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▶ ILO Action Plan for Gender Equality 2022–25





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► Preface

The goal of gender equality is rooted in the fundamental principles of the ILO

Collective capacity, described by the UN Secretary-General as humanity's greatest resource, is severely constrained when half of humanity – women and girls – are denied the right to freedom from discrimination.

We are seeing growing divergence between industrialized and developing countries combined with growing inequality within countries – not exclusively but not least, in respect of gender. Achieving gender equality is essential to creating a human-centred future of work. The 2019 Centenary Declaration for the Future of Work adopted by the ILO's tripartite constituents reiterates what is required. This includes ensuring equal opportunities, equal participation and equal treatment. It must include equal remuneration for women and men for work of equal value. Just as important will be supporting a more balanced division of domestic responsibilities, encouraging investment in the care economy, and creating the conditions for a better work-life balance for all.

The importance of gender equality in creating a fair, inclusive and secure future of work is recognized in the ILO Strategic Plan 2022–25. This goal is given expression in the Programme and Budget for 2022–23 and is expected to do so in the Programme and Budget for 2024–25. These include gender equality and equal treatment and opportunities for all, among other strategic policy outcomes.

This ILO Action Plan for Gender Equality 2022–25 is one of a number of tools that supports these goals. Its immediate target audience is ILO staff and management, although ILO constituents are the ultimate beneficiaries. The Action Plan 2022–25 also aligns with the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP), which aims to support implementation of the 2030 Sustainable Development Agenda.

The results-based approach of the Action Plan 2022–25 reflects the recommendations of an independent, high-level evaluation of the ILO's gender equality and mainstreaming efforts between 2016–21, and the Office's response to those recommendations.

The Plan also reflects the guidance of the 344th Session of the Governing Body, held in March 2022.

I am confident that, with continued commitment across the organization, the action plan will contribute substantially toward building the transformative agenda for gender equality that is urgently needed in the world of work.

Guy Ryder
Director-General

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► Introduction

Gender equality and women's empowerment in the world of work are critical to achieving the ILO vision of decent work for all – especially in crisis response and recovery. Equality between the sexes, including women's equitable opportunities and treatment in labour markets, are at the heart of the organization's mandate, beginning in 1919 with the ILO Constitution.¹ This mandate – ever more urgent and relevant as the ILO begins its second century – is also based on international labour standards, declarations and resolutions (see box) adopted by ILO tripartite constituents comprised of governments, and workers' and employers' organizations.² Yet despite measurable progress in some areas of the ILO action plans for gender equality, constituents continue to stress the importance of closing critical gaps for some indicators, including persistent and noteworthy deficits on accountability at senior level.

ILO efforts are based on and are part of global consensus about achieving equality between women and men. Some relevant international instruments include the United Nations Charter and Declaration of Human Rights, numerous UN General Assembly resolutions, the Economic and Social Council's Agreed Conclusions on gender mainstreaming,³ the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW), and the 1995 Beijing Platform for Action and its follow-up.

In today's exceptionally challenging context, gender equality and women's empowerment in the world of work are key to achieving the vision of "Leave no one behind" in the 2030 Agenda for Sustainable Development (2030 Agenda) and to meeting all the Sustainable Development Goals (SDGs). These include especially Goal 5 on "Achieve gender equality and empower all women and girls"; Goal 8 on "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all"; and Goal 10 on "Reduce inequality within and among countries". The ILO Action Plan for Gender Equality 2022–25 (Action Plan 2022–25) is linked to the SDGs in order to support a fair, inclusive and secure world of work.

This action plan is aligned with the ILO Strategic Plan 2022–25⁴ and its two corresponding programme and budgets for 2022–23⁵ and 2024–25. The Programme and Budget for 2022–23 contained strategic policy outcomes including on gender equality and equal opportunities and treatment for all in the world of work, all of which were agreed by ILO constituents to help realize their relevant national and international commitments. The action plan also incorporates programmatic tools for results-based measurement, such as the ILO marker on gender equality and non-discrimination.

During the Programme, Financial and Administration Section of the November 2021 Session of the Governing Body, it discussed a paper on high-level evaluations of strategies and Decent Work Country Programmes, which included an independent high-level evaluation of the ILO's gender equality and mainstreaming efforts during 2016–21. As a result, the Governing Body instructed the Director-

¹ ILO, *ILO Constitution*, including the Declaration of Philadelphia (annex to the Constitution), Versailles, 1919.

² ILO, *Women's Empowerment: 90 Years of ILO Action!*, Geneva, undated.

³ UN, *Report of the Economic and Social Council for 1997 (A/52/3, 18 September 1997) Chapter IV on Coordination Segment, Coordination of the policies and activities of the specialized Agencies and other bodies of the United Nations system, A. Mainstreaming the gender perspective into all policies and programmes in the United Nations system*, New York, September 1997.

⁴ ILO, "The ILO's Strategic Plan for 2022–25" (GB.340/PFA/1(Rev.1)).

⁵ ILO, *Programme and Budget for the Biennium 2022–23*, 2021.

General to: ⁶ “Take into consideration the recommendations of the three high-level independent evaluations presented in document GB.343/PFA/10 (paragraphs 26–37, 78–90 and 112–132), the Office responses and the guidance provided during the discussion to pursue follow-up, and to ensure appropriate implementation.”

During the Institutional Section of the March 2022 Session of the Governing Body, it discussed a paper summarizing implementation results of the ILO Action Plan for Gender Equality in 2020–21; the main relevant findings and recommendations of the above-mentioned high-level evaluation and the Office response; and the proposed outline of this Action Plan 2022–25. ⁷ Results of implementation of the Action Plan in 2020–21 (see appendix II) showed that 65 per cent of targets (or 37 of a total of 57) were met or exceeded, 35 per cent (or 20 targets) were not met, and statistics were unavailable for one target (on gender parity in regional meetings since these were not held due to the COVID-19 pandemic). These results can be compared with monitoring in 2018–19, which showed that 50 per cent of targets (or 29 of a total of 57) were met or exceeded, 42 per cent (or 24 targets) were not met, and statistics were unavailable for four targets.

During the March 2022 discussion, Governing Body members congratulated the Office on achieving a 15 per cent increase compared to the previous biennium in met or exceeded action plan targets. However, they highlighted persistent gaps and unmet targets over several biennia, and they noted their expectation that the Office will address this underperformance. Members stressed the importance of supporting constituents’ gender-transformative initiatives, coupled with improving capacity and gender mainstreaming in the Office as well as in gender parity in decision-making and management posts. They called on the Office to better support constituents’ efforts to improve women’s representation in their delegations to the ILO, including in its governance mechanisms such as the International Labour Conference, and in regional meetings. This support should also address the root causes of unsatisfactory and unequal representation. Gender equality should be part of social dialogue and ensure women’s equal representation. In the Office, effective steps were required to address the continued and noticeable accountability gaps at senior levels, as targets on leadership for gender equality had still not been met by all custodians. Thus, the Governing Body requested the Director-General to: ⁸

“(a) finalize and implement the ILO Action Plan for Gender Equality 2022–25, taking into account the guidance provided during the consideration of document GB.344/INS/10; and

(b) integrate its guidance in pursuing the ILO’s mandate to achieve gender equality at work through a transformative agenda, taking into account the resolution and conclusions of the General Discussion Working Party on inequalities and the world of work, especially in implementing the ILO’s Strategic Plan for 2022–25 and its two corresponding programmes and budgets.”

Immediately following the March 2022 Governing Body Session, intensive and individualized briefings about the Governing Body’s guidance and instructions were held with headquarters-based gender focal points or liaisons representing custodians for indicators in the Action Plan 2022–25. The draft Action Plan 2022–25 including the indicators and targets was also shared with headquarters-based gender coordinators and with regional-based gender specialists. Formal consent for indicators was

⁶ ILO, “Minutes of the Programme, Financial and Administration Section”, GB.343/PFA/PV (para. 105).

⁷ ILO, “Results of the ILO Action Plan for Gender Equality 2020–21, Action Plan-Related Findings of the High-Level Independent Evaluation of the ILO’s Gender Equality and Mainstreaming Efforts in 2016–21, and Proposed Outline of the Action Plan 2022–25” (GB.344/INS/10).

⁸ ILO, “Minutes of the Institutional Section” (GB.344/INS/PV), para. 27.

secured from directors and managers of custodians, including during a May 2022 meeting of the senior and global management teams.

