerable and precarious jobs; ...</p> <p>53. Regarding employment and job creation, the ILO should: ...</p> <p>(c) focus on providing decent work for women in EPZs, in particular promoting and monitoring freedom of association and the right to collective bargaining and core labour standards, with the objective of improving women’s wages and working conditions in consultation with ILO constituents;</p> <p>(d) work with the governments and the social partners to ensure implementation of freedom of association, and the right to collective bargaining and other core labour standards in EPZs; ...</p>	<p>Outcome 14: The right to freedom of association and collective bargaining is widely known and exercised.</p> <p>255. Freedom of association and collective bargaining are key to the empowerment of women workers and improving their working and living conditions. Many sectors with a high percentage of women workers are excluded from relevant national legislation, leaving them vulnerable to a double jeopardy of lack of legal protection and being deprived of the rights essential to their empowerment. Work will be pursued to promote awareness of the role of freedom of association and collective bargaining in promoting gender equality and to strengthen the capacity to organize in areas with a high proportion of women, such as the rural sector, the informal economy, export processing zones (EPZs) and the domestic work sector, so as to reduce the existing rights gaps.</p>	<p>Indicator 14.1: Number of member States that, with ILO support, improve the application of basic rights on freedom of association and the right to collective bargaining.</p> <p>Measurement: To be counted as reportable, results must meet at least two of the following criteria, as observed by the ILO supervisory bodies or in the framework of the 1998 Declaration follow-up mechanism.</p> <ul style="list-style-type: none"> – An awareness-raising strategy and/or programmes on freedom of association and collective bargaining targeting the tripartite constituents are launched. – Convention No. 87 or 98 is ratified. – There is progress in the respect of the fundamental civil liberties of the members of trade unions and employers’ organizations. – Changes are introduced in law, policy or practice to ensure that trade unions and employers’ organizations can be registered and function without undue restrictions. – Mechanisms to ensure protection against acts of anti-union discrimination or interference are established or expanded. – Policies and mechanisms to promote collective bargaining are established or expanded.

Strategic Objective: Standards and fundamental principles and rights at work – Promote and realize standards and fundamental principles and rights at work

ILC 2009 conclusions**P&B 2012–13 outcome statement and accompanying strategy text on “gender equality and non-discrimination”****P&B 2012–13 indicators**

Baseline: 8 member States

Target: 11 member States, of which 1 in Africa, 3 in the Americas, 2 in Arab States, 3 in Asia, 2 in Europe

Indicator 14.2: Number of member States that, with ILO support, take significant action to introduce freedom of association and the **right** to collective bargaining in **EPZs**.

Measurement: To be counted as reportable, results must meet at least one of the following criteria, as observed by ILO supervisory bodies or in the framework of the **1998 Declaration** follow-up mechanism.

- An awareness-raising strategy and/or programmes on freedom of association and collective bargaining targeting the workers and employers in **EPZs** are launched.
- Measures are adopted to permit workers’ organizations to be established and function in **EPZs**.
- Mechanisms to ensure protection against acts of anti-union discrimination or interference in **EPZs** are established or expanded.
- Policies and mechanisms to promote collective bargaining in **EPZs** are established or expanded.

Baseline: 2 member States

Target: 2 member States, of which 1 in Arab States, 1 in Asia

Strategic Objective: Standards and fundamental principles and rights at work – Promote and realize standards and fundamental principles and rights at work

