

INTERNATIONAL LABOUR ORGANIZATION

**ILO Action Plan for Gender Equality 2010–15**  
Phase I: Aligned with Programme and Budget 2010–11

INTERNATIONAL LABOUR OFFICE GENEVA

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## 1. Aims

The Action Plan operationalizes the 1999 ILO policy on gender equality (see Annex I), which identified gender mainstreaming as the strategy to promote equality between women and men. The Action Plan also facilitates effective and gender-responsive delivery of the Decent Work Agenda in line with the 2009 International Labour Conference (ILC) Resolution on Gender Equality at the Heart of Decent Work. The follow-up on the Resolution and the ILC Conclusions was decided by the Governing Body in November 2009 (see Annex II).<sup>1</sup> The Action Plan reflects the crosscutting nature of gender equality in accordance with the 2008 ILO Declaration on Social Justice for a Fair Globalization,<sup>2</sup> and the recently-adopted Global Jobs Pact.<sup>3</sup> This Action Plan aims to build on lessons learned and progress achieved under the previous Action Plan 2008–09 (see Annex III).

**Box 1**  
**Global Jobs Pact**

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

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

## 2. Audience and beneficiaries

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

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

The Action Plan uses a gender mainstreaming strategy and a results-based management approach. It is aligned with the ILO Strategic Policy Framework 2010–15 comprising its three corresponding biennial programmes and budgets (see Annex IV). For this reason, Office-wide (including the International Training Centre of the ILO) consultations in late 2009 focused on linkages between the Programme and Budget (P&B)

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

<sup>2</sup> *ILO Declaration on Social Justice for a Fair Globalization*, adopted by the 97th Session of the International Labour Conference, Geneva, 2008.

<sup>3</sup> *Recovering from the crisis – A Global Jobs Pact*, adopted by the International Labour Conference at its 98th Session, Geneva, 2009.

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2010–11 and the 2009 ILC Conclusions.<sup>4</sup> In the consultations, common priorities and activities were identified for implementing the Conclusions. Meetings aimed at taking into account the demands of constituents as outlined in the Outcome-based Workplans.

**Box 2**  
**Gender mainstreaming**

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

“Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as men an integral part of the design, implementation, monitoring and evaluation of all policies and programmes in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of gender mainstreaming is to achieve gender equality”.

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

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

The link between the 2009 ILC Conclusions and programmatic outcomes appears in table I (see section 5 below). Table II on enabling institutional mechanisms (see section 6 below) was developed based on discussions held in early 2010 with the headquarters units and field offices that hold “primary responsibility” for the relevant indicators.

#### **4. Scope including coherence, coordination, knowledge management and capacity building**

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

<sup>4</sup> ILO: *Provisional Record No. 13, Gender equality at the heart of decent work (General discussion)*, Report of the Committee on Gender Equality, 98th Session of the International Labour Conference (ILC98-PR13-2009-06-0323), Geneva, 2009.

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Gender equality as a human right and a development goal was enshrined in the 1948 Universal Declaration on Human Rights and in the 1979 Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). At the 1995 Beijing Fourth World Conference on Women, the world's governments agreed to use gender mainstreaming as a strategy to achieve gender equality. At the 2000 UN Millennium Summit, 147 heads of government committed to “promote gender equality and the empowerment of women as effective ways to combat poverty, hunger and disease and to stimulate development that is truly sustainable”.<sup>5</sup> The 2006 Declaration of the UN Economic and Social Council reaffirmed commitment “to promote gender equality and the empowerment of women and girls, recognizing that these are critical for achieving sustainable development ... [and] to promote and protect all women's human rights by, inter alia, ensuring equal access to full and productive employment and decent work”.<sup>6</sup> The Declaration also underlined the need for consistent use of mainstreaming, and measures and mechanisms with adequate resources.

The Action Plan also takes into account UN system-wide processes, such as the “Delivering as One” approach of UN country teams and the proposed UN composite gender entity.<sup>7</sup> Importantly, the Action Plan is based on the Chief Executives Board for Coordination (CEB) statement on “United Nations system-wide policy on gender equality and the empowerment of women: focusing on results and impact”.<sup>8</sup> The CEB statement describes the strategy of gender mainstreaming and its main six elements: accountability; results-based management for gender equality; oversight through monitoring, evaluation, audit and reporting; human and financial resources; capacity development; and coherence, coordination and knowledge and information management.

Several other policy documents inform the contents of this Action Plan. In addition to the 2009 ILC Conclusions, it incorporates the gender issues identified in the “regional priorities” section of the three ILO programmes and budgets (see Annex V for P&B 2010-11). Staffing-related areas of the Action Plan are informed by the ILO Human Resources Strategy 2010–15,<sup>9</sup> and the substance-related area on research is informed by the ILO Policy on Research and Publications.<sup>10</sup> This follows the Governing Body instruction that the methodology of any Action Plan implementation and capacity building workshops, held jointly or in consultation with the Turin-based ILO International Training

<sup>5</sup> *United Nations Millennium Declaration*, Resolution adopted by the General Assembly (A/RES/55/2), New York, 2000.

<sup>6</sup> *Draft ministerial declaration of the high-level segment submitted by the President of the Council on the basis of informal consultations*, adopted by the Economic and Social Council (E/2006/L.8), New York, 2006.

<sup>7</sup> Details proposed in the Report of the UN Secretary-General: *Comprehensive proposal for the composite entity for gender equality and the empowerment of women* (A/64/588), New York, 2010. See also paragraphs 33–34 of *The ILO and the multilateral system*, 307th Session of the Governing Body (GB.307/4/Rev.), Geneva, 2010.

<sup>8</sup> Second regular Session, Chief Executives Board for Coordination (CEB/2006/2), New York, 2006.

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

<sup>10</sup> *ILO policy on research and publications* (Circular No. 629), Geneva, 2007.

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Centre (ITC–ILO), will conform to the ILO Knowledge Strategy.<sup>11</sup> An important instrument to promote the strategic objectives will continue be technical cooperation – taking into account the Governing Body decision in 2005 on mainstreaming gender in all technical cooperation<sup>12</sup> and guiding questions on gender equality in the *ILO Technical Cooperation Manual*.<sup>13</sup>

## 5. Gender-related programmatic outcomes

Table I below reflects the gender-related programmatic outcomes for 2010–11, which are cross-referenced to the 2009 ILC Conclusions. This follows the guidance given at the March 2010 Session of the Governing Body concerning a paper<sup>14</sup> that outlined the proposed approach and modalities of this Action Plan. In Table I, key gender-related texts from the Programme and Budget 2010–11 outcomes and indicators appear in bold, according to an analysis of the indicators based on substantive and critical gender priorities identified by the Governing Body. These priorities include – but are not restricted to – the following: discrimination, equality, rights, Millennium Development Goals (MDGs), gender pay gap, diversity, maternity protection, part-time work, working time, atypical and precarious employment, employment relationship, the informal economy, work organization, childcare, parental leave, family responsibilities, export processing zones (EPZs), and domestic workers.

<sup>11</sup> *Results-based strategies 2010–15: Knowledge Strategy – Strengthening capacity to deliver decent work and the Global Jobs Pact*, 306th Session of the Governing Body (GB.306/PFA/12/3), Geneva, 2009.

<sup>12</sup> *Minutes of the 292nd Session of the ILO Governing Body* (GB.292/PV), Geneva, 2005.

<sup>13</sup> *ILO Technical Cooperation Manual*, Version 1, Geneva, 2006 (to be revised in 2010).

<sup>14</sup> *Outline of Action Plan for Gender Equality 2010–15*, 307th Session of the ILO Governing Body (GB.307/16/1), Geneva 2010.