As a result, this Action Plan 2022–25 contains, among other new features, the following.

- Increased transparency in order to promote accountability; for example, reporting on leadership indicators is disaggregated by portfolio; indicators on gender parity among ILO staff is disaggregated by portfolio and region; and gender parity in national tripartite delegations at the International Labour Conference and ILO regional meetings is sex-disaggregated by region and, within each, by group.
- Adaptation and incorporation into the indicators of recommendations, based on the Office response, of the above-mentioned high-level independent evaluation of ILO's gender equality and mainstreaming efforts during 2016–21.
- Increased capacity-building efforts, and more-empowered gender network members (who are to be the catalysts – rather than the “doers” – for their colleagues' and manager's gender mainstreaming).
- The 57 targets and indicators of the Action Plan 2018–21 are reduced to some 40 indicators in the Action Plan 2022–25.

The following features remain in the Action Plan 2022–25.

- The ILO policy on gender equality and gender mainstreaming is included as an annex, along with all 2020–21 implementation results.
- Indicators are aligned with the elements of the UN Women-coordinated system-wide technical indicator notes (version 2.0)⁹ for such action plans.
- CABINET-related indicators, which are instrumental in catalysing leadership on the action plan's support for the ILO gender-transformative agenda.

ILO mandate on gender equality and women's empowerment

Gender equality and women's empowerment are reaffirmed in numerous international labour standards and other declarations, resolutions and ILO Governing Body decisions. The four key gender equality standards are the Equal Remuneration Convention, 1951 (No. 100) and the Discrimination (Employment and Occupation) Convention, 1958 (No. 111), both of which are fundamental Conventions, and the Workers with Family Responsibilities Convention, 1981 (No. 156) and the Maternity Protection Convention, 2000 (No. 183). More recent and relevant standards include the HIV and AIDS Recommendation, 2010 (No. 200); Domestic Workers Convention, 2011 (No. 189); and the Violence and Harassment Convention, 2019 (No. 190). This action plan contributes to standards-related support for ILO constituents, and it complements the distinct processes concerning the ratification, implementation and supervision of international labour standards.

1919 Constitution: Includes equal remuneration for women and men for work of equal value.

1944 Declaration of Philadelphia (annex to Constitution): Includes all humans' right – irrespective of race, creed or sex – to pursue material well-being in conditions of freedom and dignity, economic security, and equal opportunity.

Examples of ILO instruments and decisions related to gender equality:

1951 Equal Remuneration Convention No. 100

1958 Discrimination (Employment and Occupation) Convention No. 111

1975 Declaration of Equality of Opportunity and Treatment for Women Workers

⁹ United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), UN-SWAP 2.0: *Accountability Framework for Mainstreaming Gender Equality and the Empowerment of Women in United Nations Entities*, New York, 2021.

1977	Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy
1981	Workers with Family Responsibilities Convention No. 156
1996	Home Work Convention No. 177
1998	Declaration on Fundamental Principles and Rights at Work
2000	Maternity Protection Convention No. 183
2004	Resolution concerning the promotion of gender equality, pay equity and maternity protection
2005	Governing Body Decision on Gender Mainstreaming in Technical Cooperation
2008	Declaration on Social Justice for a Fair Globalization
2009	Resolution on gender equality at the heart of decent work
2010	HIV and AIDS Recommendation No. 200
2011	Domestic Workers Convention No. 189
2019	Centenary Declaration for the Future of Work
2019	Violence and Harassment Convention No. 190 and accompanying Recommendation No. 206
2021	Resolution concerning inequalities and the world of work
2021	Global call to action for a human-centred recovery from the COVID-19 crisis that is inclusive, sustainable and resilient

The Action Plan 2022–25 is a tool to help operationalize the ILO Policy on Gender Equality and Mainstreaming (ILO gender equality policy)¹⁰ which states: “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”.¹¹ The policy (see Appendix I), which supplements other efforts, aims to place ILO in a leading role among international efforts to promote and realize gender equality. The Action Plan 2022–25 continues the policy’s emphasis on what it describes as mutually reinforcing priorities: staffing, substance and structure. These are essential to increase effectiveness and efficiency for achieving all the strategic policy outcomes set by constituents in the Programme and Budgets for 2022–23 and 2024–25. Indicators with measurable targets on significant institutional and programmatic areas are framed by strategies including based on the 2019 Centenary Declaration for the Future of Work,¹² and the Global Call to Action for a human-centred recovery from the COVID-19 crisis that is inclusive, sustainable and resilient.¹³ In synergy with the Centenary Declaration’s gender-transformative agenda, the Call to Action highlights the need for gender-responsive strategies to achieve a gender-responsive recovery. These include removing legal and other types of barriers to entry and advancement in education, training, employment and careers, and preventing and protecting against gender-based violence and harassment in the world of work.

The Centenary Declaration for the Future of Work – adopted in June 2019 by the International Labour Conference at its 108th Session – calls upon all Members, taking into account national circumstances, to work individually and collectively, on the basis of tripartism and social dialogue, and with the support of the ILO, to further develop its human-centred approach to the future of work,

¹⁰ ILO, ILO Policy on Gender Equality and Mainstreaming, Geneva, 1999 (revised and updated 2016 version included in Appendix I of this action plan).

¹¹ ILO, ILO Policy on Gender Equality and Mainstreaming, para. 2.

¹² ILO, ILO *Centenary Declaration for the Future of Work*, International Labour Conference, 108th Session, 2019.

¹³ ILO, *Global Call to Action for a Human-Centred Recovery from the COVID-19 Crisis that is Inclusive, Sustainable and Resilient*, adopted by the International Labour Conference at its 109th Session, Geneva, June 2021.

including the effective realization of gender equality in opportunities and treatment. The Centenary Declaration states that the ILO must direct its efforts to, among other things:

- achieving gender equality at work through a transformative agenda, with regular evaluation of progress made, which:
 - ensures equal opportunities, equal participation and equal treatment, including equal remuneration for women and men for work of equal value;
 - enables a more balanced sharing of family responsibilities;
 - provides scope for achieving better work–life balance by enabling workers and employers to agree on solutions, including on working time, that consider their respective needs and benefits; and
 - promotes investment in the care economy”.¹⁴

► 1. Aims and strategies

The action plan’s aims – as set out in the ILO gender equality policy – are to operationalize the policy, which prescribes a results-based approach for mutually reinforcing priorities. The action plan aims to contribute toward the fair, inclusive and secure delivery of decent work through a transformative agenda to achieve gender equality at work. Such an agenda is envisioned in the ILO Centenary Declaration for the Future of Work; the Global Call to Action for a human-centred recovery from the COVID-19 crisis that is inclusive, sustainable and resilient; and the conclusions concerning inequalities and the world of work, adopted by the International Labour Conference at its 109th Session in December 2021.¹⁵

Strategies of this action plan – based on the cross-cutting and critical nature of gender equality for decent work – comprise integrated approaches. In this way, according to the ILO gender equality policy, gender equality is internalized throughout the ILO and reflected in its technical work, operational activities and support services. These strategies are informed by key policy documents, including not only examples mentioned above but others such as the 2008 ILO Declaration on Social Justice for a Fair Globalization,¹⁶ and the 2009 International Labour Conference resolution on gender equality at the heart of decent work.¹⁷

Strategies in this action plan are designed to also help promote commitment, collaboration and accountability among ILO staff and management. This includes raising awareness about and helping to close gender gaps in the world of work, stimulating knowledge-sharing including of good practices and lessons learned, and promoting the “how to” of gender-transformative analysis (see box). Such mutually-reinforcing efforts will help tackle historic and entrenched structural barriers to equality for all. Strategies in this action plan also will contribute to UN efforts to achieve gender equality and women’s empowerment, including by aligning with the above-mentioned UN System-wide Action Plan on Gender Equality and Women’s Empowerment (UN-SWAP).

¹⁴ ILO, ILO Centenary Declaration, Part II(A)(vii)

¹⁵ ILO, “Reports of the General Discussion Working Party: Inequalities and the World of Work – Proposed resolution and conclusions submitted to the Conference for adoption” (ILC.109/Record No. 9A (Rev.1), adopted by the International Labour Conference at its 109th Session, Geneva, June 2021.

