

Board of the Centre

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CC 77/5

FOR DISCUSSION AND GUIDANCE

FIFTH ITEM ON THE AGENDA

Mainstreaming gender equality: progress report

Introduction

1. The Centre's results-based Strategic Plan for 2012-15 (the Plan) identified gender equality as one of the principles and means of action underpinning and guiding all of the work of the Centre.¹ The Plan committed the Centre to provide incentives to prioritize and select women participants for its programmes and activities. It also committed the Centre to the systematic use of the gender-marker and the Gender Common Self-Assessment (Co.S.A) as tools to enhance gender mainstreaming in the planning, design and delivery of training and learning activities.
2. Section I of this paper summarizes progress under the three gender specific indicators in the Plan as well as providing a brief analysis of the results achieved. Section II provides information on the use by the Centre of selected monitoring tools. Section III briefly describes some of the Centre's gender equality capacity-building work and key partnerships, as well as a number of outreach initiatives implemented by the Workers' and Employers' Training Programmes. Section IV summarizes the main lessons learned over the period 2012-13. Section V proposes additional measures to be implemented in the period 2014-15 to further strengthen gender mainstreaming in all aspects of the Centre's work.
3. This paper is presented to the Board for discussion and guidance.

I. Gender indicators in the Strategic Plan for 2012-15

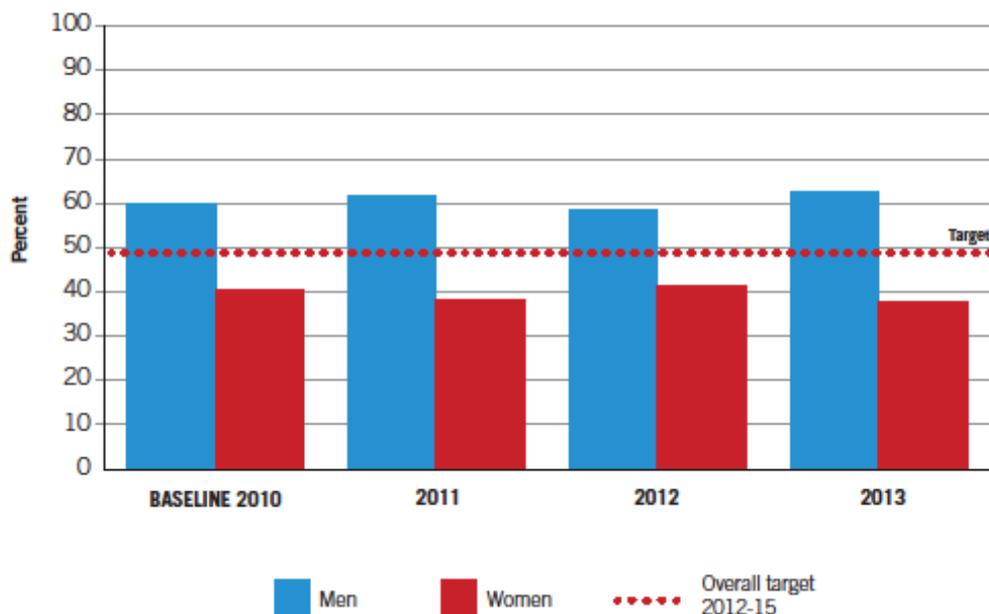
4. The Plan contained the following three gender specific indicators:
 - annual number of women participants from the tripartite constituents (indicator 1.1);
 - annual total number of women participants (indicator 2.2), and
 - gender balance of staff in professional positions (indicator 3.5).

¹ CC 73/3, para. 16.

5. Targets were set under each of these indicators and progress reported to the Board in the Annual Implementation Report. A more detailed internal Gender Action Plan was prepared in 2011 to operationalize these commitments, raise awareness, track progress more systematically, and enhance internal coordination. It incorporated some of the key elements and approaches of the ILO Action Plan for Gender Equality 2010-15.²

6. Under indicator 1.1 of the Plan, the annual number of participants from tripartite organizations is disaggregated by gender.³ The target set under this indicator is 48 per cent of women participants. Table 1 below shows progress made towards achieving this target over the period 2011-13 using 2010 as the baseline year. Table 2 provides a breakdown between the tripartite constituents over the same period.