**Table I. Reflecting interface between the 2009 International Labour Conference Conclusions on Gender Equality and gender-related text of the Programme and Budget for 2010–11 <sup>1</sup>**

Strategic Objective: Employment – Create greater opportunities for women and men to secure decent employment and income		
133. ... The Office will promote equal opportunities for <b>women and men</b> through the existing gender checklist, a tool encompassing the GEA's policy areas		
ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
<p>52. Regarding knowledge and capacity building to support gender-sensitive policy formulation, the ILO should:</p> <p>(a) strengthen its research agenda and knowledge base on emerging issues, especially in the context of the global economic crisis, so as to identify new trends and patterns in the world of work, and links between economic efficiency, social justice and gender equality; this includes making more systematic use of sex-disaggregated data so as to inform policy formulation and new monitoring mechanisms to track achievements in gender equality, using key indicators on sex discrimination in the world of work and gender-responsive budgeting. The purpose of data collection should be well defined so that it is used in a focused and meaningful manner;</p> <p>(b) support efforts for more effective policy development for specific vulnerable groups of women;</p> <p>(e) develop measurement systems to create incentives for progress in formalizing the informal economy, increasing the participation of women in the formal economy and increasing the proportion of women in the workforce; ...</p> <p>53. Regarding employment and job creation, the ILO should: ...</p> <p>(f) monitor progress of the Global Employment Agenda in promoting gender equality within its ten core elements;</p> <p>(g) implement targeted interventions for the creation of decent and productive employment for women and men who are unemployed, underemployed, in the informal economy, and in rural areas; and</p>	<p>Outcome 1: More <b>women and men</b> have access to productive employment, decent work and <b>income opportunities</b></p> <p>135. Creating opportunities for productive and decent employment for <b>women and men</b> requires sustained economic growth ...</p> <p>136. [The strategy] monitors and evaluates trends in the <b>informal economy</b> and supports policy action to facilitate the <b>transition to formality</b> ... The strategy supports public and private investment and initiatives in [areas related to Outcome 1] and includes a <b>gender perspective</b> ...</p> <p>137. ... [Promoting employment-intensive infra-structure investment with particular attention to increasing the employment content of public and private investment in infrastructure] will be done through redirecting fiscal policies, strengthening governance in tendering and contracting processes, promoting skills and entrepreneurship among small contractors in the domestic construction industry, and integrating <b>rights</b> and other aspects of the Decent Work Agenda. Work on microfinance will be further developed to promote employment, decent work and <b>income opportunities</b> in line with the approach endorsed by the Committee on Employment and Social Policy of the Governing Body in March 2005 ...</p> <p>139. The policies and approaches the ILO advocates promote respect for <b>rights</b> and social dialogue on policy alternatives ...</p> <p>140. The <b>mainstreaming of gender equality and non-discriminatory employment approaches</b> in national and sectoral policies will be guided by the <b>gender dimension</b> of the GEA implementation framework. At country level, it will be promoted by strengthening constituents' engagement and</p>	<p>Indicator 1.1: Number of member States that, with ILO support, integrate national, sectoral or local employment policies and programmes in their development frameworks</p> <p>Measurement: To be counted as reportable, results meet the following criteria.</p> <ul style="list-style-type: none"> <li>– National development frameworks (five-year plans, poverty reduction strategies) prioritize productive employment, decent work and <b>income opportunities</b> within their macro analysis, sectoral or economic stimulus strategies.</li> <li>– Comprehensive national employment policies and/or sector strategies are developed, in consultation with social partners, and endorsed by government (cabinet, parliament, or inter-ministerial committees).</li> </ul> <p>Baseline: To be established based on 2008–09 performance</p> <p>Target: 8 member States</p> <p>Indicator 1.3: Number of member States that, with ILO support, put in place or strengthen labour market information and analysis systems and disseminate information on national labour market trends</p> <p>Measurement: To be counted as reportable, results must meet the first and one of the other two criteria.</p> <ul style="list-style-type: none"> <li>– The member State reports on the <b>MDG indicators</b> relating to full, productive and decent employment.</li> <li>– Labour market information units are linked to national monitoring systems.</li> </ul>

Strategic Objective: Employment – Create greater opportunities for women and men to secure decent employment and income		
ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
<p>(h) advocate gender-responsive employment creation as part of national policies and national development frameworks, poverty reduction strategies and policy coherence with macroeconomic policies.</p>	<p>advocacy capacity, including the promotion of employment-intensive <b>gender budgeting</b>. Labour market information will continue to provide a <b>gender-disaggregated monitoring</b> tool at global, regional and country levels.</p> <p>141. [Policy responses to creating inclusive job-rich growth] comprise shifts in macro, trade and financial policies and their impact, development of employment diagnostics and targeting at national and sector level, the drivers of <b>informality</b> and policies to facilitate the <b>transition to formality</b>, employment-intensive strategies in infrastructure investment and links between climate change, green jobs and labour.</p>	<p>– National labour market data and analysis are provided to the ILO for international monitoring and comparison. Baseline: To be established based on 2008–09 performance Target: 5 member States</p> <p>Indicator 1.4: Number of member States that, with ILO support, include the promotion of productive employment, decent work and <b>income opportunities</b>, in their disaster risk reduction/recovery measures and in their conflict prevention, reconstruction and recovery programmes Measurement: To be counted as reportable, results must meet the following criteria.</p> <ul style="list-style-type: none"> <li>– Sustainable employment-intensive recovery programmes are implemented to address the job losses caused by disaster.</li> <li>– An awareness-raising and training strategy targeting employers, workers and their organizations is implemented by one or more of the tripartite constituents in order to prepare the social partners to better engage in crisis-related recovery programmes.</li> </ul> <p>Baseline: To be established based on 2008–09 performance Target: 7 member States</p> <p>Indicator 1.5: Number of member States that, with ILO support, show an increasing employment content of investments in employment-intensive infrastructure programmes for local development Measurement: To be counted as reportable, results must meet the following criteria.</p> <ul style="list-style-type: none"> <li>– A mechanism including government and social partners is established or strengthened to target, monitor and evaluate employment content of public investments in infrastructure</li> </ul>

Strategic Objective: Employment – Create greater opportunities for women and men to secure decent employment and income		
ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
		<p>within national development frameworks.</p> <ul style="list-style-type: none"> <li>– Employment-intensive infrastructure programmes are implemented that integrate <b>rights</b>, skills, entrepreneurship, social protection and social dialogue aspects of the Decent Work Agenda.</li> </ul> <p>Baseline: To be established based on 2008–09 performance Target: 5 member States</p> <p>Indicator 1.6: Number of member States where, with ILO support, governments, employers’ and/or workers’ organizations have taken initiatives in policy areas that facilitate <b>transition of informal activities to formality</b></p> <p>Measurement: To be counted as reportable, results must meet the following criteria.</p> <ul style="list-style-type: none"> <li>– A <b>gender-sensitive</b> and effective policy initiative/reform is adopted by one of the tripartite constituents that facilitates <b>transition to formality</b>.</li> <li>– The policy initiative/reform includes practical measures in at least two of the following policy areas: the adequacy of the regulatory framework and its enforcement; entrepreneurship, skills and financial support; extension of social protection; and representation and organization.</li> </ul> <p>Baseline: To be established based on 2008–09 performance Target: 6 member States</p>

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

ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
<p>52. Regarding knowledge and capacity building to support gender-sensitive policy formulation, the ILO should: ...</p> <p>(c) collect information on pressures placed on boys and men to conform to gender stereotypes in the world of work; ...</p> <p>(g) ensure that the ILO International Training Centre in Turin and the Inter-American Centre for Knowledge Development in Vocational Training (CINTERFOR) are adequately resourced so they can provide support in capacity building and training on gender equality; gender should be integrated into all training courses; ...</p> <p>53. Regarding employment and job creation, the ILO should:</p> <p>(a) assist with the development of labour market policies and tools designed to build the capacity of constituents in the fields of employability, skills and competencies of women, including their entry into male-dominated trades and sectors; similar efforts should be made to include men in female-dominated occupations in order to overcome sex-based job segregation; ...</p>	<p>Outcome 2: Skills development increases the employability of workers, the competitiveness of enterprises, and the inclusiveness of growth</p> <p>150. Experience shows that countries that succeed in improving the employability of <b>women and men</b> and the productivity of enterprises: align training supply and demand in the current labour market; assure <b>equality of opportunity</b> in access to initial training and lifelong learning; and prepare for anticipated changes in occupations and industries.</p> <p>155. In addition, focus on <b>gender issues</b> is particularly important in work on apprenticeships, community-based training, and recognition of informally acquired skills ... Policy guidance to improve working conditions in informal apprenticeship includes OSH training, <b>HIV/AIDS awareness</b>, and access to social security provisions ... The wide availability of good quality training helps sectors of the workforce that often face <b>discrimination</b> to better participate in and benefit from [the growth of emerging industries].</p> <p>157. ... [Research priorities include] finding ways of upgrading informal apprenticeship systems in order to improve young <b>women and men's</b> employability ...</p>	<p>Indicator 2.1: Number of member States that, with ILO support, integrate skills development into sector or national development strategies</p> <p>Measurement: To be counted as reportable, results must meet at least one of the following criteria.</p> <ul style="list-style-type: none"> <li>– National process to draft or revise national development strategies explicitly includes skills development policies.</li> <li>– Government entity (inter-ministerial in most cases) is established or strengthened with responsibility for linking skills and education into sector or national development strategies (such as <b>MDGs</b>, PRSPs, national five-year plans).</li> <li>– Tripartite institutions operate at national or local levels to link skills supply and demand.</li> <li>– Specific measures are implemented to link skills to development strategies targeting technology, trade, environment, or science and research capabilities.</li> </ul> <p>Baseline: To be established based on 2008–09 performance Target: 8 member States, of which at least 3 in Africa</p> <p>Indicator 2.5: Number of member States that, with ILO support, develop and implement integrated policies and programmes to promote productive employment and decent work for young <b>women and men</b></p> <p>Measurement: To be counted as reportable, results must meet at least two of the following criteria.</p> <ul style="list-style-type: none"> <li>– Youth employment is a priority of national development strategies or national employment policies.</li> <li>– National plans promoting youth employment are developed by the government and the social partners and contain priority measures as well as human and financial resources for their implementation.</li> <li>– National programmes promoting decent employment of disadvantaged youth are implemented by the government with</li> </ul>