¹⁶ ILO, *Declaration on Social Justice for a Fair Globalization*, International Labour Conference, 97th Session, 2008.

¹⁷ ILO, *Resolution concerning gender equality at the heart of decent work*, International Labour Conference, 98th Session, 2009.

Importance of conducting gender-transformative analysis prior to designing any ILO product or service to support constituents

The foundation upon which any gender-transformative ILO initiative – whether a product or service – to support constituents is analysis of sex-disaggregated data. This analysis must integrate visibly, consistently and significantly a gender perspective, in order to establish a foundation upon which the initiative will contribute toward gender equality and women's empowerment.

Gender analysis as defined by the UN Economic and Social Council as “the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels.” When gender analysis and mainstreaming a gender perspective are not done prior to the design and subsequent steps of an initiative, it risks merely reinforcing existing unequal power relations between women and men. Such initiatives also undermine the commitments made by member States to the gender transformative agenda of the Centenary Declaration for the Future of Work; they can even exacerbate women's already-low status and marginalization and thwart women's equal opportunities and treatment in labour markets. When possible, intersecting factors for discrimination should be disaggregated such as disabilities, HIV, or ethnicity such as indigenous or tribal peoples. Other factors can include age, rural or urban context, religion or caste, sexual orientation or gender identity, and education.

Gender-transformative analysis, based on sex disaggregated data, is comprised of four steps. These steps are required prior to finalization of numerous ILO initiatives. Examples include PARDEV instructions and checklists on drafting proposals on development cooperation programmes and projects; and PROGRAM instructions on drafting Decent Work Country Programmes. The drafts are reviewed through a quality assurance mechanism that includes conducting gender-transformative analysis for country programme outcomes and indicators. Another example is the ILO gender equality and non-discrimination marker, which among other things includes conducting gender-transformative analysis for programme and budget-related country programme outcomes and global products.

The four steps of gender-transformative analysis, based on sex-disaggregated data, are:

- division of labour: paid work (such as remunerated in cash or in-kind) and unpaid work (such as family care and household tasks);
- access to, and control over, productive resources (such as capital and credit, machinery and tools, land, market data and education);
- practical needs (daily survival-related unpaid tasks such as child and elderly family care, and food and water provision) and strategic needs (long-term and rights-based such as equal pay, and equal representation in decision-making); and
- constituents' opportunities and challenges related to gender equality (such as legislation, key development strategies, extent to which gender is mainstreamed within governments and social partner organizations, and women's share in decision-making and in social dialogue).

The initiative's subsequent steps -- including its design, strategies, planning, implementation, monitoring and evaluation – are informed by this analysis. All these subsequent steps must visibly, consistently and significantly mainstream a gender perspective. Experience shows that it is almost impossible and very costly and time-consuming to go back and try to “fix” an initiative that was not gender-transformative from its beginning.

▶ 2. Audience and beneficiaries

As this action plan operationalizes the ILO gender equality policy, its direct audience comprises ILO staff and management at all levels, in headquarters and in regional and field offices, in order to better support constituents. Stakeholders include UN staff, development and implementing partners, academics and experts, and representatives of civil society. The ultimate beneficiaries of this action plan are the ILO tripartite constituents.

In addition to guidance from the Governing Body on the outline of this action plan, a wide range of staff and management were consulted before its finalization. They include gender focal points and directors of departments that are custodians of indicators, gender coordinators of headquarters departments, and regional office directors and regional gender specialists.

A communication strategy uses both formal and informal channels to disseminate and promote use of the action plan. Strategies include training sessions and capacity-building, as well as briefings for management and newly-appointed staff, and knowledge sharing through global UN-SWAP conferences and other international fora.

Examples from recent ILO action plan communication strategies

- Session on action plan during annual new staff orientation events held by HRD and by the International Training Centre of ILO
- Action plan featured during individual briefings by the Gender, Equality, Diversity and Inclusion Branch for newly-appointed directors and staff
- Dissemination of action plan with headquarters and field-based custodians, gender coordinators, and gender network members
- Gender network members, especially department gender coordinators and regional gender specialists, briefed on action plan progress and gaps
- ILO public website includes action plan implementation results, such as all target measurements for indicators, as reported to its Governing Body

▶ 3. Results-based management for gender equality

The action plan uses a results-based management approach with targets and indicators identified in collaboration with custodians, based on their mandates. This consultative method helps increase ownership, augments transparency, and promotes accountability for gender-transformative change. Custodians are responsible for identifying their specific strategies, including accelerating actions. When annual monitoring shows that a target is on track to be met, custodians should scale up successful strategies to exceed targets. When a target is not on track, custodians are expected to swiftly revise their strategy. Regular and transparent results-based reporting to the Governing Body will highlight custodians' achievements as well as indicators for which more efforts are needed.

► 4. Alignment with UN-SWAP

As instructed by the Governing Body,¹⁸ the action plan's indicators are aligned with the corresponding elements of the UN-SWAP 2.0. However, "ILO-unique" indicators are retained. Examples are targets for gender-transformative Decent Work Country Programmes, gender-transformative development cooperation, and training for the tripartite constituents.

Indicators also track progress on gender parity – such as for ILO professional staff, and for tripartite delegations at the International Labour Conference and regional meetings. The definition of such parity is aligned with that of the UN, which is between 47 and 53 per cent. A related indicator – on capacity-building for ILO social partners to achieve gender parity in delegations at the International Labour Conference and regional meetings – now features as its custodians the regional offices and the Official Meetings, Documentation and Relations Department.

Indicators and corresponding targets in the Action Plan 2022–25 are grouped under the following UN-SWAP categories: results-based management; oversight; accountability; human and financial resources; capacity; and knowledge, communication, and coherence. This action plan's results table with indicators and targets was aligned at the time of its drafting with the most up-to-date UN-SWAP 2.0 framework's technical requirements. The next action plan will be drafted in 2026 and based on the then most-current UN-SWAP framework's technical requirements.

► 5. Accountability and responsibility

ILO – as an entity of the United Nations system – has a specific mandate and distinct tripartite structure, including its governance mechanisms. The Office has a long-standing responsibility, based on a requirement in the ILO gender equality policy, to keep the Governing Body and constituents fully informed of progress in implementing the policy. The Office is accountable to the Governing Body, which provides guidance and instructions for implementation.

The accountability mechanisms of the action plan reflect strong recommendations for these over the years, including from past independent evaluations along with the most recent high-level evaluation in 2021. These recommendations include more responsibility for indicator custodians, dedicated strategic and management oversight and guidance, and strengthened ILO leadership and accountability. These have been echoed during discussions about the action plans by the Governing Body, which in March 2018 instructed the Office to integrate new accountability-related indicators introduced by the UN-SWAP version 2.

¹⁸ ILO, "Draft Minutes – Institutional Section" (GB.317/INS/PV/Draft),; and "Minutes of the 326th Session of the Governing Body of the International Labour Office" (GB.326/INS/PV).

The roles and responsibilities for advancing gender equality within the Office are listed below.

Roles and responsibilities for enhancing gender equality in ILO work

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

Director-General	Ultimate responsibility for policy development and organizational performance on gender equality.
Deputy Directors-General	Accountable for implementing and monitoring gender equality in their respective portfolios of departments and relevant strategic objectives and for ensuring that adequate human and financial resources are allocated to support gender equality work.
Regional directors	Accountable for gender-transformative outcomes and indicators within agreed regional priorities, including working with employer and worker specialists and other relevant staff and the senior gender specialists to strengthen capacity of constituents on gender mainstreaming and promoting gender equality.
Field structure directors	Accountable for gender-transformative outcomes and indicators in programme areas, for gender mainstreaming in DWCPs, and for promoting strengthened capacity of constituents on gender mainstreaming through employer and worker specialists, other relevant staff and senior gender specialists.
Headquarters-structure directors and chiefs	In implementing responsibilities delegated by Deputy Directors-General, accountable for ensuring that adequate human and financial resources are allocated to achieve gender-transformative outcomes and indicators in programme areas.
Strategic Programming and Management Department (PROGRAM)	Accountable for steering and overseeing a coherent approach to gender equality and gender mainstreaming in Office-wide programme planning, monitoring, reporting and resource allocation, including quality assurance responsibilities in line with results-based management.
Human Resources Development Department (HRD)	Accountable for encouraging progress toward parity (47 to 53 per cent) between women and men and equality of opportunity and treatment of all ILO staff including in training and other relevant activities.
Partnerships and Field Support Department (PARDEV)	Accountable for promoting gender equality and for gender mainstreaming in all partnership agreements, development cooperation agreements, programmes and projects.
Senior gender specialists in Decent Work Teams	Accountable for playing a catalytic and supportive role to field offices and headquarters to effectively mainstream gender including input to analysis, planning, implementation, review and reporting.
Gender coordinators	Act as a catalyst for gender mainstreaming by staff in their respective department, with responsibility and accountability for such mainstreaming resting with the department director. Coordinate and provide advice to gender focal points within the department concerning their role as catalysts for gender mainstreaming by staff and management. Help identify