ILC 2009 conclusions	P&B 2012–13 outcome statement and accompanying strategy text on “gender equality and non-discrimination”	P&B 2012–13 indicators
<p>35. The ILO has a strong normative base for its work on the elimination of child labour. The Minimum Age Convention, 1973 (No. 138), and the Worst Forms of Child Labour Convention, 1999 (No. 182), urge immediate action against the worst forms of child labour, such as the use of any girl or boy under age 18 in forced or compulsory labour; armed conflict; prostitution, production of pornography, or for pornographic performances; production and trafficking of drugs and work that is likely to harm the health, safety or morals of children. Convention No. 182 specifically provides for member States to take account of the special situation of girls. Efforts should therefore be taken to seek concrete ways in which member States can be more effective in taking into account gender differences and the special situation of girls in their action plans against child labour.</p>	<p>Outcome 15: Forced labour is eliminated.</p> <p>264. The important gender dimensions of forced labour will continue to be addressed, building on knowledge generated to date. This requires addressing the fact that men and boys, as well as women and girls, have specific vulnerabilities to forced labour and trafficking, and specific needs for prevention and rehabilitation. Policy briefs will include a gender analysis of the approaches presented. Certain groups, such as irregular migrants, indigenous peoples and minorities, are found in certain sectors particularly vulnerable to forced labour. Consequently one priority will be to strengthen monitoring and compliance/regulatory mechanisms to prevent forced labour in areas where there may be multiple forms of discrimination at work, such as domestic work.</p>	<p>Indicator 15.1: Number of member States in which constituents, with ILO support, implement specific policies, programmes or actions leading to improved application of Conventions, principles and rights on the elimination of forced labour.</p> <p>Measurement: To be counted as reportable, results must meet at least two of the following criteria:</p> <ul style="list-style-type: none"> – Convention No. 29 or 105 is ratified or the supervisory bodies have noted with satisfaction or interest progress in the application of the relevant Conventions. – A new or modified national law, policy or plan of action to eliminate forced labour is adopted, or forced labour elimination is included as a priority of national development policy, or an institutional structure is established to lead or coordinate action against forced labour. – There is a documented increase in the number of prosecutions and convictions of persons exacting forced labour. – Systems are established or strengthened to allow former victims of forced labour, including of human trafficking, to access assistance appropriate to their needs. – Systems are established or strengthened to provide up-to-date sex-disaggregated data and information on forced labour and responses to it. <p>Baseline: 8 member States Target: 8 member States, of which 1 in Africa, 2 in the Americas, 1 in Arab States, 2 in Asia, 2 in Europe</p>
<p>56. Regarding principles and rights at work, the ILO should: ...</p> <p>(d) provide technical assistance to strengthen national legislation and policies in line with the Worst Forms of Child Labour Convention, 1999 (No. 182), and integrate gender perspectives into approaches towards combating the worst forms of child labour; and ...</p>	<p>Outcome 16: Child labour is eliminated, with priority being given to the worst forms.</p> <p>273. The emphasis on the girl child will continue given the positive outcomes of previous targeting. New programmes will be developed to reach the increasing number of boys between the ages of 15–17 years involved in hazardous work. As countries apply the 2008 resolution on child labour statistics, better</p>	<p>Indicator 16.1: Number of member States in which constituents, with ILO support, take significant policy and programme actions to eliminate child labour in line with ILO Conventions and Recommendations.</p> <p>Measurement: To be counted as reportable, results must meet one of the following criteria:</p>

Strategic Objective: Standards and fundamental principles and rights at work – Promote and realize standards and fundamental principles and rights at work

ILC 2009 conclusions	P&B 2012–13 outcome statement and accompanying strategy text on “gender equality and non-discrimination”	P&B 2012–13 indicators
	<p>sex-disaggregated information on the different tasks and conditions faced by girls and boys in child labour will be available and will be used to design interventions for reaching identified pockets of child labour and for evaluating their impact.</p>	<ul style="list-style-type: none"> – Policies, programmes and/or action plans are adopted or implemented by one or more of the ILO’s constituents, to bring them into line with international labour standards to prohibit and eliminate child labour. – Time-bound measures to eliminate the worst forms of child labour as a matter of urgency are implemented by one or more of the ILO’s constituents. – Child labour concerns, considering the special situation of the girl child, are included in relevant development, social and/or anti-poverty policies and programmes. – Policies that address child labour are adopted and promoted through global, regional or subregional economic and social inter-governmental organizations or groupings. <p>Baseline: 32 member States in 2008 Target: 34 member States, of which 12 in Africa, 12 in the Americas, 2 in Arab States, 4 in Asia, 4 in Europe</p> <p>Indicator 16.2: Number of member States in which constituents, with ILO support, take action to adopt or modify their legislation or reinforce their knowledge base on child labour.</p> <p>Measurement: To be counted as reportable, results must meet at least one of the following criteria:</p> <ul style="list-style-type: none"> – Either Conventions Nos 138 or 182 are ratified. – The ILO supervisory bodies have noted with satisfaction or interest progress in the application of the relevant Conventions. – Mechanisms and systems are established or strengthened so that up-to-date sex-disaggregated data and statistics concerning the situation of child labourers are available. – Targeted data collection and analysis and research are undertaken by constituents and/or other national partners to expand the knowledge base on child labour and to document lessons learned. <p>Baseline: 42 member States in 2008 Target: 46 member States, of which 13 in Africa, 12 in the Americas, 2 in Arab States, 14 in Asia, 5 in Europe</p>