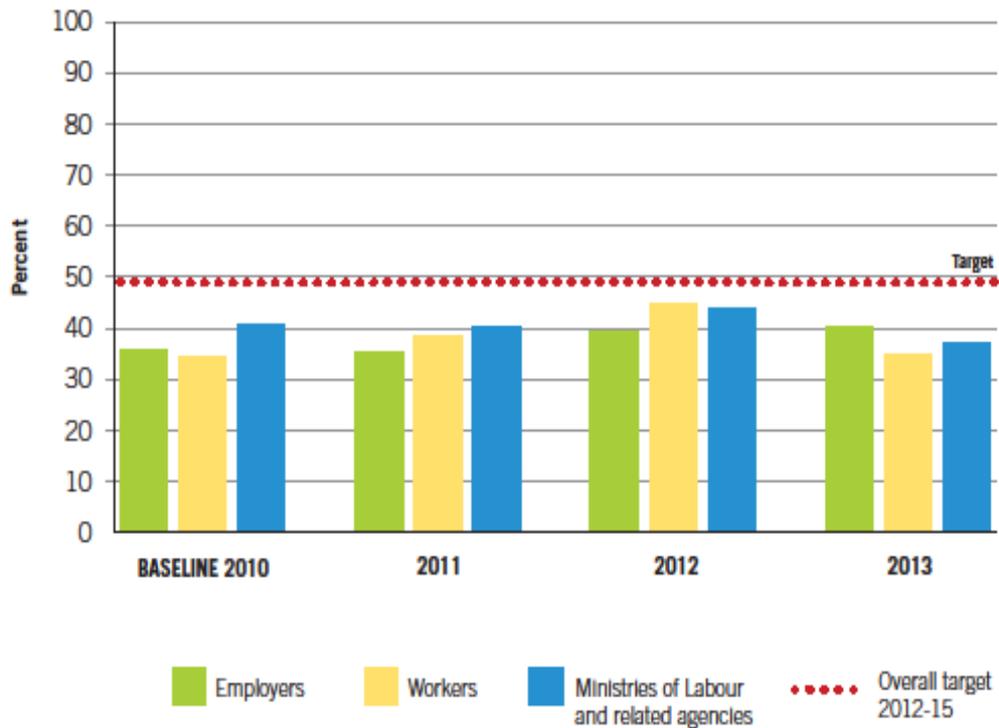
TABLE 1: PARTICIPANTS FROM TRIPARTITE ORGANIZATIONS BY GENDER



² ILO: Action Plan for Gender Equality 2010-15 (Phase II), GB. 313/INS/INF/1.

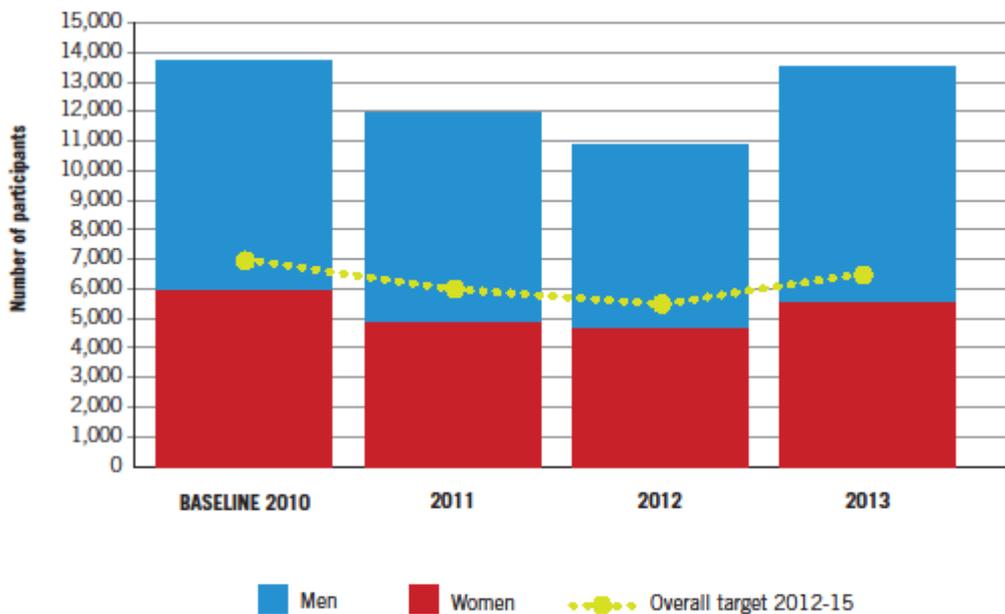
³ For the purposes of this indicator, tripartite organizations include Workers' and Employers' Organizations, labour ministries and related entities.