	challenges and strategic opportunities to promote the gender-transformative agenda in all ILO services and products to constituents.
Gender focal points	Play a catalytic role to assist mainstreaming in their respective unit or field office. In the case of ACTRAV and ACT/EMP, accountable for playing a catalytic and supportive role at headquarters and for cooperating with field offices to effectively promote social partner perspectives in gender mainstreaming, and input to analysis, planning, implementation, review and reporting in their respective bureaus. Gender focal points are catalysts – not the “doers” – for mainstreaming of gender by their colleagues and managers. For example, focal points can share information and gender equality-related tools with colleagues and management, so that these are used in the daily work of the unit or office.
Gender, Equality, Diversity and Inclusion Branch (GEDI)	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 coordinating monitoring exercises and reporting on the action plan.

► 6. Monitoring, reporting and evaluation

The results of annual monitoring are shared with the Governing Body at the action plan’s mid-term point and at its end. Based on such reporting, the Governing Body provides guidance and gives instructions, including in 2026 for the next action plan. Annual year-end monitoring of targets is the basis upon which progress on the ILO gender equality policy is tracked; this is also in keeping with consistent instructions over the years by the Governing Body. In order to help ensure monitoring rigor and transparency – as well as comparability over time – custodians share internally their calculation methods along with supporting documentation. Of course, action plans are only one component for measuring progress on gender equality and a gender-transformative world of work. They must be accompanied by other initiatives to change attitudes, build capacity, and ensure adequate human and financial resources.

The Governing Body has also “instructed the Office to conduct monitoring that coincide[s] with the reporting period for the UN System-wide Action Plan on Gender Equality and Empowerment of Women, while maintaining separate reporting to the Governing Body on progress and gaps in meeting targets at the midpoint of implementation, as well as on implementation results and proposed approaches of future action plans”.¹⁹ Results reported in the UN-SWAP online platform, coordinated by UN Women, are compiled from all UN organizations and entities for inclusion in the UN Secretary-General’s report on mainstreaming a gender perspective into all policies and programmes in the UN system. UN organizations and entities are encouraged to make public their action plans’ progress and gaps. ILO does this through its Governing Body reporting, for which all papers are accessible on the ILO public website.

While this action plan is aligned with the ILO Strategic Plan for 2022–25, and its corresponding programme and budgets, double reporting about these to the Governing Body is avoided. This is because reporting on strategic policy outcomes and related results is integrated into separate reports

¹⁹ ILO, “Minutes – Institutional Section” (GB.332/INS/PV), para. 198(b).

for the Governing Body, such as on programme implementation. Another example is reporting on the gender equality and non-discrimination marker, also incorporated into programme implementation reports to track gender-transformative activities and results in country programme outcomes and in global products.

The results of a high-level independent evaluation of the ILO's gender equality and mainstreaming efforts during 2016–21,²⁰ including the action plans, were discussed along with the Office's response²¹ by the Governing Body in 2021. Based on the Governing Body's guidance and instructions,²² along with those of the Governing Body in 2022 concerning the proposed outline of the Action Plan 2022–25,²³ this action plan features some new indicators. These include a more systemic programme-based approach and delivery system for gender equality and mainstreaming capacity development and training within the ILO; cooperation agreements for UN-wide initiatives include specific phrasing and impacts that reflect the ILO gender-transformative agenda; and gender equality and mainstreaming support processes and tools to mainstream gender equality within the ILO.

In keeping with the long-standing expectation that evaluations of the action plan are needed to inform development of subsequent ones, at the end of 2025 an independent evaluation of the Action Plan 2022–25 is planned.

► 7. Human and financial resources

Two interwoven spheres contribute to more impactful and gender-transformative ILO support to constituents. The first is GEDI's role in substantive work including research, policy, programmatic work and technical assistance, and its coordination and help in defining resource-related needs. The second is other departments and field office investments and allocations across policy outcomes for both gender mainstreaming and targeted actions.

Concerning GEDI, the programme and budgets for 2022–23 and 2024–25 attribute regular budget resources for its staffing and activities. The high-level evaluation of ILO's gender equality and mainstreaming efforts during 2016–2021 noted that implementation of the action plans – on which GEDI monitors and reports – had been resource-efficient. They noted that the ILO approach “assumes that a significant amount of the coordination and implementation support can be conducted by a small team. However, resources are not sufficient to realize a more strategic and systemic approach, including systemic support in key areas and a space for a structured dialogue on how to progress in respect of gender equality and mainstreaming in various departments and policy outcomes.”²⁴ They added that an ambitious action plan was only achievable with sufficient human and financial resources, which had been consistently noted by past independent evaluations of the action plans.

Concerning other departments' and field offices' investments, the evaluators considered that core ILO budgets were likely to remain limited regarding their capacity to finance gender equality and gender mainstreaming in ILO programmatic work. Therefore, significant growth in extrabudgetary development cooperation resources was a positive aspect, as well as being a reminder that external funding partners would probably be decisive. A disaggregated analysis by the evaluators found that

²⁰ ILO, *High-level Independent Evaluation of ILO's Gender Equality and Mainstreaming Efforts, 2016–21*, 2021.

²¹ ILO, “High-Level Evaluations of Strategies and Decent Work Country Programmes” (GB.343/PFA/10), pages 15–26.

²² ILO, “Decisions adopted by the Governing Body at the 343rd Session” (GB.343/Decisions), para. 10.

²³ ILO, “Results of the ILO Action Plan for Gender Equality 2020–21” (GB.344/INS/10).

²⁴ *High-level Independent Evaluation of ILO's Gender Equality and Mainstreaming Efforts, 2016–21*, page 6.

among interventions ranked using the gender equality and non-discrimination marker, there was an overall upward trend in expenditure on activities to promote gender equality at outcome, output and activity levels. In terms of extrabudgetary resources, these were mainly to scale up substantive work in terms of scope and reach. The resource-linking process – both in terms of work-months and regular budget technical cooperation – was one formal mechanism to support outcome-based work plans that mainstream gender. The evaluators stated, as noted by past evaluations, that more effective mainstreaming of gender required resources beyond the regular budget allocation. This also related to the Office follow-up on the 2009 ILC resolution on gender equality at the heart of decent work, which stressed 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 cooperation [and] in partnership with donors...”.²⁵

The evaluators in 2021 observed that management had not addressed current limits for a more structured approach to addressing resource constraints, identifying other approaches, or a mix of both. Concerning these multifaceted issues, the evaluators warned that “the management-related issues raised here are not new, with managerial blockages or shortcomings having been identified in previous ILO evaluations, such as the 2016 evaluation of the 2010–15 action plan for gender equality”.²⁶

²⁵ Resolution concerning gender equality at the heart of decent work, 2009, para. 57(c).

²⁶ Resolution concerning gender equality at the heart of decent work, 2009, page 59.

► 8. Table: Performance indicators

This table reflects the assumption that no ILO reforms or major changes take place during 2022–25 including in the programmatic results framework, and subject to the new results framework. Grey-shaded columns signify estimated ILO achievement levels, based on UN-SWAP technical notes (version 2.0). For ease of reading, UN-SWAP requirements for achievement levels below those aimed for by ILO are not filled in. This table does not preclude or seek to encompass ILO strategic policy outcomes or other aims but encapsulates ILO alignment with the indicator elements of the UN-SWAP.