Strategic Objective: Standards and fundamental principles and rights at work – Promote and realize standards and fundamental principles and rights at work

ILC 2009 conclusions	P&B 2012–13 outcome statement and accompanying strategy text on “gender equality and non-discrimination”	P&B 2012–13 indicators
56. Regarding principles and rights at work, the ILO should: <ul style="list-style-type: none"> (a) through a practical plan of action, strive for universal ratification and effective implementation of the Discrimination (Employment and Occupation) Convention, 1958 (No. 111), and the Equal Remuneration Convention, 1951 (No. 100); ... 	Outcome 17: Discrimination in employment and occupation is eliminated. 282. Gender discrimination continues to be so pervasive in the world of work that the specific activities undertaken under this outcome will contribute to the cross-cutting work done to mainstream gender equality in all the others, and will be closely coordinated with the Bureau for Gender Equality. In line with the resolution concerning gender equality at the heart of decent work adopted by the 98th Session of the International Labour Conference in 2009, the ratification of Conventions Nos 100 and 111 will continue to be a priority and, where ratification has occurred, follow-up to the comments of the supervisory bodies will be supported. The practical effectiveness of ratification will be enhanced by increasing the capacity of judges, labour inspectors and government officials to ensure the application of equality of opportunity and treatment. When addressing the issue of multiple forms of discrimination, the gender perspective will be key, as gender-based discrimination is often compounded with other forms of discrimination.	Indicator 17.1: Number of member States in which constituents, with ILO support, implement specific laws, policies, programmes or actions, leading to improved application of Conventions, principles and rights on non-discrimination . Measurement: To be counted as reportable, results must meet at least two of the first four criteria below plus the final criterion. <ul style="list-style-type: none"> – Convention No. 100 or 111 is ratified or the supervisory bodies have noted with satisfaction or interest progress in the application of the relevant Conventions. – New or modified laws, policies, action plans and/or programmes are adopted to bring them into line with international standards on non-discrimination. – An awareness-raising strategy on non-discrimination is launched by one or more constituents. – A national body with a mandate to address equality issues is established or strengthened. – A capacity-building plan for relevant officials on the enforcement and/or promotion of non-discrimination laws and policies is implemented. – Systems are strengthened to provide up-to-date sex-disaggregated data on non-discrimination. Baseline: 2 member States Target: 8 member States, of which 2 in Africa, 2 in the Americas, 1 in Arab States, 2 in Asia, 1 in Europe

Strategic Objective: Standards and fundamental principles and rights at work – Promote and realize standards and fundamental principles and rights at work