TABLE 2: BREAKDOWN OF WOMEN BETWEEN THE TRIPARTITE CONSTITUENTS



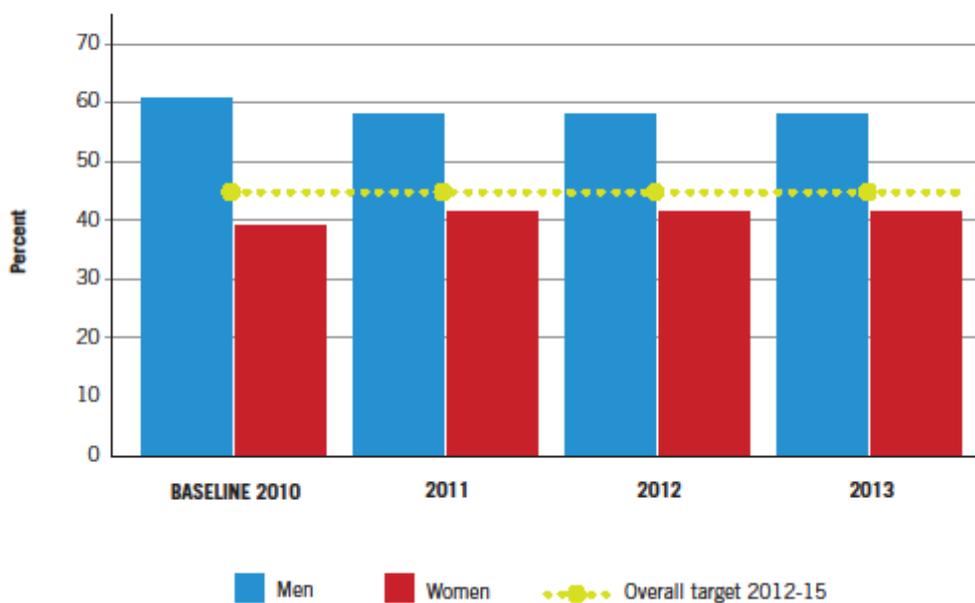
7. Under indicator 2.2 of the Plan, the annual total number of participants is disaggregated by gender. The target set under this indicator is 50 per cent women participants. Table 3 below shows progress made towards achieving this target over the period 2011-13 using 2010 as the baseline year.

TABLE 3: TOTAL NUMBER OF PARTICIPANTS BY GENDER



8. Indicator 3.5 of the Plan tracks the number of women in professional positions at the Centre and sets a target of 45 per cent using a baseline of 38 per cent (2010). Table 4 below shows progress made towards achieving this target over the period 2011-13.

TABLE 4: BREAKDOWN OF PROFESSIONAL STAFF BY GENDER



9. These tables indicate that overall, the Centre reached and maintained over recent years, high levels of participation by women in its training activities – average 40 per cent. Likewise, within the constraints of very limited staff turnover and recruitment, the Centre has made some progress in balancing the gender composition of its professional staff. Nevertheless, there is room for improvement under each of these indicators when performance is measured against the ambitious targets in the Plan. The following paragraphs describe the tools and approaches developed and used by the Centre to track progress and identify areas for improvement.