	Approaches requirements	Meets requirements	Exceeds requirements	Indicators	Custodians (lead in bold)
1. Strategic planning gender-related SDG results		1(b)(i) Main strategic planning document includes at least one high-level result on gender equality and the empowerment of women which will contribute to meeting SDG targets and 1(b)(ii) Entity has achieved or is on track to achieve the high-level result on gender equality and the empowerment of women	1(c)(i) Main strategic planning document includes at least one high-level transformative result on gender equality and the empowerment of women which will contribute to meeting SDG targets, and reference to SDG 5 targets and 1(c)(ii) Entity has achieved or is on track to achieve the high-level transformative result on gender equality and the empowerment of women	Percentage of ILO programme and budget policy outcomes that contribute to SDG 5 targets Target 2022–23: 63% Target 2024–25: 65% Baseline 2020–21: 63% in P&B 2022–23 (<i>preparation starts two years prior</i>) <i>Note: See indicator below on results reporting</i>	ILO Governing Body and PROGRAM
2. Reporting on gender-related SDG results			2(c)(i) Reporting to the Governing Body or equivalent on the high-level result on gender equality and the empowerment of women which will contribute to meeting SDG targets, including SDG 5 and 2(c)(ii) Systematic use of sex-disaggregated data in strategic plan reporting and 2(c)(iii) Reporting every two years to the Governing Body or equivalent on implementation of the entity's gender equality and empowerment of women policy	Percentage of ILO programme and budget policy outcomes that include sex disaggregation and/or gender equality Target 2022–23: 71% in P&B 2024–25 Target 2024–25: 75% in P&B 2026–27 Baseline: 71% in P&B 2022–23 (<i>preparation starts two years prior</i>) Percentage of ILO programme and budget policy outcomes, reported in programme implementation report, with gender-specific results Target 2022–23: 100% in P&B 2022–23 Target: 2024–25: 100% in P&B 2024–25 Baseline 2020–21: 100%	ILO Governing Body and PROGRAM PROGRAM and ILO outcome coordinating teams

Approaches requirements	Meets requirements	Exceeds requirements	Indicators	Custodians (lead in bold)
			<p>Governing Body receives report on mid-term or final implementation results of gender equality policy, which is operationalized through action plan</p> <p>Target 2022–23: one report</p> <p>Target: 2024–25: one report</p> <p>Baseline 2020–21: two reports</p>	<p>ILO Governing Body and GEDI</p>
<p>3. Programmatic gender-related SDG results</p>		<p>3(c) Programmatic results on gender equality and the empowerment of women are met or on track to be met and</p> <p>3(c)(i) Programmatic initiatives consistently include transformative gender equality and the empowerment of women results</p>	<p>Percentage of DWCPs that contain indicators of which at least 35% disaggregate by sex and/or are gender-inclusive</p> <p>Target 2022–23: 80%</p> <p>Target: 2024–25: 85%</p> <p>Baseline: 2020–21: 79%</p> <p>Percentage of project and programme proposals meeting the ILO marker on gender equality and non-discrimination (adapted) 2 (“significant contribution” defined as gender equality and non-discrimination are mainstreamed) and 3 (“principal objective” defined as gender equality and non-discrimination are the primary focus)</p> <p>Monitoring and reporting by the following.</p> <p>Global:</p> <p>Target 2022–23: 17%</p> <p>Target 2024–25: 21%</p> <p>Baseline 2020–21: 13%</p> <p>Regions:</p> <p>Africa</p> <p>Target 2022–23: 34%</p> <p>Target 2024–25: 38%</p> <p>Baseline 2020–21: 30%</p> <p>Americas and Caribbean</p> <p>Target 2022–23: 16%</p> <p>Target 2024–25: 20%</p> <p>Baseline 2020–21: 12%</p>	<p>ILO tripartite constituents at country level, ILO regional offices, GEDI, PROGRAM</p> <p>Proposal originators including ILO regional offices, field offices and headquarters units, PARDEV</p>

Approaches requirements	Meets requirements	Exceeds requirements	Indicators	Custodians (lead in bold)
			<p>Arab States Target 2022–23: 13% Target 2024–25: 17% Baseline 2020–21: 9%</p> <p>Asia and Pacific Target 2022–23: 33% Target 2024–25: 37% Baseline 2020–21: 29%</p> <p>Europe and Central Asia Target 2022–23: 9% Target 2024–25: 13% Baseline 2020–21: 5%</p> <p>Cooperation agreements and their implementation arrangements for UN-wide initiatives include specific phrasing and impacts that reflect the ILO gender-transformative agenda. Target 2022–23: 20% Target 2024–25: 40% Baseline: not available</p>	<p>CABINET, DDGs, MULTILATERALS, PARDEV</p>
4. Evaluation	<p>4(b)(i) Meets the UNEG gender equality-related norms and standards and</p> <p>4(b)(ii) Applies the UNEG Guidance on Integrating Human Rights and Gender Equality in evaluation during all phases of the evaluation</p>	<p>4(c)(i) Meets the UNEG gender equality-related norms and standards, applies the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation during all phases of the evaluation and</p> <p>4(c)(ii) Conducts at least one evaluation to assess corporate performance on gender mainstreaming or equivalent every 5–8 years</p>	<p>Percentage of representative sample of evaluations whose scope of analysis satisfactorily or fully integrates gender equality and women’s empowerment; and whose criteria and questions are designed in a way that ensures gender equality and women’s empowerment-related data will be collected Target 2022–23: 60% Target 2024–25: 70% Baseline 2020–21: 51%</p> <p>Percentage of representative sample of evaluations with a satisfactorily or fully-integrated gender-transformative methodology, methods, tools, and data analysis techniques Target 2022–23: 40% Target 2024–25: 50%</p>	<p>EVAL</p> <p>EVAL, and ILO regional offices and headquarters departments</p>

Approaches requirements	Meets requirements	Exceeds requirements	Indicators	Custodians (lead in bold)
			<p>Baseline 2020–21: 31%</p> <p>Percentage of representative sample of evaluations that satisfactorily or fully integrate findings, conclusions and recommendations reflecting a gender analysis</p> <p>Target 2022–23: 60%</p> <p>Target 2024–25: 70%</p> <p>Baseline 2020–21: 51%</p> <p>Number of evaluations conducted every five to eight years to assess corporate gender mainstreaming performance</p> <p>Targets 2022–23 and 2024–25: achieved</p> <p>Baseline: 2020–21: one (held in 2021)</p>	<p>EVAL, and ILO regional offices and headquarters departments</p> <p>EVAL</p>
5. Audit		<p>5(c)(i) Relevant gender equality findings are systematically presented in annual reports of the internal audit departments and</p> <p>5(c)(ii) Internal audit departments undertake a targeted audit engagement related to gender equality and the empowerment of women at least once every five years</p>	<p>Percentage of audited field office reports that identify gender-related risks – such as through quality assurance mechanism reviews of DWCPs – and what mitigating action was taken</p> <p>Target 2022–23: 90%</p> <p>Target 2024–25: 90%</p> <p>Baseline 2020–21: 100%</p> <p>Targeted audit on sexual harassment completed in 2022</p>	IAO
6. Policy		<p>6(c)(i) Up to date policies and plans implemented on gender equality and women’s empowerment, including gender mainstreaming and the equal representation of women and</p> <p>6(c)(ii) Specific senior level mechanism in place for ensuring accountability for promotion of gender equality and the empowerment of women</p>	<p>Percentage of ILO professional positions (P1 to P4, regular staff) held by women</p> <p>Target 2022–23: within 3% of gender parity (47% to 53%)</p> <p>Target 2024–25: within 3% of gender parity (47% to 53%)</p> <p>Baseline 2020–21: 55%</p> <p>Percentage of ILO senior positions (P5 and above, regular staff) held by women</p> <p>Target 2022–23: 40%</p> <p>Target 2024–25: 42%</p> <p>Baseline 2020–21: 39%</p>	<p>HRD</p> <p>HRD</p>