ILC 2009 conclusions	P&B 2012–13 outcome statement and accompanying strategy text on “gender equality and non-discrimination”	P&B 2012–13 indicators
<p>56. Regarding principles and rights at work, the ILO should: ...</p> <p>(b) promote improved ratification rates, and analyse obstacles to ratification, of the Workers with Family Responsibilities Convention, 1981 (No. 156), the Maternity Protection Convention, 2000 (No. 183), the Part-Time Work Convention, 1994 (No. 175), and the Home Work Convention, 1996 (No. 177), and ensure their effective implementation ...</p>	<p>Outcome 18: International labour standards are ratified and applied.</p> <p>292. International labour standards are a primary means to promote gender equality in the world of work for all workers. This outcome will be pursued in conjunction with outcome 17. Special attention will be given to the promotion of the ratification and implementation of the Conventions highlighted by the resolution concerning gender equality at the heart of decent work adopted by the Conference in 2009 (Conventions Nos 156, 175, 177 and 183, as well as Conventions Nos 100 and 111). The ILO supervisory bodies will pay special attention to gender mainstreaming in the application of international labour standards, which will help ensure that women and men have equal access to benefits derived from up-to-date standards. For example, in the application of labour inspection Conventions, notably the Labour Inspection Convention, 1947 (No. 81) and the Labour Inspection (Agriculture) Convention, 1969 (No. 129), special attention will be paid to the representation of women among labour inspection staff. In the area of occupational safety and health and in the context of the application of the Underground Work (Women) Convention, 1935 (No. 45), the Office will continue to promote the removal of gender-specific restrictions on underground work, inviting member States that have ratified this Convention to denounce it in favour of the modern Safety and Health in Mines Convention, 1995 (No. 176).</p>	<p>Indicator 18.2: Number of member States where, through ILO support, the principles and rights contained in international labour standards are incorporated in development assistance frameworks or other major initiatives.</p> <p>Measurement: To be counted as reportable, results must meet the following criterion:</p> <ul style="list-style-type: none"> – Relevant international labour standards are reflected in the UNDAF, the Common Country Assessment or similar frameworks. <p>Baseline: 6 member States Target: 5 member States, of which 1 in Africa, 1 in the Americas, 2 in Arab States, 1 in Europe</p> <p>Indicator 18.4: Number of member States that have a Decent Work Country Programme which includes a normative component among the national priorities established by the tripartite constituents.</p> <p>Measurement: To be counted as reportable, results must meet at least one of the following criteria:</p> <ul style="list-style-type: none"> – Activities are included to address comments of the Committee of Experts on the Application of Conventions and Recommendations relating to ratified Conventions. – Activities are included to promote the ratification and implementation of fundamental and priority Conventions. – Activities are included to promote the ratification and implementation of other up-to-date standards taking into account the national priorities established by the tripartite constituents. <p>Baseline: 19 member States Target: 15 member States, of which 2 in Africa, 3 in the Americas, 2 in Arab States, 6 in Asia, 2 in Europe</p>

Policy coherence – Member States place an integrated approach to decent work at the heart of their economic and social policies, supported by key UN and other multilateral agencies

298. *The ILO Declaration on Social Justice for a Fair Globalization emphasizes that, in order to optimize the impact of decent work, efforts to promote the four strategic objectives, including the cross-cutting issues of **gender equality and non-discrimination**, should be part of a global and integrated strategy. ...*

Policy coherence – Member States place an integrated approach to decent work at the heart of their economic and social policies, supported by key UN and other multilateral agencies