Strategic Objective: Employment – Create greater opportunities for women and men to secure decent employment and income		
ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
		<p>the support of the social partners.</p> <ul style="list-style-type: none"> <li>– An information dissemination, awareness-raising, training or outreach strategy on youth employment is implemented by one or more of the tripartite constituents, as documented through evidence of, for example, establishment of hotlines and brochures, training courses, services or recruitment campaigns.</li> </ul> <p>Baseline: To be established based on 2008–09 performance Target: 15 member States, of which at least 6 in Africa</p>
<p>53. Regarding employment and job creation, the ILO should: ...</p> <p>(b) extend programmes to foster women's entrepreneurship and economic development; ...</p> <p>(e) compile and disseminate good practices promoting women's participation in private setor development and sustainable enterprises; ...</p>	<p>Outcome 3: Sustainable enterprises create productive and decent jobs</p> <p>164. ... The following lessons have been learned: ...</p> <ul style="list-style-type: none"> <li>– ... Facilitating the <b>transition of informal activities to formality</b> through improvements in productivity and employment quality is particularly crucial ...</li> </ul> <p>165. Sustainable enterprises respect <b>fundamental principles and rights at work</b>, international labour standards, and foster good labour–management relations in the workplace as important means for raising productivity and creating decent work ...</p> <p>166. The strategy targets the needs of the <b>informal economy</b>, and groups such as youth and <b>women</b> entrepreneurs that are often subject to a range of policy and regulatory obstacles as well as cultural biases which restrain them from starting and growing an enterprise. Building an entrepreneurship culture amongst these groups and supporting them to realize their potential is a crucial aspect of the strategy.</p> <p>169. The strategy provides constituents with information, resources, training, and technical assistance in the following areas:</p>	<p>Indicator 3.2: Number of member States that, with ILO support, implement entrepreneurship development policies and programmes for the creation of productive employment and decent work</p> <p>Measurement: To be counted as reportable, results must meet at least two of the following criteria.</p> <ul style="list-style-type: none"> <li>– The member State introduces entrepreneurship development policies in national development frameworks or similar national policy documents.</li> <li>– Entrepreneurship development strategies are implemented in economic sectors or value chains that have been selected because of their high job-creation potential.</li> <li>– A national association or network of trainers and organizations with the skills and resources to support the delivery of entrepreneurship programmes, especially with a focus on entrepreneurship for <b>women</b> and young people, is established or strengthened.</li> <li>– Targeted entrepreneurship development strategies are implemented that support (a) the <b>transition of informal activities to formality</b> or (b) poverty reduction in rural areas, in line with the 2008 ILC resolution concerning the promotion of rural employment for poverty reduction.</li> </ul> <p>Baseline: To be established based on 2008–09 performance Target: 10 member States</p>

Strategic Objective: Employment – Create greater opportunities for women and men to secure decent employment and income		
ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
	<ul style="list-style-type: none"> <li>– Policy, legal and regulatory reforms that support the development of an enabling environment for sustainable enterprises, and promote respect for <b>workers' rights</b> and <b>gender equality</b> ...</li> </ul>	<p>Indicator 3.4: Number of member States that, with ILO support, adopt policies that integrate the principles of the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration)</p> <p>Measurement: To be counted as reportable, results must meet the following criteria.</p> <ul style="list-style-type: none"> <li>– Awareness-raising strategies are implemented, including consultations among governments, employers and workers, as well as multinational enterprises, with regard to topic areas of the MNE Declaration, such as general policies, employment, training, conditions of <b>work and life</b>, industrial relations.</li> <li>– Policies are established aimed at attracting foreign direct investment, with special attention being given to topic areas of the MNE Declaration, such as general policies, employment, training, conditions of <b>work and life</b>, industrial relations.</li> </ul> <p>Baseline: To be established based on 2008–09 performance Target: 5 member States</p>
<p>1 The Conclusions concerning the role of the ILO, and two preceding paragraphs on child labour and on gender and the Decent Work Agenda, are excerpted from <i>Gender equality at the heart of decent work – Report of the Committee on Gender Equality</i> (identified by paragraph number) along with gender-related references from the strategic framework of the P&amp;B 2010–11. Gender-related references of the P&amp;B 2010–11 appear in <b>bold</b> for the purposes of this Action Plan.</p>		

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

176. The ILO will support rapid **gender-responsive extension** of social security coverage, promoting tripartite consensus on policies aimed at implementing provisions of existing standards through a basic benefit package for all in need.
177. ... This requires intensifying the monitoring and information sharing of the impact of the global crisis on the major aspects of working life, including wages and **working time**, and developing and disseminating practical and user-friendly policy packages to promote better and more **equitable working conditions**.
179. The ILO will assist constituents in developing **rights-based** and **gender-sensitive policies** for protecting and integrating migrant workers, and better governance of labour migration, in collaboration with other international organizations.
180. The world of work's full potential will be used to respond to the **AIDS pandemic**, focusing on enhancing tripartite constituents' capacity. Global fund-raising will support the Decent Work Country Programmes addressing **HIV** to help ensure safe, healthy and sustainable workplaces.

ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
<p>54. Regarding social protection, the ILO should:</p> <p>(a) develop policy options to help constituents upgrade social security systems so that they are inclusive and take into account the needs of workers with family responsibilities, cover women in vulnerable situations, and offer policy options to help formalize workers in the informal economy; ...</p>	<p>Outcome 4: More people have access to better managed and more <b>gender equitable social security benefits</b></p> <p>182. The role of social security benefits in fostering national social and economic development is increasingly recognized as one way to promote the achievement of poverty and health-related <b>MDGs</b> and to make globalization fair and <b>equitable</b>. Since 2006, support for the ILO's policy position that countries can "grow with <b>equity</b>" – that is, providing some form of social protection from some early stages of their development – has been increasing worldwide as shown by the 2006 Economic and Social Council High-level Segment Ministerial Declaration, the conclusions of the G8 Meeting of Labour Ministers in Dresden in 2007 and the UN Commission for Social Development Declaration of February 2008.</p> <p>186. First, the Social Security Inquiry and its associated online database will be extended, made more widely available to constituents and researchers, and used to monitor the effectiveness of social security policies, especially with regard to progress in poverty reduction, extension of coverage, <b>equity, gender equality</b> and <b>non-discrimination</b> and efficiency of delivery.</p> <p>187. [One of three main analytical products] will be a new edition of the report on the state of social security around the world, focusing on ways to accelerate the extension of income security schemes and health protection to <b>women</b> in rural areas ... The third product will be a comprehensive set of analytical modelling tools that help constituents to explore the</p>	<p>Indicator 4.1: Number of member States that, with ILO support, improve the knowledge and information base on the coverage and performance of their social security system</p> <p>Measurement: To be counted as reportable, results must meet the following criterion.</p> <p>– <b>Sex-disaggregated information</b> on population coverage and/or expenditure in at least five out of ten categories of benefits (nine identified in Convention No. 102 plus general social assistance income support) is available in the country and publicly accessible through the ILO Social Security Inquiry/database and/or the ILO Internet-based knowledge platform on the extension of social security.</p> <p>Baseline: 50 member States (for which information is available as of 2008)</p> <p>Target: 20 member States, of which at least 5 in Africa and 2 in each other region</p> <p>Indicator 4.2: Number of member States that, with ILO support, develop policies improving social security coverage, notably of <b>excluded groups</b></p> <p>Measurement: To be counted as reportable, results must meet the following criteria.</p> <p>– A plan to extend social security is developed, as documented either through a white book, the national development plan, legislation, government regulations or the de facto</p>