Approaches requirements	Meets requirements	Exceeds requirements	Indicators	Custodians (lead in bold)
			<p>Monitoring and reporting to disaggregate by the following.</p> <p>Headquarters: DG reports DDG/MR DDG/P DDP/FOP</p> <p>Regional offices: Africa Americas and Caribbean Arab States Asia and Pacific Europe and Central Asia</p>	
7. Leadership	7(a) Senior managers internally champion gender equality and women's empowerment	7(b) Senior managers internally and publicly champion gender equality and women's empowerment	<p>7(c)(i) Senior managers internally and publicly champion gender equality and the empowerment of women and</p> <p>7(c)(ii) Senior managers proactively promote improvements in UN-SWAP Performance indicators where requirements are not met/exceeded</p>	<p>Sessions on gender-transformative themes held for all senior (D1 and above) and global management team members</p> <p>Target 2022–23: two sessions Target 2024–25: two sessions Baseline 2020–21: two sessions for four regions</p> <p>Gender equality features regularly on meeting agendas of the Senior Management Team and Global Management Team, including better alignment – of the high-level strategic plan, and P&Bs including a dedicated strategic policy outcome on gender equality – with this Action Plan</p> <p>Target 2022–23: 15% of meetings Target 2024–25: 15% of meetings Baseline 2020–21: 15% of meetings</p> <p>Percentage of departments, regional offices and other units that are custodians of at least three indicators for which the director or chief's performance-management outputs include achieving the respective targets</p> <p>Senior Management Team</p> <p>CABINET</p> <p>Deputy-Directors General</p>

Approaches requirements	Meets requirements	Exceeds requirements	Indicators	Custodians (lead in bold)
			<p>Target 2022–23: 100% for DDG/MR, DDG/P and DDG/FOP</p> <p>Target 2024–25: 100% for DDG/MR, DDG/P and DDG/FOP</p> <p>Baseline 2020–21: DDG//MR 100%, DDG/P 50%, and DDG/FOP 0%</p> <p>Number of meetings held with directors, chiefs and other unit heads to discuss achieving targets of their respective custodianship indicators</p> <p>Target 2022–23: two by DDG/MR, DDG/P and DDG/FOP</p> <p>Target 2024–25: two by DDG/MR, DDG/P and DDG/FOP</p> <p>Baseline 2020–21: DDG/MR two; DDG/P one; DDG/FOP two</p>	<p>Deputy-Directors General</p>
8. Gender-transformative performance management	8(b) Assessment of gender equality and women’s empowerment integrated into core values and/or competencies for all staff, with a particular focus on levels P4 or equivalent and above	<p>8(c)(i) Assessment of gender equality and the empowerment of women integrated into core values and/or competencies for all staff, with a particular focus on levels P4 or equivalent and above including decision making positions in all Committees, Missions and Advisory Bodies and</p> <p>8(c)(ii). System of recognition in place for excellent work promoting gender equality and women’s empowerment</p>	<p>Percentage of ILO job description vacancies that refer to gender-related skills or duties</p> <p>Target 2022–23: 70% (professional RB core positions)</p> <p>Target 2024–25: 70% (professional RB core positions and professional development cooperation positions)</p> <p>Baseline 2020–21: 61%</p> <p>Up-to-date sex-disaggregated statistics for professional staff shared with department directors and regional office directors prior to their annual BoC discussions</p> <p>Target 2022–23: shared</p> <p>Target 2024–25: shared</p> <p>Baseline 2020–21: shared</p> <p>Up-to-date sex-disaggregated statistics for professional staff on agenda of at least two meetings held by each DDG with their relevant portfolio directors</p> <p>Target 2022–23: two meetings by DDG/MR, DDG/P and DDG/FOP</p> <p>Target 2024–25: two meetings by DDG/MR, DDG/P and DDG/FOP</p>	<p>HRD</p> <p>HRD</p> <p>Deputy-Directors General</p>

Approaches requirements	Meets requirements	Exceeds requirements	Indicators	Custodians (lead in bold)	
			Baseline 2020–21: DDG/MR two; DDG/P one; DDG/FOP none		
9. Financial resource tracking	9(b) Financial resource tracking mechanism in use to quantify disbursement of funds that promote gender equality and women's empowerment	9(c)(i) Financial resource tracking mechanism in use to quantify disbursement of funds that promote gender equality and women's empowerment and 9(c)(ii) Results of financial resource tracking influences central strategic planning concerning budget allocation	Reporting tool measures professional staff time attributed to the marker on gender equality and non-discrimination Target 2022–23: statistics available Target 2024–25: statistics available Baseline 2020–21: statistics available	FINANCE	
10. Financial resource allocation	10(b) Financial benchmark for resource allocation for gender equality and women's empowerment mandate is met	10(c) Financial benchmark for resource allocation for gender equality and women's empowerment mandate is exceeded	Percentage of country programme outcomes self-scored as meeting the gender equality and non-discrimination marker 2 on "significant contribution" or 3 on "principal objective" Target 2022–23: 48% Target 2024–25: 50% Baseline 2020–21: 46%	PROGRAM and ILO regional offices	
11. Gender architecture	11. Gender focal points or equivalent at HQ, regional and country levels are: (a) appointed from staff level P4 and above (b) have written terms of reference (c) at least 20 per cent of their time is allocated to gender focal point functions	11(b)(i) Gender focal points or equivalent at headquarters, regional and country levels are: (a) appointed from staff level P4 and above for both mainstreaming and representation of women; (b) have written terms of reference; (c) at least 20 per cent of their time is allocated to gender focal point functions; and 11(b)(ii) Gender unit is fully resourced according to the entity mandate	(a) appointed from staff level P5 and above for both mainstreaming and representation of women; (b) have written terms of reference; (c) at least 20 per cent of their time is allocated to gender focal point functions; (d) specific funds are allocated to support gender focal point networking; and 11(c)(ii) Gender unit is fully resourced according to the entity mandate	Percentage of ILO Global Gender Network focal points and gender coordinators who are professional level P4 and above Target 2022–23: 60% Target 2024–25: 65% are P4 or above Baseline: 2020–21: 56% are P4 or above Clear recognition of roles of gender focal points and gender coordinators Target 2022–23: Terms of reference of gender coordinators team updated to reflect their role of catalyst in supporting respective departmental colleagues' responsibility for – and management's accountability on – gender mainstreaming. Knowledge-sharing and team-building event held with gender coordinators team Target 2024–25: Terms of reference of gender focal points updated to reflect their role of catalyst in supporting respective department or regional and	GEDI ILO Senior Management, CABINET, DDG/P, GEDI , DDG/MR, DDG/FOP (all), action plan custodians

Approaches requirements	Meets requirements	Exceeds requirements	Indicators	Custodians (lead in bold)	
			field office colleagues' responsibility for – and managements' accountability on – gender mainstreaming. Knowledge-sharing and team-building event held with focal points globally or in some regions		
12. Equal representation of women	12(a) Plan in place to achieve the equal representation of women for General Service staff and all professional levels in the next five years	12(b) The entity has reached the equal representation of women for General Service staff and all professional levels	12(c) The entity has reached the equal representation of women for General Service staff and all professional levels including the senior most levels of representation in Field Offices, Committees, Advisory Bodies and Funds linked to the entity irrespective of budgetary source	<p><i>Note: Gender parity (47% to 53% women) and plans are part of HRD-managed ILO Human Resources Strategy 2018-21</i></p> <p>Average share of women delegates and advisers accredited and registered in International Labour Conferences</p> <p>Target 2022-23: gender parity (at least 47%)</p> <p>Target 2024-25: gender parity (at least 47%)</p> <p>Baseline 2020-21: 38.9% accredited, and 38.9% registered</p> <p>In addition to the total for all, monitoring and reporting to disaggregate by the following in the regions.</p> <p>Africa (total) Governments Workers Employers</p> <p>Americas and Caribbean (total) Governments Workers Employers</p> <p>Arab States (total) Governments Workers Employers</p> <p>Asia and Pacific (total) Governments Workers Employers</p>	ILO tripartite constituents, JUR , RELMEETINGS

Approaches requirements	Meets requirements	Exceeds requirements	Indicators	Custodians (lead in bold)
			<p>Europe and Central Asia (total)</p> <p>Governments</p> <p>Workers</p> <p>Employers</p> <p>Average share of women delegates and advisers accredited and registered in regional meetings (reporting for each regional meeting to sex-disaggregate by groups)</p> <p>Target 2022–23 and 2024–25: gender parity (at least 47%)</p> <p>Target 2022–23 and 2024–25: gender parity (at least 47%)</p> <p>Baseline 2020–21: none held</p> <p>Capacity-building for ILO social partners on achieving gender parity (47% to 53% women) in delegations in the International Labour Conference and regional meetings</p> <p>Target 2022–23: two capacity-building sessions in each region</p> <p>Target 2024–25: two capacity-building sessions in each region</p> <p>Baseline 2020–21: two</p> <p>Reporting to be disaggregated by regional offices:</p> <p>Africa</p> <p>Americas and Caribbean</p> <p>Arab States</p> <p>Asia and Pacific</p> <p>Europe and Central Asia</p>	<p>ILO tripartite constituents, JUR, RELMEETINGS</p> <p>RELMEETINGS, regional offices</p>
13. Organizational culture	13(b) Organizational culture fully supports promotion of gender equality and women’s empowerment	13(c)(i) Organizational culture fully supports promotion of gender equality and women’s empowerment and 13(c)(ii). ILO participatory gender audit or equivalent carried out at least every five years	Percentage of ILO managers receiving upward feedback about whom staff state they “agree” or “absolutely agree” that the manager promotes and values diversity in all its forms (including but not limited to gender balance, geographical representation, and inclusion of persons with disabilities), taking positive action where appropriate. Target 2022–23: 80%	HRD