II. Monitoring tools

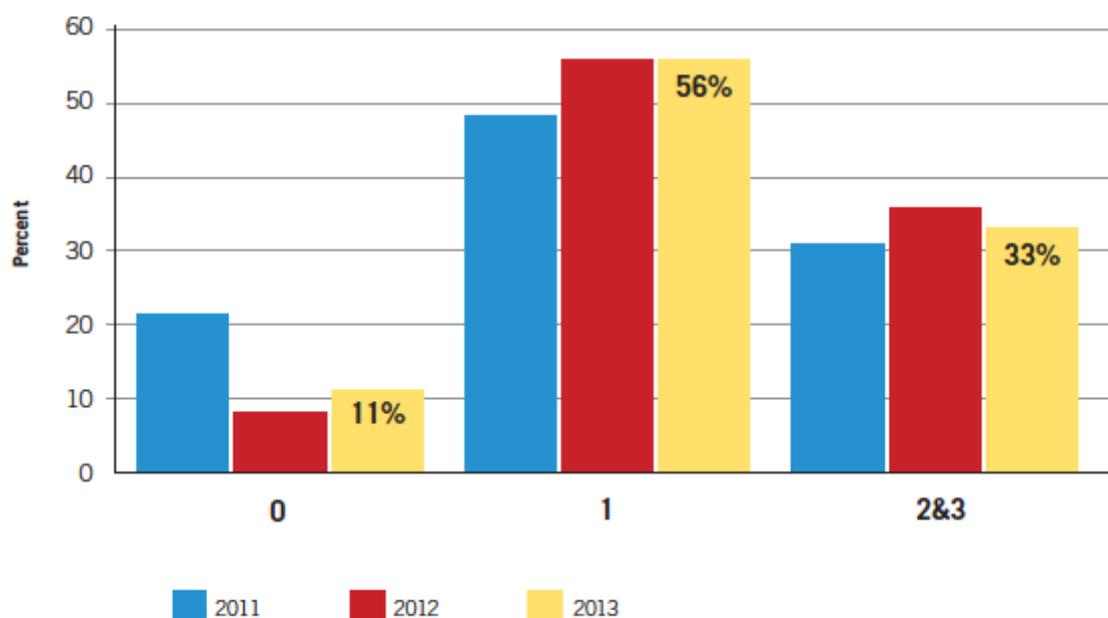
Gender Common Self-assessment

10. In 2011, the Centre undertook a Gender Common Self-assessment (Co.S.A.) which was designed to ensure that gender equality and non-discrimination were efficiently and consistently included in all of the Centre's training, learning and capacity-building activities. A sample of the training products and services of each programme was reviewed through (i) an on-line survey open to all staff; (ii) a participatory workshop for all of the staff of each programme; and (iii) a confidential feedback report following the workshop. With a view to harmonizing the overall results of the survey with previous assessments conducted by the ILO, questions from the ILO Participatory Gender Audit were adapted and used for this exercise. Personal, professional and organizational views on gender competence, knowledge and vision were collected through the survey.
11. The main outcome of the Gender Co.S.A was the revision of the Centre's policy on gender equality and mainstreaming and the development of an internal Gender Action Plan to complement the policy.

The gender-marker

12. The gender-marker assesses the gender performance of each training programme based on selected initiatives which are designed by each training team according to identified needs and taking into account the specific characteristics of each programme.
13. The gender-marker coding system is grounded in the gender accountability work done by OECD/DAC and UNDP and allows the Centre to measure its projects and activities in a consistent way *vis-à-vis* systems utilized by major donors and UN agencies. Preceded by appropriate awareness-raising sessions and accompanied by guidance from gender specialists, the code is used to document the extent to which the training activities are designed in a gender-sensitive way to address the needs of women and men as ultimate beneficiaries of development actions. The gender-marker is a one-digit code (on a scale of 0 to 3) integrated into the Centre's Management of Activities and Participants (MAP) system. It is assigned by the responsible training team during the activity design phase; discussed with the gender specialist in charge of coordinating the Network of Gender Focal Points of the Centre and revised, if necessary.
14. Aggregated data collected through the gender marker analysis are presented below in Table 5.