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ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
	<p>financial and fiscal feasibility of social security benefits and their potential impact on poverty and <b>inequality</b>.</p> <p>189. ....The Office will offer advice on social, legal, financial, economic, actuarial and fiscal diagnoses of existing national social security systems, and planning of social security measures to extend coverage to <b>excluded groups</b> (notably <b>women</b> and migrant workers).</p>	<p>implementation of a social security scheme.</p> <ul style="list-style-type: none"> <li>– The plan specifically addresses the coverage of <b>excluded groups</b> in at least one of the ten categories of benefits.</li> <li>– Development of the ILO’s policy recommendations to the government includes consultation of employers’ and workers’ organizations.</li> </ul> <p>Baseline: To be established based on 2008–09 performance Target: 3 member States</p>
<p>51. ... The gender perspective should be a well-integrated and specific part of the “Decent work for domestic workers” item on the agenda of the 2010 and 2011 sessions of the International Labour Conference.</p> <p>54. Regarding social protection, the ILO should ...</p> <ul style="list-style-type: none"> <li>(b) develop and disseminate tools and undertake research to prevent and eliminate sexual harassment of women and men and violence against women at work;</li> <li>(c) strive to improve the understanding of the principle of equal remuneration for men and women for work of equal value and its application in practice, among other means, through technical assistance in applying objective job-evaluation methods free from gender bias;</li> <li>(d) compile and disseminate good practices on parental leave and paternity and maternity leave and benefits, and provide technical support to governments to develop effective laws and policies; ...</li> </ul> <p>56. Regarding principles and rights at work, the ILO should: ...</p> <ul style="list-style-type: none"> <li>(b) promote improved ratification rates, and analyse obstacles to ratification, of the Workers with Family Responsibilities Convention, 1981 (No. 156), the Maternity Protection Convention, 2000 (No. 183), the Part-Time Work Convention, 1994 (No. 175), and the Home Work Convention, 1996 (No. 177), and ensure their effective implementation; ...</li> </ul>	<p>Outcome 5: <b>Women and men</b> have improved and more <b>equitable working conditions</b></p> <p>192. ... Over recent decades, globalization, economic growth and labour market deregulation have often brought about greater <b>informality</b>, widening <b>income inequality</b>, and polarized <b>working hours</b>, negatively affecting workers, their families, and society as a whole ...</p> <p>193. ... Moreover, the need for practical tools is driving an expansion of the Work Improvements in Small Enterprises (WISE) methodology into new subject areas such as wages, <b>working time</b>, and <b>maternity protection</b> ...</p> <p>194. The core outcome strategy will be to deliver high-quality, <b>sex-disaggregated research and information</b>, identifying recent trends and effective policies to guide the content of national policy ...</p> <p>195. ... The 2010 and 2011 ILC discussions related to standard setting for <b>domestic work</b> will make a highly visible contribution to the Decent Work Agenda ...</p> <p>196. The promotion of up to date Conventions on working conditions, including the <b>Workers with Family Responsibilities Convention, 1981 (No. 156)</b>, will make a major contribution towards strengthening <b>gender equality</b>. Efforts will be made to ensure that the world of work becomes an important point of entry for the attainment of <b>MDG 5</b> on the reduction of <b>maternal mortality</b>. In addition, <b>gender analysis</b> based on <b>sex-disaggregated data</b> will be <b>mainstreamed</b> in all research and policy guidance on</p>	<p>Indicator 5.1: Number of member States in which tripartite constituents, with ILO support, adopt policies or implement strategies to promote improved or more <b>equitable working conditions</b>, especially for the most vulnerable workers</p> <p>Measurement: To be counted as reportable, results must meet at least two of the following criteria.</p> <ul style="list-style-type: none"> <li>– A national plan of action is adopted by the tripartite constituents covering key priorities on working conditions, including for the most vulnerable workers.</li> <li>– New or modified legislation, regulations, or policies, or national or sectoral programmes, are adopted to improve working conditions, including for the most vulnerable workers, in one or more specific areas: <b>maternity protection, work–family reconciliation, domestic work, working time and work organization</b>.</li> <li>– An information dissemination or awareness-raising campaign on improving working conditions is implemented by one or more of the tripartite constituents in one or more specific areas: <b>maternity protection, work–family reconciliation, domestic work, working time and work organization</b>.</li> <li>– A training strategy for improving working conditions is implemented by one or more of the tripartite constituents in one or more specific areas: <b>maternity protection, work–family reconciliation, domestic work, working time and work organization</b>.</li> </ul>



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ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
	<p>working and employment conditions.</p> <p>198. ... Policy-oriented research will be conducted on new forms of <b>work organization</b> and implications for job quality, <b>work-family reconciliation</b> issues such as <b>parental leave</b> and <b>childcare facilities</b>, and related issues ...</p> <p>200. Cooperation at global and country levels will continue with international organizations, such as the United Nations Population Fund and the WHO, on matters related to <b>maternity protection</b> ...</p> <p>201. A major communications effort will be made regarding <b>maternity protection</b> and <b>work and family balance</b>.</p>	<p>Baseline: To be established based on performance in 2010–11 Target: 5 member States</p> <p>Indicator 5.2: Number of member States that, with ILO support, strengthen their institutional capacity to implement sound wage policies</p> <p>Measurement: To be counted as reportable, results must meet at least one of the following criteria.</p> <ul style="list-style-type: none"> <li>– A mechanism for the monitoring and collection of wage data is established or strengthened to expand or improve the availability of data on average wages, the wage share, or <b>wage inequality</b>, or other new wage indicators.</li> <li>– Legislation, regulations, or policies are adopted that improve <b>minimum wages</b> (national or sectoral), whether established via statute or through collective bargaining.</li> <li>– Specific measures to improve wage-setting are implemented in either the public or private sectors, such as the establishment or revitalization of a tripartite body at national level or other wage bargaining mechanisms, operating at different levels.</li> <li>– A group of wage experts, trained as part of a capacity-building programme established by the ILO, is employed by the Ministry of Labour or employers' or workers' organizations, or academic institutions dealing with wage policy matters.</li> </ul> <p>Baseline: To be established based on performance in 2010–11 Target: 3 member States</p>
<p>54. Regarding social protection, the ILO should: ...</p> <p>(f) promote gender-sensitive occupational safety and health policies, cultures and systems.</p>	<p>Outcome 6: Workers and enterprises benefit from improved safety and health conditions at work</p> <p>207. ... Constituent priorities show that simple, practical guidance is needed on how to develop OSH policy measures, the links with national employment and development programmes, and on specific priority sectors and issues, such as <b>gender-specific factors</b>, linked with the changing world of work.</p> <p>210. Analysing the <b>gender dimension</b> in OSH has implications for</p>	<p>Indicator 6.2: Number of member States in which tripartite constituents, with ILO support, implement programmes to promote improved safety and health at work</p> <p>Measurement: To be counted as reportable, results must meet at least one of the following criteria.</p> <ul style="list-style-type: none"> <li>– The member State has incorporated OSH concerns into national development frameworks or similar national policy</li> </ul>