ILC 2009 conclusions	P&B 2012–13 outcome statement and accompanying strategy text on “gender equality and non-discrimination”	P&B 2012–13 indicators
<p>13. As stated in the 2008 Declaration on Social Justice for a Fair Globalization, the ILO’s four strategic objectives of employment, social protection, social dialogue and tripartism, and fundamental principles and rights at work, implemented through, among other means, international labour standards, are inseparable, interrelated and mutually supportive, and gender equality must be considered cross-cutting in these objectives. Efforts to ensure that gender equality is at the heart of decent work must therefore be of a holistic nature.</p> <p>51. In giving effect to the 2008 Declaration on Social Justice for a Fair Globalization, the Organization should strengthen its policy and programme of work for promoting gender equality at the heart of decent work. Action will draw upon the ILO’s comparative advantage of international labour standards and its tripartite structure. The policy approach should be holistic, involving the promotion of rights, decent and productive employment, social protection and social dialogue ...</p> <p>52. Regarding knowledge and capacity building to support gender-sensitive policy formulation, the ILO should:</p> <p>(a) strengthen its research agenda and knowledge base on emerging issues, especially in the context of the global economic crisis, so as to identify new trends and patterns in the world of work, and links between economic efficiency, social justice and gender equality; this includes making more systematic use of sex-disaggregated data so as to inform policy formulation and new monitoring mechanisms to track achievements in gender equality, using key indicators on sex discrimination in the world of work and gender-responsive budgeting. The purpose of data collection should be well defined so that it is used in a focused and meaningful manner; ...</p>	<p>Outcome 19: Member States place an integrated approach to decent work at the heart of their economic and social policies, supported by key UN and other multilateral agencies.</p> <p>302. Research and analysis will highlight links between economic efficiency, social justice and gender equality. More systematic use of sex-disaggregated data will be promoted in capacity-building efforts relating to decent work indicators, and the effects on both women and men of outcomes relating to decent work will be specified. In leveraging international partnerships, including with the UN system, the IMF, the World Bank, the G8 and the G20, the promotion of policy coherence will systematically include the goal of gender equality and non-discrimination in the world of work. This goal will also be included in resource mobilization efforts, knowledge sharing and technical cooperation, in partnership with donors.</p>	<p>Indicator 19.1: Number of member States that, with ILO support, make the goal of decent work increasingly central to policy-making.</p> <p>Measurement: To be counted as reportable, results must meet at least two of the first four criteria below plus the final criterion.</p> <ul style="list-style-type: none"> – The generation of decent work opportunities is adopted as an overarching policy goal of the national development strategy alongside other national priorities. – The execution of an integrated Decent Work Country Programme supports the implementation of the national development strategy. – National or sectoral programmes in fields such as education, health, gender equality, trade, finance, enterprise development, rural development and poverty reduction integrate decent work aspects. – Statistical services are upgraded to improve measurement of progress towards decent work in line with the provisions of Convention No. 160. – Development of the overall development strategy includes consultation of ILO constituents in line with the provisions of Convention No. 144. <p>Baseline: 0</p> <p>Target: 10 member States, of which 3 in Africa, 4 in the Americas, 1 in Arab States, 2 in Asia</p>

Policy coherence – Member States place an integrated approach to decent work at the heart of their economic and social policies, supported by key UN and other multilateral agencies

ILC 2009 conclusions**P&B 2012–13 outcome statement and accompanying strategy text on “gender equality and non-discrimination”****P&B 2012–13 indicators**

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- (f) use the ILO Participatory Gender Audit as a tool for assessing progress towards gender equality, and disseminate good practices arising from its application;
 - ...
 - (h) fully involve the social partners in the design of Decent Work Country Programmes and ensure their greater participation in the implementation of these programmes which must be developed with a gender lens and specify how their intended outcome will affect both women and men.
57. In leveraging international partnerships to promote gender equality, the ILO should:
- (a) promote policy coherence on issues of decent work and gender equality at the international level, notably within the UN system and with the International Monetary Fund, the World Bank, the G8 and the G20;
 - (b) strengthen partnerships in areas of mutual interest with regional groups and institutions such as the European Union, and the African Union, so as to share existing knowledge on gender equality within the world of work;
 - (c) systematically include the goal of gender equality in arrangements involving resource mobilization, knowledge sharing and technical cooperation, in partnership with donors; and
 - (d) promote the benefits of social dialogue and the involvement of the social partners throughout the UN system.
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Appendix I

Circular No. 564

Director-General's Announcements

Series: 1

Distribution: A

17.12.1999

Gender equality and mainstreaming in the International Labour Office

1. This circular spells out ILO policy on gender equality and mainstreaming.¹ It supplements Circular 6/493 of 6 October 1993 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. Following the adoption in 1995 of the Platform for Action by the Beijing Fourth World Conference on Women, the ILO strengthened its efforts to institutionalize gender concerns at all levels, at headquarters and in the field. I now intend to intensify these efforts and translate my firm political commitment into our policies and programmes.
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. I have set an Office-wide target 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.

¹ Defined in the Agreed Conclusions (1997) of the UN Economic and Social Council (ECOSOC) as follows: "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."