TABLE 5: GENDER MARKER TRENDS (2011-13)



15. Results for 2012 and 2013 show a clear improvement from the baseline year (2011) in particular as regards activities coded “0” (i.e. no sign that gender issues are considered at all in the activity design) which decreased from 21 per cent of training activities in 2011 to 8 per cent in 2012 and 11 per cent in 2013.
16. Activities coded “1” (i.e. some efforts were made to include attention to gender issues in the activity design, in the balance of interventions and resource persons, in the materials used, in the examples and case studies) increased from 48 per cent in 2011 to 56 per cent in both 2012 and 2013.
17. Activities coded “2” are those that mainstream gender equality in a significant way, paying full attention to the gender facets of course content, to the appropriate balance of gender role models in lecturing and intervening staff, to providing gender-sensitive documentation and ensuring an optimal share of men and women as participants to the maximum possible extent). Activities coded “3” are targeted interventions that are specifically and principally dealing with gender issues or women’s promotion as the main topic and main focus). Both are valued at the highest level by the gender marker system. In 2012, they increased against the baseline of 31 per cent (2011) to 36 per cent, and slightly decreased in 2013 to 33 per cent.
18. The Centre’s innovative efforts in the use of the gender-marker were positively appraised by UN Women, the secretariat to the UN System-wide Action Plan for Gender Equality and the Empowerment of Women (UN-SWAP) when analyzing results from the first round of reporting from the various UN agencies.⁴

⁴ Annual Implementation Report for 2013, para.40.

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19. The gender-marker assists the Centre to follow trends over time, provides insights on challenges, and sheds light on specific aspects of each training programme. In 2014, one training programme (Employment Policy and Skills Development) conducted a more in-depth analysis of the data. Three types of data were examined: the gender breakdown of participants including country of origin/region, the course modality (online/residential courses) and the nature of the course; types of funding/use of scholarships, and data from the end-of-activity evaluation questionnaire on the integration of gender issues in the courses. The main findings showed that women's participation varied according to region; that there was a prevalence of men in courses with a more technical focus; that there was higher participation by women in courses focusing on social policies, and courses with younger participants had a higher participation from women. This more in-depth exercise proved very useful and points to the need for better use of the various data sets. Based on this experience, a standard methodology/template is being developed to enable training programmes to undertake similar in-depth exercises.

End-of-activity evaluation questionnaire

20. The end-of-activity evaluation questionnaire completed by participants is also used by the Centre to monitor results in relation to the effective integration of gender into training activities. The questionnaires provide direct feedback from participants to assist the training programme team to monitor its own progress and identify gaps about the level of integration of gender issues from the perspective of the participants. Used in combination with the gender-marker, the data collected from the questionnaire provide valuable guidance which feeds into further action to improve the gender performance of individual training programmes.
21. The aggregated score for this question for all training activities across all programmes improved in 2012 to 3.94 (on a scale of 1 - 5) from the benchmark of 3.88 in 2011. In 2013, however, it dropped to 3.80.
22. The decrease in the overall gender balance (41 per cent women participants in 2013) may partially explain this reduction as women are historically more positive in scoring this question than men. It is also interesting to note that the aggregate score for "gender in the training" in blended activities in 2012 was 4.13 compared to 3.93 for "non-blended" activities. So, the ratio of blended to non-blended activities may also have an impact on these results.

Gender earmarking of resources

23. In 2014, the Centre piloted earmarking resources for gender equality in the allocation of a portion of the voluntary funds for training. A number of eligibility criteria were drawn up for the allocation of funds specifically aimed at boosting outreach to women participants. First, funding proposals had to define indicators of achievement with set outreach targets for women. Second, proposals were sought that would promote affirmative action to fast-track access for women to training services and/or seek to mainstream gender equality into training services. One positive result of this pilot is an initiative to roll-out new methodologies to mainstream gender and diversity across the Centre's training services.

III. Capacity-building on gender equality

24. The Centre offers ILO constituents a wide range of training and consultancy services covering the whole learning and capacity development cycle: participatory

organizational audits, assessment of training needs and organizational capacity gaps, curriculum development, production of training and awareness-raising materials, online learning and information platforms, validation, adaptation to regional and national contexts, action planning, high-level inter-agency workshops, high-level expert meetings, training of trainers and facilitators, coaching and support for strategy implementation.