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ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
	<p>policy-making and preventive strategies, and recognition of difference and diversity is essential in promoting safer workplaces and healthier outcomes for all workers. <b>Gender analysis</b> will be <b>mainstreamed</b> in policy guidance on OSH. Collection and analysis of <b>sex-disaggregated data</b>, especially in the recording and notification of occupational accidents and diseases, will be promoted.</p> <p>211. Areas that have been identified for development include the <b>gender dimension</b> of OSH, reaching the <b>informal economy</b>, and guidance on reporting and insurance related to occupational accidents and diseases ...</p>	<p>documents.</p> <ul style="list-style-type: none"> <li>– A national tripartite mechanism for OSH is established or revitalized so that it functions effectively (meeting regularly and making recommendations to government).</li> <li>– OSH information, awareness-raising and training strategies are designed and implemented by the government, employers' or workers' organizations, to help give effect to programmes targeting improvement of OSH conditions, as documented by a schedule and budget allocation for, and reports of, activities.</li> <li>– Labour inspection services carry out more effective and efficient inspections to help ensure application of OSH standards, as documented through evidence in annual reports.</li> <li>– A register and analyses, with <b>sex-disaggregated data</b>, of occupational accidents and diseases are established or upgraded and maintained at national level by the competent authority.</li> </ul> <p>Baseline: To be established based on 2008–09 performance Target: 10 member States, across all regions</p>
<p>50. Workers' organizations should continue to contribute to achieving gender equality in the workplace by:</p> <p>(a) strengthening representation of...migrant... workers, who are mostly women; ...</p>	<p>Outcome 7: More migrant workers are protected and more migrant workers have access to productive employment and decent work</p> <p>217. ... In addition, partnerships with other international organizations and bodies dealing with migration are useful in disseminating ILO messages, and particularly in ensuring that a <b>rights-based approach</b> to labour migration is preserved.</p> <p>219. With a view to protecting migrant workers, Office support to constituents will focus on strengthening capacity in setting up institutions and formulating legislation and <b>gender-sensitive policies</b> for labour migration ... Assistance will be provided in monitoring recruitment processes, migrant <b>workers' rights</b>, terms and conditions of employment, linking migration policies to labour market policies, addressing migrants' social security, tackling the potentially detrimental effects of labour migration, and promoting the reintegration of migrant workers in labour markets of countries of origin upon their return ...</p>	<p>Indicator 7.1: Number of member States that, with ILO support, adopt <b>gender-sensitive labour migration policies</b> to protect migrant workers that reflect the ILO Multilateral Framework and the provisions of relevant international labour standards</p> <p>Measurement: To be counted as reportable, results must meet at least two of the following criteria.</p> <ul style="list-style-type: none"> <li>– A <b>gender-responsive policy</b> to improve the protection of migrant workers is developed, as documented either through legislation, a national development plan, government regulations, or a bilateral agreement/memorandum of understanding between the country of origin and the country of destination.</li> <li>– The policy specifically addresses at least one of the following areas: increased <b>equality of treatment</b> and <b>non-discrimination</b> for migrant workers in the workplace; safe recruitment of migrant workers; integration in workplaces and societies of destination; expanded social security coverage for</li> </ul>

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ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
	<p>220. Constituents will be given increased support on protecting <b>female migrant workers</b> in specific occupations such as <b>domestic work</b>, and on <b>equality of treatment and integration</b> in workplaces and societies of destination. <b>Gender-sensitive research</b> could include gathering data on which occupations are open for <b>women migrants</b>, and whether there is <b>gender neutrality</b> on issues such as the recognition of diplomas and social security coverage.</p> <p>221. The collection, analysis, dissemination and use of statistics on labour migration will be supported, and member States will be encouraged to collect <b>sex-disaggregated statistics</b> in order to facilitate <b>analysis with a gender perspective</b>. The ILO-developed module of statistics, to be incorporated in household surveys, will be used to that end ...</p> <p>223. ... Partnerships will extend to regional and subregional organizations, allowing the ILO's <b>rights-based</b>, cross-cutting approach to be supported by United Nations agencies and the multilateral system at large, including the IOM ...</p>	<p>migrant workers; expanded and improved labour inspection coverage of workplaces where migrant workers are employed; measures to prevent migrant workers from falling into situations of trafficking and forced labour.</p> <ul style="list-style-type: none"> <li>– Ministerial or inter-ministerial capacities to administer labour migration and/or a national tripartite mechanism in charge of monitoring the implementation of the policy are/is established or revitalized, as documented through evidence of recurrent meetings.</li> <li>– A national mechanism for the collection and monitoring of up to date <b>sex-disaggregated data</b> on migrant workers is established or upgraded.</li> </ul> <p>Baseline: To be established based on 2008–09 performance Target: 5 member States</p> <p>Indicator 7.2: Number of member States that, with ILO support, adopt <b>gender-sensitive labour migration policies</b> and practices that reflect the ILO Multilateral Framework with a view to promoting productive employment and decent work for migrant workers Measurement: To be counted as reportable, results must meet at least two of the following criteria.</p> <ul style="list-style-type: none"> <li>– A <b>gender-responsive policy</b> or <b>national programme</b> to improve access of migrant workers to productive employment and decent work is developed, as documented either through a national development plan, local or regional development plans and programmes, national labour laws applicable to migrant workers, or integration laws and policies.</li> <li>– The policy or programme specifically addresses at least one of the following areas: skills development and training; prevention of deskilling; recognition of diplomas and competencies; brain drain; accommodating remittance flows and/or their productive use; the link between remittances and socially responsible financial institutions; productive employment of migrant workers upon their return; the link between migration policy and meeting</li> </ul>

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ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
		<p>labour market needs.</p> <ul style="list-style-type: none"> <li>– Government institutional capacities to administer labour migration policy are established or revitalized, in particular effective labour inspection services to monitor decent working conditions in the workplace in destination countries.</li> <li>– Government institutional capacities to administer policies and programmes for return migrants are established or reinvigorated, in particular effective employment services for vocational guidance, placement and labour market reintegration.</li> </ul> <p>Baseline: To be established based on 2008–09 performance Target: 5 member States</p>
<p>54. Regarding social protection, the ILO should: ...</p> <p>(e) develop work-related policy options for governments in response to HIV/AIDS that address the different impact that the epidemic has on women and men; ...</p>	<p>Outcome 8: The world of work responds effectively to the <b>HIV/AIDS epidemic</b></p> <p>226. While the latest information shows that the <b>HIV/AIDS epidemic</b> is stabilizing globally, the impact of the current economic crisis may reverse this trend if new infections are not prevented. Formal and <b>informal structures and networks</b> of tripartite <b>constituents and workplaces</b> provide an opportunity to deliver <b>gender-sensitive information</b> on prevention, access to treatment, care and support services which can reach all workers and permeate their households and communities.</p> <p>227. The ILO's contribution to the <b>HIV/AIDS response</b> has shown tangible results and contributed to achieving MDG 6 on combating <b>HIV/AIDS</b> and other diseases by 2015. Examples include capacity building for constituents, in private enterprises and in the public sector, to implement key principles and use social dialogue to change attitudes, resulting in less discrimination towards workers living with <b>HIV</b>, and increased personal safer sex practices. The mainstreaming of <b>HIV/AIDS</b> into other ILO programmes and intersectoral collaboration produced concrete outcomes, such as the training of labour judges in Africa on legal issues relevant to <b>HIV/AIDS</b>. Strengthened collaboration with tripartite constituents, UN partners and other non-UN stakeholders (such as the African Union) helped draft</p>	<p>Indicator 8.1: Number of member States that, with ILO support, develop a national tripartite workplace <b>policy on HIV/AIDS</b>, as part of the national <b>AIDS response</b></p> <p>Measurement: To be counted as reportable, results must meet the following criterion.</p> <ul style="list-style-type: none"> <li>– A national tripartite workplace policy is developed on the basis of the ILO <b>code of practice on HIV/AIDS</b> and the world of work (if an ILO <b>standard on HIV/AIDS</b> is adopted by the Conference in June 2010, the standard will be used to guide the tripartite workplace policies).</li> </ul> <p>Baseline: To be established based on 2008–09 performance Target: 50 member States, of which at least 10 in Africa, 5 in Asia and in the Americas, and 3 in Europe and 2 in the Arab States</p> <p>Indicator 8.2: Number of member States where tripartite constituents, with ILO support, take significant action to implement <b>HIV/AIDS programmes</b> at workplaces</p> <p>Measurement: To be counted as reportable, results must meet the following criteria.</p> <ul style="list-style-type: none"> <li>– An <b>HIV/AIDS workplace programme</b> is developed and launched during the biennium in at least five workplaces.</li> <li>– The programme has been developed by a bipartite or tripartite <b>HIV/AIDS workplace committee</b>, and integrates the ten key</li> </ul>