Approaches requirements	Meets requirements	Exceeds requirements	Indicators	Custodians (lead in bold)	
			Target 2024–25: 80% Baseline 2020–21: 89%		
14. Capacity assessment	14(b)(i) Entity-wide assessment of capacity of all relevant entity staff at HQ, regional and country levels in gender equality and women's empowerment is carried out and 14(b)(ii) A capacity development plan is established or updated at least every five years	14(c)(i) Entity-wide assessment of capacity of all relevant entity staff at HQ, regional and country levels in gender equality and women's empowerment is carried out and 14(c)(ii) A capacity development plan is established or updated at least every three years	Plan on staff capacity development for gender equality and mainstreaming finalized, based on entity-wide capacity assessment of relevant HQ and field-based staff; including on plan's management, implementation and monitoring; its institutionalization in custodians' relevant capacity-building; and its integration with gender equality and mainstreaming tools and support Target 2022: Plan finalized, based on ILO gender equality and mainstreaming efforts high-level evaluation's relevant recommendations, and on pilot theory of change for gender equality Target 2023: Plan is implemented and monitored Target 2024: Plan is implemented and monitored, including for emerging needs Target 2025: Results of capacity development plan reviewed, with other information, in order to identify emerging needs and update it accordingly	ILO Senior Management, CABINET, DDG/P, GEDI, DDG/MR, HRD , DDG/FOP (regions), ITC-ILO, ACTRAV, ACT/EMP	
15. Capacity development	15(a) Working towards ongoing mandatory training for all levels of entity staff at HQ, regional and country offices	15(b) Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices	15(c)(i) Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices and 15(c)(ii) Senior managers receive tailored training during orientation	Constituents' gender-transformative initiatives are supported through region-relevant strategies and gender-transformative capacity development programmes, including a focus on pandemic recovery Target 2022: At least one field office technical capacity activity – reflecting coordination across Policy Portfolio departments, between ACTRAV and ACT/EMP, and ITC-ILO – held in two regions Target 2023: At least one field office technical capacity activity – reflecting such coordination – held in three regions Target 2024: At least one field office technical capacity activity – reflecting such coordination – held in four regions Target 2025: At least one field office technical capacity activities held in five regions	CABINET, DDG/P (departments), HRD, regional offices , ITC-ILO, ACTRAV, ACT/EMP, GEDI

Approaches requirements	Meets requirements	Exceeds requirements	Indicators	Custodians (lead in bold)
			<p>Baseline: not available</p> <p>Percentage of females among participants in the International Training Centre of ILO (ITC-ILO) training activities Target 2022–23: 43% Target 2024–25: 45% Baseline 2020–21: 38%</p> <p>Percentage of females among ILO staff participants in ITC-ILO training activities Target 2022–23: 54% Target 2024–25: 55% Baseline 2020–21: 53%</p> <p>Percentage of males among ILO staff participants in ITC-ILO gender-specific training activities Target 2022–23: 25% Target 2024–25: 25% Baseline 2020–21: 17%</p> <p>Percentage of females among tripartite constituents participating in ITC-ILO training activities Target 2022–23: 45% Target 2024–25: 50% Baseline 2020–21: 41%</p>	<p>ITC-ILO</p> <p>ITC-ILO</p> <p>ITC-ILO</p> <p>ITC-ILO</p>
16. Knowledge and communication		<p>16(c)(i) Knowledge on gender equality and women’s empowerment is systematically documented and publicly shared and</p> <p>16(c)(ii) Communication plan includes gender equality and women’s empowerment as an integral component of internal and public information dissemination and</p> <p>16(c)(iii) Entity is actively involved in an inter-agency community of practice on</p>	<p>Percentage of Research Department’s events-related studies that substantively address or take into account a gender dimension, based on an agreed checklist including sharing of gender-related experiences and lessons learned Target 2022–23: 67% Target 2024–25: 70% Baseline 2020–21: 63%</p> <p>Percentage of Research Department’s events that feature women as speakers and as authors of relevant studies Speakers:</p>	<p>RESEARCH</p> <p>RESEARCH</p>

Approaches requirements	Meets requirements	Exceeds requirements	Indicators	Custodians (lead in bold)
		gender equality and the empowerment of women	<p>Target 2022–23: gender parity (47% to 53% women) Target 2024–25: gender parity Baseline 2020–21: 59%</p> <p>Authors: Target 2022–23: gender parity (47% to 53%) Target 2024–25: gender parity Baseline 2020–21: 52%</p> <p>Percentage of communication plan and sections of Communication Department’s guides – on communicating about decent work, on campaigns, and on social media – that include gender-related references including sharing of gender-related experiences and lessons learned Target 2022–23: 90% Target 2024–25: 90% Baseline 2020–21: 90%</p> <p>Promotion of strategic communication approaches with communities of practice including for gender equality and women’s empowerment, as well as sharing of gender-related experiences and lessons learned Target 2022–23: 28 trainings or other support for ILO staff and/or constituents Target 2024–25: 30 trainings or other support for ILO staff and/or constituents Baseline 2020–21: 27 trainings or other support</p>	<p>DCOMM</p> <p>DCOMM</p>
17. Coherence	17(a) Participates in an ad hoc fashion in inter-agency coordination mechanisms on gender equality and the empowerment of women	17(b)(i) Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women and 17(b)(ii) Participates in a UN-SWAP peer review process	17(c)(i) Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women and 17(c)(ii) Participates in a UN-SWAP peer review process and 17(c)(iii) Supports implementation of at least one UN-SWAP Performance Indicator in another entity	Percentage of inter-agency coordination mechanisms on gender equality and women’s empowerment contributed to or attended by ILO staff Target 2022–23: 80% Target 2023–24: 80% Baseline 2020–21: 80%

► Appendix I

ILO Policy on Gender Equality and Mainstreaming ¹

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

Staffing

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

Substance

5. Gender inequalities are best dealt with through integrated approaches. 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. These are expected to result in the creation of new analytical frameworks, the enrichment of the ILO's knowledge base on gender issues and the provision by the Organization of enhanced related products and services. They should lead as well to the development of indicators and other tools to support gender mainstreaming. The generation of gender-sensitive data will also be critical for the development and implementation of technical cooperation programmes, the provision of

¹ This policy was announced by the ILO Director-General in 1999 and shared in an updated form with ILO management in 2016. It refers to the concept of gender mainstreaming as based on its definition in the 1997 Agreed Conclusions of the UN Economic and Social Council (ECOSOC): "Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes in any area and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension in the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality."

advisory services and training, the development of research programmes and the dissemination of information.

Structure

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

Action plan

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

Implementation

11. 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.
12. 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.

► Appendix II

ILO Action Plan 2020–21 targets met or exceeded, or unmet (under the six UN-SWAP categories)

Results-based management

Targets met/exceeded:

- 60 per cent of ILO programme and budget policy outcomes contribute to the targets under Sustainable Development Goal 5 (monitoring result: 63 per cent);
- 35 per cent of ILO programme and budget policy outcomes include sex disaggregation and/or gender equality (monitoring result: 71 per cent);
- 100 per cent of policy outcomes reported in the programme implementation report with gender-specific results (monitoring result: 100 per cent);
- one report received by the Governing Body on mid-term Action Plan implementation results (monitoring result: two);
- 60 per cent of Decent Work Country Programmes contain indicators of which at least 35 per cent disaggregate by sex and/or are gender-inclusive (monitoring result: 79 per cent);
- 50 per cent of a representative sample of project and programme proposals with an improved gender-mainstreamed strategy and results framework, after an appraisal (monitoring result: 32 per cent – expected to drop as compliance with appraisal checklist increases);
- 27 per cent of Africa region project and programme proposals meet gender equality and non-discrimination marker 2 or 3 (monitoring result: 30 per cent).