25. The second edition of the Gender Academy, with more than 150 participants, took place on the campus in November 2013. It provided a unique global forum to learn, share knowledge and discuss gender issues and gender equality.
26. Other key capacity-building activities include residential and on-line courses on *Gender equality for development effectiveness* aimed at familiarizing participants with strategies and tools for advancing gender equality in development planning; *Gender and organizational change* demonstrating how organizations can become gender responsive and transformative; courses at introductory and advanced level on the *Participatory Gender Audit methodology* enabling gender practitioners to design and run gender audits in their own organizations.
27. An introductory course on *Mainstreaming gender equality: concepts and instrument* offered by the Centre since 2005, focuses on gender approaches and tools to bring gender equality into the mainstream of labour-related development activities. A new training course on *Diversity, inclusiveness and non-discrimination in the world of work* has been developed in 2013 which promotes the new inclusive ILO approach towards equality and non-discrimination.
28. The Centre relies on a number of partnerships to enable it to provide more relevant capacity-building interventions in the field of gender equality. The main partner for the Centre remains the ILO, not only through headquarters, but also through the ILO field gender specialists and technical cooperation projects. This collaboration is mainly based on the sharing of knowledge, expertise and tools.
29. The Centre has developed a strong partnership and collaboration with UN Women and its expertise in gender training design and delivery - both on-line and face-to-face - has been increasingly used by UN Women at global and country level. In addition to managing a large component of a joint EU project on *Increasing accountability on financing for gender equality (2011–15)*, the Centre designed and implemented three tailor-made programmes to support UN Women activities at country level in Senegal, Haiti and Burundi targeting staff from national governments and statistical offices. The Centre also developed and delivered specific courses to improve UN Women and UN country team (UNCT) staff capacities for gender mainstreaming as well as a training programme on gender and RBM for all the grantees of the UN Women's Fund for Gender Equality. Cooperation with UN Women at country level systematically involves support from relevant ILO offices and opens opportunities to promote the ILO Decent Work Agenda in inter-agency collaboration. The Centre has also expanded its role in the UN System by collaborating with the UN Women Training Centre. The Centre is also collaborating with the European Institute for Gender Equality (EIGE) sharing tools for capacity-building on gender equality at European level.
30. Continued demand for tailor-made technical advice in donor/country cooperation activities testifies that the Centre has gained a reputation as a reliable and competent gender training expert among the donor community. For example, in 2013-14, the Centre is serving as Chair of the Gender Expert Group of Learn4Dev,

the donors' competence development network. The Centre is also leading the participatory development of an *EU Resource Package on Gender Mainstreaming in Development Cooperation*, a key product of the EU Action Plan on Gender Equality and Women's Empowerment in Development Cooperation.

Outreach initiatives by the Employers' and Workers' Training Programmes

31. The Employers' Training Programme developed a new initiative in 2012 entitled *Employers' Organizations and Women Entrepreneurs: how to reach out?* Results achieved so far include the training of around one hundred staff and Board members from different Employers' Organizations and Women Entrepreneurs' Associations worldwide; development of worldwide surveys, case studies and training materials; increased cooperation with the ILO, World Bank and experts from other international institutions; identification of good practices and discussion of peer recommendations on how to effectively reach out to women entrepreneurs, and the development of concrete action plans by participating organizations which are used to monitor achievements and progress. Systematic impact evaluations are conducted after 6 months and a dedicated web-based platform for participants has been developed to access materials and to facilitate networking.⁵
32. The Workers' Training Programme implements nomination criteria and has explicit requirements designed to increase the number of women participants in its training activities. In its annual report on training programmes to the Trade Union Training Committee, the programme stated that "results in terms of women's participation show that the programme must address with more continuous attention the objective of women's attendance at its courses also through closer cooperation with the Centre's Gender Programme, which in any case proved to be positive also in 2013. Further specific analysis of the situation in each region is needed in order to find the most effective ways and means to make high levels of participation of women in our courses a permanent feature of the programme and to address better gender mainstreaming and gender perspectives in our courses, also including specific activities on gender discrimination and working and living conditions for women."⁶