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ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
	<p><b>HIV/AIDS workplace policies.</b> Resource mobilization globally and locally was successful.</p> <p>228. Additional lessons learned from past biennia have shown that further information, policy guidance and capacity building are needed to raise awareness about the social and economic impact of <b>AIDS</b> and its effect on labour and employment. Moreover, more workplaces are interested in adopting <b>HIV/AIDS policies</b> and <b>programmes</b> ...</p> <p>229. The strategy calls for intersectoral collaboration as the <b>HIV/AIDS epidemic</b> threatens every aspect of the Decent Work Agenda. A new <b>standard on HIV/AIDS</b> – to be adopted by the International Labour Conference in 2010 – will seek to expand and strengthen <b>AIDS responses</b> in the world of work, including in response to the ongoing problem of stigma and discrimination, and will guide future ILO work in this area.</p> <p>230. At national level, while the ultimate goal is to establish an <b>HIV/AIDS programme</b> in every workplace, the programme will support its constituents to develop national tripartite workplace <b>policies on HIV/AIDS</b>, with a view to integrating them into national <b>AIDS strategies</b>. This is essential for the comprehensive planning and sustainability of the <b>HIV/AIDS world of work response</b>.</p> <p>231. The main regional focus will continue to be Africa, with intensified prevention in all regions, to support constituents' requests and countries where <b>HIV/AIDS</b> is a priority in the Decent Work Country Programme.</p> <p>232. One of the guiding principles in the ILO's <b>HIV/AIDS</b> work is <b>gender equality</b> because social, economic and cultural <b>gender inequity</b> feeds the <b>AIDS epidemic</b>. The <b>gender/behavioural dimension</b> of the <b>epidemic</b> will continue to be included in <b>HIV/AIDS policy</b> and <b>programme development</b>, and <b>related training</b>. It also links with the Director-General's commitment to "Reinforce action to <b>empower women</b> through work and workplace action against <b>HIV/AIDS</b>", to meet the <b>MDG 3</b> (Promote <b>gender equality</b> and <b>empower women</b>).</p> <p>233. The programme will continue to focus on building the ILO's</p>	<p>principles of the ILO code of practice on <b>HIV/AIDS</b> and the world of work, and includes specific measures to address <b>non-discrimination, gender equality</b>, healthy work environment, social dialogue, no screening and confidentiality.</p> <p>Baseline: To be established based on 2008–09 performance Target: 10 member States</p>

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ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
	<p>knowledge base on <b>HIV/AIDS</b> and its impact on the world of work ...</p> <p>234. Technical cooperation activities in all regions enable constituents and enterprises to develop and implement <b>HIV/AIDS workplace programmes and policies</b>. The challenge is to ensure sustainability beyond the lifetime of projects, which requires support for constituents to access funding sources, particularly the Global Fund, as part of national strategies to address <b>HIV/AIDS</b> in the world of work.</p> <p>235. Since 2001, the ILO has regularly engaged with sponsors and the UNAIDS secretariat on joint plans and to implement and assess the multisectoral response to <b>HIV/AIDS</b> ...</p> <p>237. The programme will continue to strengthen its communication strategy, focusing on key events such as <b>World AIDS Day</b>, international <b>AIDS events</b>, the development of videos and other tools, and dissemination of information.</p> <p>238. <b>HIV/AIDS</b> has a strong link with socio-economic <b>inequalities</b> and poverty. The global economic crisis will fuel poverty and adversely affect employment and social programmes, which could increase the spread of the <b>epidemic</b> if new infections are not prevented.</p> <p>239. There is sometimes a reluctance to address <b>HIV/AIDS</b> in the face of other priorities, especially in low-prevalence countries. This can be overcome by integrating <b>HIV/AIDS preventive messages and training</b> in other ILO activities.</p>	

**Strategic Objective: Social Dialogue – Strengthen tripartism and social dialogue**

242. *Work will focus on the following priorities: ...*

- *strengthening labour administrations' capacities and resources, with special emphasis on recognition of the **employment relationship** and on labour inspection;*
- *promoting sound industrial relations through effective social dialogue mechanisms, effective recognition and implementation of freedom of association and the right to collective bargaining, and the elimination of **discrimination** in employment and occupation;*
- *promoting ratification and application of international labour standards, especially in fostering sectoral social dialogue and promoting the implementation of sectoral standards, sector-specific codes and guidelines, and improving the knowledge base on **export processing zones (EPZs)** through Office-wide cooperation; ...*

ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
<p>48. Employers recognize the benefits of gender equality, the importance of female participation in the workforce and the vital contribution of women to economic development. Gender equality means more and better candidates to choose from, allowing for a selection process based on skills, competencies, merit and expertise, leading to a more diverse, productive and competitive workforce.</p> <p>49. Employers' organizations can contribute to achieving gender equality in the workplace by:</p> <ul style="list-style-type: none"> <li>(a) representing the employers' point of view in policy discussions on gender equality and legislative reform;</li> <li>(b) stimulating entrepreneurship among women and advocating for public policies that allow women to become entrepreneurs, and promoting networking among women entrepreneurs;</li> <li>(c) assisting members in the development of gender-sensitive workplace policies and measures through communication platforms to share best practices, the organization of training and workshops, and action plans to provide women with better access to resources, knowledge and information;</li> <li>(d) promoting fundamental principles and rights at work among their members, including awareness raising, training and technical assistance on the right to non-discrimination, and especially sex-based discrimination; and</li> <li>(e) developing voluntary codes, conducting research and ensuring that any data collected are sex-disaggregated.</li> </ul>	<p>Outcome 9: Employers have strong, independent and representative organizations</p> <p>247. Recently developed tools and publications on labour market issues, such as <b>work and family</b>, <b>maternity</b>, ageing, SMEs, and the <b>informal economy</b>, will be complemented by new tools and training packages ...</p> <p>253. Special efforts will be made to help employers' organizations meet the specific needs of <b>women</b> in business, and of SMEs ...</p>	<p>Indicator 9.2: Number of national employers' organizations that, with ILO support, create or significantly strengthen services to respond to the needs of existing and <b>potential members</b></p> <p>Measurement: To be counted as reportable, results must meet at least one of the following criteria.</p> <ul style="list-style-type: none"> <li>– A budgeted plan is officially adopted to extend services to current and <b>potential member enterprises</b> of the employers' organization.</li> <li>– New or improved services are provided by the employers' organization, as documented through service records (training, information systems, publications, consulting services).</li> </ul> <p>Baseline: To be established based on 2008–09 performance</p> <p>Target: 15 employers' organizations</p>

**Strategic Objective: Social Dialogue – Strengthen tripartism and social dialogue**

ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
<p>55. Regarding social dialogue and tripartism, the ILO should ...</p> <p>(e) build the capacity of the social partners to develop programmes and policies to promote gender equality within their structures.</p>		
<p>50. Workers' organizations should continue to contribute to achieving gender equality in the workplace by:</p> <p>(a) strengthening representation of informal, migrant, rural and domestic workers, who are mostly women;</p> <p>(b) establishing concrete measures to ensure the active participation of women in their organizations at all levels of the organization and in its processes and activities;</p> <p>(c) ensuring that collective bargaining is approached through a gender lens;</p> <p>(d) representing the workers' point of view from a gender perspective in discussions on issues such as legislative reform, labour inspection, courts and industrial tribunals;</p> <p>(e) continuing to play their role as an agent of change for gender equality, by disseminating information, building capacity and strengthening expertise on gender equality in areas such as employment policy, training programmes, family support, pension and social security, equal remuneration, maternity protection and parental leave.</p> <p>55. Regarding social dialogue and tripartism, the ILO should ...</p> <p>(e) build the capacity of the social partners to develop programmes and policies to promote gender equality within their structures.</p>	<p>Outcome 10: Workers have strong, independent and representative organizations</p> <p>257. ... Special attention was paid to <b>gender equality</b>, promoting decent work, including in <b>EPZs</b>, and to <b>rights-based employment</b> of young <b>women</b> and <b>men</b>.</p> <p>263. Addressing the concerns and expectations of <b>young men</b> and <b>women workers</b> and ensuring their full involvement in trade unions are essential tasks ... Recognition of the <b>employment relationship</b>, promotion of good industrial relations and effective labour inspection systems will serve this purpose.</p> <p>264. Special attention will also be given to issues such a global governance improvement through partnerships with other UN agencies, linkages between trade, investment and labour standards, social protection, OSH, <b>HIV/AIDS</b> at the workplace, sustainable environmental practices and green jobs, social responsibility of business including global social dialogue based on the MNE Declaration, child labour and forced labour.</p> <p>265. Incorporating the <b>gender perspective</b> in trade union work means changing attitudes and cultures, bearing in mind <b>women's</b> points of view and concerns, and making them visible in all aspects of work.</p> <p>266. The Bureau for Workers' Activities will ensure that the <b>gender perspective</b> is <b>mainstreamed</b> at all levels in its policies and programmes. <b>Women workers</b> require particular assistance in getting organized and being represented in sectors where they form the majority, where they are working with insecure contracts and where unions are still poorly represented (such as in <b>informal work</b>, <b>EPZs</b>, migrant labour and <b>atypical employment</b>). The</p>	<p>Indicator 10.1: Number of national workers' organizations that, with ILO support, include the Decent Work Agenda in their strategic planning and training programmes</p> <p>Measurement: To be counted as reportable, results must meet the following criteria.</p> <ul style="list-style-type: none"> <li>– The strategic planning and training programmes cover one or more of the following areas: international labour standards and trade union rights, social dialogue, poverty reduction, wages, employment relations, child labour, migrants, <b>gender equality</b>, employment, social security, <b>informal economy</b>, OSH, <b>HIV/AIDS</b> at the workplace, labour inspection, <b>EPZs</b>, green decent jobs.</li> <li>– The planning and training programmes include one or more of the following: <b>ILO Declaration on Fundamental Principles and Rights at Work</b>, Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, Global Employment Agenda, ILO Declaration on Social Justice for a Fair Globalization.</li> </ul> <p>Baseline: To be established based on 2008–09 performance</p> <p>Target: 30 workers' organizations, of which at least 6 in Africa, in Asia and in the Americas, and at least 2 in the Arab States and in Europe</p> <p>Indicator 10.2: Number of workers' organizations that, with ILO support, achieve greater respect for <b>fundamental workers' rights</b> and international labour standards through their participation in policy discussions at national, regional or international levels</p> <p>Measurement: To be counted as reportable, results must meet the following criteria.</p>