Substance

5. Gender inequalities are best dealt with through integrated approaches. In this context, the ILO's Programme and Budget for 2000–01 has identified gender equality and development as themes which cut across the four strategic objectives. 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.
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. I expect these steps 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.
10. I have decided that a Bureau for Gender Equality will replace the former Office of the Special Adviser on Women Workers' Questions and will report directly to me. The Bureau will provide Office-wide support for gender mainstreaming and will ensure the enhanced complementarity and coherence of our programmes and activities in respect of gender equality.

Action plan

11. To make this policy operational, I asked the Bureau for Gender Equality to prepare an Office-wide action plan, on the basis of a participatory and consultative process involving staff at different levels, both in the field and at headquarters. I have approved the action plan as an 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.
14. I count upon the full support and sustained efforts of all staff members in carrying out this policy.

Juan Somavia
Director-General

Appendix II

Introduction to the Strategic Policy Framework 2010–15

Following are the gender-specific references (identified by paragraph number with relevant terms in **bold** for the purpose of this action plan) excerpted from the introduction of the ILO Strategic Policy Framework 2010–15, as well as a reference in its section II concerning an integrated approach to mainstreaming decent work.

5. ... The vision underpinning the Strategic Policy Framework 2010–15... is founded on the experience that ILO tripartite constituents are able, separately and together, and as an Organization, to advance towards decent work and human conditions of labour for all working **women and men**.

16. The 2005 UN General Assembly stated, inter alia, that “We strongly support fair globalization and resolve to make the goals of full and productive employment and decent work for all, including for **women** and young people, a central objective of our relevant national and international policies as well as our national development strategies, including poverty reduction strategies, as part of our efforts to achieve the Millennium Development Goals.”¹

25. [In reference to section entitled “The ILO in 2015”] By the end of the planning period, the ILO will best attend the needs of its constituents and will give effect to the Social Justice Declaration through realizing the following vision: ... [which includes] a strengthened ILO standards system, through more efficient, transparent and effective procedures, authoritatively supports the attainment of decent work for **women and men** across the world ...

32. **Gender equality and non-discrimination** are critical to achieve decent work for all and are central to all four strategic objectives. In the programme and budget documents, each outcome strategy will explain how **gender equality** and **non-discrimination** will be mainstreamed in achieving the outcome.

74. The Social Justice Declaration emphasizes that, to optimize the impact of the four strategic objectives, efforts to promote them should be part of an ILO global and integrated strategy for decent work. Beyond the [18 outcomes just defined] an additional outcome is established, which focuses on fostering policy coherence, partnerships and decent work outcomes in member States through an integrated approach to mainstreaming decent work.

¹ A/RES/60/1, para. 47.

Appendix III

Excerpt from the Programme and Budget 2012–13 section on “Delivering results on gender equality”

308. The resolution concerning gender equality at the heart of decent work adopted by the 98th Session of the International Labour Conference in 2009 provides strategic guidance on future work by the Office to mainstream gender equality into the four strategic objectives, consistent with the ILO Declaration on Social Justice for a Fair Globalization.

309. The Office-wide ILO Action Plan for Gender Equality 2010–15, which is fully aligned with the Strategic Policy Framework 2010–15, follows the Governing Body’s advice to reflect the efforts by the Office to implement the conclusions contained in the resolution and mainstream gender equality into its operational activities. The Plan uses a results-based management approach to strengthen internal gender capacity, identifying inputs, outputs, outcomes and timeframes and a clear accountability structure for results in the areas of staffing, institutional structures and substance. Supporting the ILO Gender Network is an important element for achieving the outcomes set out in the Plan.

310. The programme and budget outcome strategies for 2012–13, with the relevant outcome indicators and accompanying measurement criteria, also reflect the efforts of the Office to give effect to the conclusions. Concrete measures include advocacy, knowledge products and capacity building for constituents. Work to promote gender equality in the world of work in 2012–13 will reinforce and build on successful policies and programmes implemented in 2010–11 and will take into account lessons learned from past biennia in advancing gender equality.