IV. Lessons learned

33. The existence and systematic application of gender-sensitive monitoring tools, such as the tracking of disaggregated data on gender balance among participants, the use of the gender-marker and the gender question in the end-of-activity evaluation questionnaire, are essential tools which enable the Centre to operationalize its commitment to gender equality as one of the principles and means of action guiding all of the work of the Centre.
34. Close annual analysis of data, and constant monitoring of the results, allow training programmes to promptly set in motion mitigation and proactive measures to address any gaps or issues.
35. The uneven results under the gender related indicators point to the need to fine-tune these indicators, particularly taking into account the interaction with other indicators under the Plan.
36. There is a need to further explore the correlation between the outreach of the Centre to women and the regional distribution of training services. The recent increase in

⁵ <http://lempnet.itcilo.org>

⁶ Report on trade union training programmes presented to the Trade Union Training Committee, April 2014.

training activities for the Arab States and the relative decrease in the overall share of women participants, point towards the need to better customize training by region in order to meet the specific needs of women participants from different regions/countries.

37. The tools and methodologies need to be continuously adapted to the more specific characteristics of the Centre's training activities. For example, to understand better the results in terms of participants' expectations and experience of the gender dimension of training activities as reflected in the end-of-activity questionnaire, combining the gender question score with the sex of the respondent provides greater insight into the results and facilitates the adoption of more targeted measures.
38. The on-going commitment of the Workers' and Employers' Programmes to improve the representation of women in their training activities is critical to improving the representation of women under indicator 1.1. Successful initiatives need to be built on and more explicit targets for women's participation in their respective training activities would assist in tracking progress over time.
39. Collaboration with entities in the UN System and with other international organizations has expanded the outreach of the Centre thereby enabling it to promote ILO standards, policies and strategies on gender equality to a wide range of institutions, networks and decision-makers.
40. The gender earmarking of resources piloted in 2014 had limited impact. To move towards gender budgeting will require a more systematic approach and more direct earmarking of funds for outreach to women and gender equality mainstreaming.

V. Additional measures to be implemented in 2014-15

41. The Centre will continue to collaborate closely with the ILO Gender, Equality and Diversity Branch, with relevant ILO technical departments, and the ILO regional network of gender specialists, to support the implementation of the ILO's substantive agenda on gender and other forms of inequalities. This requires both the continuation of gender mainstreaming and the adoption of an integrated approach towards equality and diversity, addressing the needs and circumstances of specific categories of workers.
42. Linked to the development of gender mainstreaming capacity around the ILO's eight Areas of Critical Importance (ACIs), the following initiatives are planned for 2014-15:
 - Workshop for ILO staff on *National employment policy-making and gender issues*
 - Development of a training module on *Gender issues in youth employment*
 - ILO/UN Women validation workshop on *Gender, water and jobs*
 - Specific training sessions on the *Gender dimensions of social protection floors*
 - Promotion of existing training tools for gender sensitive labour inspection in regular open courses.
 - Introduction of training for men and on masculinity to analyze gender-bias and practices that perpetuate inequality in the workplace.

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43. In the context of the ILO Centenary Initiative on *Women in the World of Work*, and in collaboration with the ILO Gender, Equality and Diversity Branch, the Centre will expand its e-campus modules and knowledge platform for knowledge generation and exchange on gender equality in the world of work.
 44. The current gender related indicators in the Plan will be revised for 2016-17 to enable more accurate tracking of progress and to include additional dimensions of gender equality taking into account the ILO Strategic Framework for 2016-17 as well as the opportunities to deepen the equality-related work of the Centre in the context of the post-2015 Development Agenda.
 45. To enhance the value of the gender-marker tool, a more in-depth analysis of at least one training programme will be undertaken in 2015, building on the methodology developed in 2014, to gain more detailed understanding of the underlying factors which influence the overall results.
 46. The Centre will deepen its approach in 2015 to tracking the use of voluntary resources for gender related work: 30 per cent of voluntary resources allocated to training programmes will be earmarked for outreach to women and gender equality mainstreaming.
 47. Measures will continue to be undertaken to ensure greater parity between women and men in recruitment and promotion to professional positions. The Centre will continue to reach out to qualified women candidates for all vacancies through the wide dissemination of competition notices to LinkedIn, Facebook and Twitter environments and through statements encouraging applications from women.
 48. Practical measures will be implemented to make the campus a more family friendly environment.

Submitted to the Board for discussion and guidance.

Turin, 26 June, 2014