Strategic Objective: Social Dialogue – Strengthen tripartism and social dialogue		
ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
	<p>programme will assist unions in promoting <b>women</b> to all levels of decision-making and leadership. <b>Gender audits</b> will be widely used for this purpose.</p> <p>267. Promoting respect of <b>diversity</b> and implementing effective measures to combat racism and xenophobia at the workplace and in the labour market will be high on the Bureau's agenda. Campaigns will be conducted to combat <b>discrimination</b> and the unfair and abusive working and living conditions that <b>women</b>, migrant workers and members of their families often face worldwide.</p> <p>268 ... A number of outreach products will be developed, such as one on <b>domestic workers</b> ...</p> <p>269. Global tools and products will be developed on issues such as <b>domestic workers</b>, the food crisis and rural development, and decent, green jobs.</p>	<ul style="list-style-type: none"> <li>– Workers' organizations contribute to and influence one or more of the following processes and frameworks: ILO supervisory mechanisms; national development plans; poverty reduction strategies; Decent Work Country Programmes; UNDAFs and other multilateral frameworks and institutions.</li> <li>– International labour standards are included and applied in the implementation of the above-mentioned processes and frameworks.</li> </ul> <p>Baseline: To be established based on 2008–09 performance Target: 20 workers' organizations, of which at least 4 in Africa, in Asia and in the Americas, 2 in Europe and 1 in Arab States</p>
<p>52. Regarding knowledge and capacity building to support gender-sensitive policy formulation, the ILO should: ...</p> <p>(d) ... Data on precarious employment should be systematically collected [R198 Employment Relationship Recommendation, 2006]; ...</p> <p>55. Regarding social dialogue and tripartism, the ILO should: ...</p> <p>(d) provide technical assistance to constituents on promoting decent employment relationships, using the Employment Relationship Recommendation, 2006 (No. 198); and ...</p>	<p>Outcome 11: Labour administrations apply up to date labour legislation and provide effective services</p> <p>271. During 2008–09, emphasis was placed on strengthening the capacity of the key labour administration institutions (labour ministries, labour inspectorates and employment services) to enable them to provide effective services to employers and workers and their organizations in the areas of employment, labour law, safety and health, industrial relations and <b>non-discrimination</b> ...</p> <p>272. ... At the same time, ministries in charge of labour, employment and social affairs often do not have the capacity, authority and resources to put in place appropriate <b>gender-sensitive policies</b> to govern the labour market effectively ...</p> <p>273. The ILO will build upon past and current achievements and intensify its efforts to provide member States with the necessary support to deal with the challenge of updating and implementing labour laws and policies, including a <b>gender equality perspective</b> in the framework of the implementation of Decent Work Country Programmes and</p>	<p>Indicator 11.1: Number of member States that, with ILO support, strengthen labour administration systems in line with international labour standards</p> <p>Measurement: To be counted as reportable, results must meet at least two of the following criteria.</p> <ul style="list-style-type: none"> <li>– A coordination mechanism responsible within the labour administration system for the implementation of the national labour policy at central and decentralized levels is established or revitalized.</li> <li>– Regulations are adopted that enable the labour administration system to progressively extend its services to workers and employers in the <b>informal economy</b>.</li> <li>– Technical advice and other services are provided by the labour administration system, including through public–private partnerships, to employers, workers and their organizations, as documented through records of services provided (e.g. registers, information systems, web pages).</li> </ul>

## Strategic Objective: Social Dialogue – Strengthen tripartism and social dialogue

ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
	<p>the Social Justice Declaration ...</p> <p>274. ... Support will be provided to labour administrations for developing strategies to reach out to workers in the <b>informal economy</b> in accordance with the Labour Administration Convention, 1978 (No. 150). They will also be sensitized to the need to formulate and implement <b>gender-sensitive national labour policies</b>.</p> <p>277. ... Research tools such as the Termination of Employment Guidelines, Labour Legislation Guidelines as well as the Annotated Guide to the <b>Employment Relationship Recommendation, 2006 (No. 198)</b> will be used to support policy advice to member States. This will facilitate the task of adapting their labour legislation in order to provide better legal protection to workers and appropriate regulation of the <b>employment relationship</b>.</p>	<ul style="list-style-type: none"> <li>– The status of labour administration staff is improved to ensure that public officials have conditions of service ensuring stability of employment and independence in the discharge of their duties.</li> </ul> <p>Baseline: 10 members States (based on past performance) Target: 10 member States, at least 1 in each region</p> <p>Indicator 11.2: Number of member States that, with ILO support, strengthen their labour inspection system in line with international labour standards</p> <p>Measurement: To be counted as reportable, results must meet at least two of the following criteria.</p> <ul style="list-style-type: none"> <li>– The status of labour inspection staff is improved to ensure that public officials have conditions of service that ensure stability of employment and independence in the discharge of their duties and a mandate to impose sanctions (Article 6 of Convention No. 81).</li> <li>– A budgeted training plan for labour inspectors, with due regard to the special duties that may be assigned to <b>men and women</b> inspectors, is implemented by the labour administration system.</li> <li>– A system is established or strengthened in the labour administration so that up to date registers, <b>sex-disaggregated data</b> and <b>statistics</b> concerning conditions of employment and work by enterprise are available.</li> <li>– An awareness-raising strategy targeting employers and workers and their organizations on the technical role and scope of labour inspection is implemented by the labour administration system.</li> </ul> <p>Baseline: 10 member States (based on past performance) Target: 8 member States, of which at least 1 in each region</p> <p>Indicator 11.3: Number of member States that, with ILO support,</p>