311. In line with the resolution concerning gender equality at the heart of decent work, support for the ratification and effective implementation of the key gender equality Conventions will remain a priority. Particular attention will be paid to the observations of the Committee of Experts with regard to non-discrimination. In the areas of maternity protection and equality for workers with family responsibilities, a comparative study will be carried out to track best practices and ratification prospects. This analysis will cover legislation and public policies (including care policies for workers with family responsibilities), as well as corporate social responsibility and collective bargaining. Awareness-raising materials and campaigns will be developed. The capacity of labour inspectorates and courts to apply the principles of equal opportunity and treatment for women and men and to ensure the effective implementation of these four Conventions will be strengthened. Support will be given to the dissemination and promotion of the Domestic Workers Convention, 2011 (No. 189).

312. The persistent gender inequality in employment patterns is largely rooted in societal perceptions and beliefs of women’s status and roles in various areas of life. A major focus of work will be to develop a knowledge base for the formulation of public policies and to provide technical assistance to governments and employers’ and workers’ organizations in the spheres of employment and economic empowerment. As compared to men, women face disadvantages with respect to access to training and employment and within the labour market itself, and their situation further deteriorated during the latest economic crisis. A clear gender gap can be seen in rates of participation, employment and unemployment, and in the impact of informality and precariousness. Furthermore, phenomena such as occupational segregation still occur, which explains the concentration of women in the lowest echelons of the occupational hierarchy in some countries. All this explains why there is still a gender gap in terms of income and why a significant number of the very poor are women. In 2012–13 efforts will focus on a comparative analysis of employment policies, in order to identify good practices and develop recommendations that support the implementation of the Global Jobs Pact. It is expected that these recommendations will help countries to move towards gender equality and to improve the quality of women’s jobs.

313. One of the main causes of gender inequalities in the labour market is the persistence of a gender division of labour that gives women the primary responsibility for care work. This affects the distribution of working time for men and women as far as employment and family responsibilities are concerned, and is reflected in lower social protection coverage and a higher poverty rate for women. In 2012–13 efforts will focus on developing recommendations to promote the economic empowerment of women by way of the social floor and by strengthening the gender dimension in the social floor debate. There will be a comparative analysis of cash transfer programmes to identify experiences that will allow poverty to be overcome on a sustainable basis by providing women with skills to enable them to enter quality jobs in the labour market.

314. It will not be possible to implement the ILO Action Plan for Gender Equality without the active participation of the social partners. The capacity of employers' and workers' organizations will be strengthened in order to mainstream the gender dimension into their own agendas and into collective bargaining. Likewise, the establishment of tripartite social dialogue mechanisms that promote gender equality will be promoted. To this end, national good practices will be identified and shared. Training and dissemination materials will also be developed in conjunction with the Turin Centre.

315. The institutional strengthening of the constituents as a prerequisite for progress towards gender equality is another of the points included in the resolution concerning gender equality at the heart of decent work. Consequently, participatory gender audits will continue to be applied and new training tools will be developed. Renewed efforts will be geared towards mobilizing extra-budgetary resources to ensure a wider application of participatory gender audits in the institutions requesting them, particularly among constituents.

316. Particular importance will be attached to developing a knowledge base in order to establish a solid foundation to create public policies, backed by empirical evidence. This will enable the Office to participate in major global and national debates on gender equality in the world of work and to support policy recommendations. This approach is in keeping with the priorities in the ILO policy on research and publications established by the Director-General in 2007 and will be implemented in close collaboration between headquarters and the regions. Within this framework, support for national statistical offices will be coordinated with the corresponding sectors to permit the necessary data collection and sex-disaggregated processing. Progress will also be made with respect to the development of gender-responsive decent work indicators.

317. A significant area of involvement will be with other agencies in the United Nations system, with increased emphasis being placed on collaboration at the national, regional and global levels, particularly with UN Women, in the framework of the One UN strategy. Similar efforts will be made with multilateral agencies. National employers' and workers' organizations and government ministries responsible for labour will be trained in mainstreaming gender issues in the world of work and also in ways to effectively engage in policy dialogue with UNCTs, especially in the area of linking DWCPs to UNDAF processes.

318. The Office will also seek to strengthen gender equality issues in technical cooperation activities.

319. Gender-responsive DWCPs will continue to be designed and implemented.