Unmet targets:

- 37 per cent of global (headquarters-managed) project and programme proposals meet gender equality and non-discrimination marker 2 or 3 (monitoring result: 13 per cent);
- 18 per cent of the Americas and the Caribbean project and programme proposals meet gender equality and non-discrimination marker 2 or 3 (monitoring result: 12 per cent);
- 13 per cent of Arab States' project and programme proposals meet gender equality and non-discrimination marker 2 or 3 (monitoring result: 9 per cent);
- 35 per cent of Asia and the Pacific project and programme proposals meet gender equality and non-discrimination marker 2 or 3 (monitoring result: 29 per cent);
- 13 per cent of Europe and Central Asia project and programme proposals meet gender equality and non-discrimination marker 2 or 3 (monitoring result: 5 per cent).

Oversight

Targets met/exceeded:

- four initiatives integrated gender into the Evaluation Office's networks (monitoring result: ten);
- one evaluation every five to eight years on organizational performance on gender mainstreaming (monitoring result: one);
- 75 per cent of audited field office reports identify gender-related risks and mitigating action taken (monitoring result: 100 per cent).

Unmet targets:

- 65 per cent of sampled evaluations whose scope of analysis, and criteria and questions, integrated gender equality (monitoring result: 51 per cent);
- 50 per cent of sampled evaluations integrated gender-responsive methodology, methods, tools and data analysis techniques (monitoring result 31 per cent);
- 65 per cent of sampled evaluations integrated findings, conclusions and recommendations reflecting a gender analysis (monitoring result: 51 per cent);
- audit on internal sexual harassment control and response procedures completed, results disseminated, and follow-up review if necessary (monitoring result: incomplete).

Accountability

Targets met/exceeded:

- 50 per cent of ILO professional positions (P1 to P4 regular budget contracts) held by women (monitoring result: 55 per cent);
- two unconscious bias sessions held by the Senior Management Team (monitoring result: two);
- 10 per cent of the Senior Management Team's agendas feature gender equality (monitoring result: 15.5 per cent);
- 100 per cent of ILO job description vacancies refer to gender sensitivity (monitoring result: 100 per cent);
- up-to-date sex-disaggregated statistics shared with department and regional office directors prior to beginning-of-cycle performance discussions (monitoring result: shared);
- 50 per cent of departments, offices and other units that are custodians of at least three Action Plan indicators for which the director or chief's performance-management outputs include achieving their respective targets (end-biennium monitoring result: Deputy Director-General for Management and Reform: 100 per cent; and Deputy Director-General for Policy: 50 per cent);¹
- two meetings held with directors, chiefs and other unit heads to discuss achieving their respective targets (monitoring result: Deputy Director-General for Management and Reform: two; Deputy Director-General for Policy: one; and Deputy Director-General for Field Operations and Partnerships: two);²
- one-page scorecards of up-to-date sex-disaggregated statistics on the agenda of at least two Deputy Directors-General meetings with department and regional office directors (monitoring result: Deputy Director-General for Management and Reform: two; and Deputy Director-General for Policy: one).³

Unmet targets:

- 45 per cent of ILO senior staff (P5 and above on regular budget contracts) held by women (monitoring result: 39 per cent);

¹ Results for this target are disaggregated to show both those custodians who have met the target and those who have not (see section below).

² Results for this target are disaggregated to show both those custodians who have met the target and those who have not (see section below).

³ Results for this target are disaggregated to show both those custodians who have met the target and those who have not (see section below).

- 50 per cent of departments, offices and other units that are custodians of at least three Action Plan indicators for which the director or chief's performance-management outputs include achieving their respective targets (monitoring result: Deputy Director-General for Field Operations and Partnerships: 16 per cent);
- 70 per cent of ILO job description vacancies refer to gender-related skills or duties (monitoring result: 61 per cent);
- one-page scorecards of up-to-date sex-disaggregated statistics on the agenda of at least two Deputy Directors-General meetings with department and regional office directors (monitoring result: Deputy Director-General for Field Operations and Partnerships: none).

Human and financial resources

Targets met/exceeded:

- statistics available based on a tool measuring professional staff time attributed to the gender equality and non-discrimination marker (monitoring result: available);
- 43 per cent of country programme outcomes scored as meeting gender equality and non-discrimination marker 2 or 3 (monitoring result: 46 per cent);
- 70 per cent of total resources indicated as required to promote gender equality and non-discrimination through country programme outcomes (monetary sum of those scored as meeting gender equality and non-discrimination marker 2 or 3) (monitoring result: 74 per cent);
- 100 per cent of headquarters and field offices with a minimum size have a gender focal point (monitoring result: 100 per cent);
- 55 per cent of focal points and department gender coordinators are professional level 4 and above (monitoring result: 56 per cent);
- 60 per cent of women participants in ILO management and leadership development workshops (monitoring result: 64 per cent);
- internal governance required ten-hour e-learning programme for new ILO staff incorporates ethics component (monitoring result: incorporated);
- ten exiting staff interviewed on organizational culture for insights about gender-responsive recruitment, retention and staff experience; then report to the Governing Body on pilot assessment and preliminary results (monitoring result: 21 exiting staff questionnaires conducted; no Governing Body report as Mediator post unfilled);
- One ILO – Zero Sexual Harassment campaign materials accessible through social media (monitoring result: accessible);
- five facilitative initiatives piloted to build and strengthen diversity and foster inclusion (monitoring result: seven);
- two capacity-building events for the ILO social partners on achieving gender parity in delegations in the International Labour Conference and regional meetings (monitoring result: over 15 for workers);
- 85 per cent (target set after tool revised) of ILO managers receive upward feedback about whom staff state they “agree” or “absolutely agree” that the manager promotes and values diversity in all its forms (including but not limited to gender balance, geographical representation, and inclusion of persons with disabilities), taking positive action where appropriate (monitoring result: 89 per cent).

Unmet targets:

- at least 45 per cent of women delegates and advisers accredited and registered in the International Labour Conference (monitoring result: 38.9 per cent accredited; and 38.9 per cent registered);
- at least 45 per cent of women delegates and advisers accredited and registered in regional meetings (monitoring result: none held).

Capacity**Targets met/exceeded:**

- 47 per cent of the sections of management and leadership development workshop materials incorporate gender (monitoring result: 62 per cent);
- two days of gender-related training for field-based gender specialists and focal points of key units (monitoring result: two days of web-based training held);
- 50 per cent of ILO female staff participants in Turin Centre trainings (monitoring result: 53 per cent).

Unmet targets:

- staff gender mainstreaming capacity development plan drafted (monitoring result: draft not complete);
- 45 per cent of female participants in Turin Centre trainings (monitoring result: 38 per cent);
- 50 per cent of ILO male staff participants in Turin Centre gender-specific trainings (monitoring result: 17 per cent);
- 45 per cent of female constituents in Turin Centre trainings (monitoring result: 41 per cent).

Knowledge, communication and coherence**Targets met/exceeded:**

- 95 per cent of the Research Department's terms of reference and outlines of key ILO flagship reports – World Employment and Social Outlook, and World Employment and Social Outlook – Trends – integrate sex-disaggregated data and analysis (monitoring result: 100 per cent);
- 75 per cent of inter-agency coordination mechanisms on gender equality and women's empowerment contributed to or attended by ILO staff (monitoring result: 80 per cent);
- 55 per cent of the Research Department's events-related studies substantively address a gender dimension (monitoring result: 63 per cent);
- 45 per cent of the Research Department's events feature women as authors of relevant studies (monitoring result: 52 per cent);
- 45 per cent of the Research Department's events feature women as speakers of relevant studies (monitoring result: 59 per cent);
- 75 per cent of the Department of Communication and Public Information's plan and guides include gender-related references (monitoring result: 90 per cent);
- Department of Communication and Public Information training or other support for ILO staff and/or constituents on gender equality and women's empowerment (monitoring result: 27 trainings/support).

Unmet targets:

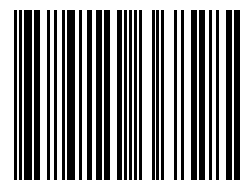
- none.

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