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ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
		<p>adopt new or improve existing labour laws in line with international labour standards, in consultation with the social partners</p> <p>Measurement: To be counted as reportable, results must meet at least one of the following criteria.</p> <ul style="list-style-type: none"> <li>– Adoption of labour codes or important revisions of labour laws and regulations reflecting at least 50 per cent of the comments by the Office.</li> <li>– A national policy is developed concerning the protection for workers in an <b>employment relationship</b> in line with Paragraph 4 of Recommendation No. 198.</li> </ul> <p>Baseline: To be established based on 2008–09 performance Target: 5 member States across all regions</p>
<p>55. Regarding social dialogue and tripartism, the ILO should:</p> <p>(a) strengthen women’s engagement in social dialogue by supporting female participation in decision-making processes at the international, regional, national and local levels;</p> <p>(b) provide technical assistance to national social dialogue institutions to help them mainstream gender equality in their work and strengthen national gender machineries such as tripartite equal opportunity commissions, gender committees within ministries responsible for labour, and women’s units within employers’ and workers’ organizations;</p> <p>(c) through concrete measures, improve the representation of women at all levels, in all ILO meetings – including sessions of the Governing Body and the International Labour Conference – and develop a set of gender indicators to measure the impact of the ILO field structure review on male and female staff; ...</p> <p>(e) build the capacity of the social partners to develop programmes and policies to promote gender equality within their structures.</p>	<p>Outcome 12: Tripartism and strengthened labour market governance contribute to effective social dialogue and sound industrial relations</p> <p>281. .... [During 2008–09] efforts were made to establish effective <b>gender-sensitive mechanisms</b> for collective bargaining and the settlement of labour disputes in accordance with international labour standards.</p> <p>283. ... Furthermore, when they exist collective agreements do not always address the problem of <b>gender inequality</b> in the labour market.</p> <p>285. ... Tripartite social dialogue should become the instrument for consensus building on national development strategies and policies and a tool for promoting <b>gender equality</b> in the labour market.</p> <p>287. ... [A research programme on industrial trends] will be supported by <b>sex-disaggregated data</b> whenever possible, and should expand the Office’s knowledge basis and underpin technical assistance in promoting collective bargaining at various levels ...</p>	<p>Indicator 12.1: Number of member States that, with ILO support, strengthen social dialogue institutions and mechanisms in line with international labour standards</p> <p>Measurement: To be counted as reportable, results must meet the following criterion.</p> <ul style="list-style-type: none"> <li>– National tripartite institutions for social dialogue are established or revitalized so that they have dedicated human and financial resources and function effectively (they meet regularly and take common decisions) as forums for consultations between the government and the <b>most representative employers’ and workers’ organizations</b>. This may include setting up a functioning procedure of tripartite consultations between the government and the <b>most representative employers’ and workers’ organizations</b> over international labour standards in accordance with the stipulations of Article 2 of Convention No. 144.</li> </ul> <p>Baseline: 20 member States (based on past performance) Target: 10 member States, across all regions</p>

Strategic Objective: Social Dialogue – Strengthen tripartism and social dialogue		
ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
<p>56. Regarding principles and rights at work, the ILO should: ...</p> <p>(e) support the strengthening of labour inspection systems and courts so that they are able to monitor more effectively the application of key equality Conventions and issues of sex discrimination at work.</p>		
<p>52. Regarding knowledge and capacity building to support gender-sensitive policy formulation, the ILO should: ...</p> <p>(b) support efforts for more effective policy development for specific vulnerable groups of women; ...</p> <p>(d) build the capacity of labour statisticians and improve labour market information systems so as to provide better sex-disaggregated data in areas such as...women in leadership positions.</p>	<p>Outcome 13: A sector-specific approach to decent work is applied</p> <p>295. Taking into account sectoral specificities, continued attention will be given to issues across the four strategic objectives, such as safety and health, child labour, corporate social responsibility, working conditions and <b>gender equality</b>. Work on <b>HIV/AIDS</b> will concentrate on sectors not yet covered by sector-specific guidelines like the ones that are already in place for construction, transport and mining.</p> <p>298. [Research] will analyse the inter-relationships between <b>rights</b>, employment, social protection and social dialogue within key economic sectors ... <b>Statistics disaggregated by gender</b> will be compiled on employment and working conditions in selected sectors, starting with tourism and fishing.</p>	

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

307. The focus on freedom of association and the right to collective bargaining is anchored in the [Social Justice] Declaration and is a strategic recognition of the key element of a **rights-based approach**, ensuring that working **women and men** are able to claim their **rights** collectively ...

308. The consensus on **fundamental rights at work** as a whole is strong and covers all four categories: in addition to freedom of association and the right to collective bargaining, it emphasizes the need to abolish forced labour, child labour and **discrimination** at work. The promotion of **fundamental Conventions** will continue with a view to advancing towards the goal of universal ratification by 2015, as proposed in the Director-General's Report to the 2008 International Labour Conference entitled *Decent work: Some strategic challenges ahead*.

310. ... [The ILO supervisory mechanism] monitors progress in the implementation of **fundamental and all other Conventions** ... The supervisory mechanism and the follow-up to the **1998 ILO Declaration on Fundamental Principles and Rights at Work** (the 1998 Declaration) operate in synergy and are the core tools for identifying progress made in the application of the relevant freedom of association standards and principles as well as the deficits which need to be addressed.

311. The ILO will continue to rely largely on the supervisory bodies, the **1998 Declaration** follow-up mechanism, the Social Justice Declaration as well as strategic alliances within the United Nations family and other organizations to extend further understanding of, and identify solutions to, problems and assist constituents to create an environment in which the **fundamental rights** and other relevant international labour standards are fully respected.

ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
<p>56. Regarding principles and rights at work, the ILO should: ...</p> <p>(c) support the ratification, implementation and enforcement of the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), and the Right to Organise and Collective Bargaining Convention, 1949 (No. 98), inter alia, in sectors employing large numbers of women in vulnerable and precarious jobs; ...</p> <p>53. Regarding employment and job creation, the ILO should: ...</p> <p>(c) focus on providing decent work for women in EPZs, in particular promoting and monitoring freedom of association and the right to collective bargaining and core labour standards, with the objective of improving women's wages and working conditions in consultation with ILO constituents;</p> <p>(d) work with the governments and the social partners to ensure implementation of freedom of association, and the right to collective bargaining and other core labour standards in EPZs; ...</p>	<p>Outcome 14: The right to freedom of association and collective bargaining is widely known and exercised</p> <p>312. Freedom of association and the right to collective bargaining are <b>human rights</b> which are essential for democracy and social and economic development. They constitute the undeniable cornerstone of the ILO as witnessed by the prominence of these principles in the ILO Constitution and Declaration of Philadelphia, the <b>1998 Declaration on Fundamental Principles and Rights at Work</b> and the 2008 Declaration on Social Justice for a Fair Globalization.</p> <p>314. Obstacles still exist to the application of Conventions Nos 87 and 98 in practice – particularly as regards vulnerable workers in agriculture and <b>EPZs, domestic</b> and migrant workers – often resulting in a significant <b>rights gap</b> for <b>women</b> ...</p>	<p>Indicator 14.1: Number of member States that, with ILO support, improve the application of basic rights on freedom of association and the right to collective bargaining</p> <p>Measurement: To be counted as reportable, results must meet at least two of the following criteria, as observed by the ILO supervisory bodies or in the framework of the <b>1998 Declaration</b> follow-up mechanism.</p> <ul style="list-style-type: none"> <li>– An awareness-raising strategy and/or programmes on freedom of association and collective bargaining targeting the tripartite constituents are launched.</li> <li>– Convention No. 87 or 98 is ratified.</li> <li>– There is progress in the respect of the fundamental civil liberties of the members of trade unions and employers' organizations.</li> <li>– Changes are introduced in law, policy or practice to ensure that trade unions and employers' organizations can be registered and function without undue restrictions.</li> <li>– Mechanisms to ensure protection against acts of anti-union discrimination or interference are established or expanded.</li> <li>– Policies and mechanisms to promote collective bargaining are established or expanded.</li> </ul>

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ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
	<p>315. The Office will focus on consolidating progress made and ensuring further advances in the recognition of the <b>fundamental rights of workers</b> (with special emphasis on the vulnerable categories mentioned above), employers and their organizations to organize and carry out their activities, especially collective bargaining, freely without interference and <b>discrimination</b> ...</p>	<p>Baseline: To be established based on the 2008–09 reports of the Committee of Experts and the <b>1998 Declaration</b> follow-up Target: 10 member States</p> <p>Indicator 14.2: Number of member States that, with ILO support, take significant action to introduce freedom of association and the right to collective bargaining in <b>EPZs</b></p> <p>Measurement: To be counted as reportable, results must meet at least one of the following criteria, as observed by ILO supervisory bodies or in the framework of the <b>1998 Declaration</b> follow-up mechanism.</p> <ul style="list-style-type: none"> <li>– An awareness-raising strategy and/or programmes on freedom of association and collective bargaining targeting the workers and employers in <b>EPZs</b> are launched.</li> <li>– Measures are adopted to permit workers' organizations to be established and function in <b>EPZs</b>.</li> <li>– Mechanisms to ensure protection against acts of anti-union discrimination or interference in <b>EPZs</b> are established or expanded.</li> <li>– Policies and mechanisms to promote collective bargaining in <b>EPZs</b> are established or expanded.</li> </ul> <p>Baseline: To be established in 2010 based on replies to the 2009 general observation of the Committee of Experts Target: 2 member States (to be reviewed upon establishment of the baseline)</p>
<p>35. The ILO has a strong normative base for its work on the elimination of child labour. The Minimum Age Convention, 1973 (No. 138), and the Worst Forms of Child Labour Convention, 1999 (No. 182), urge immediate action against the worst forms of child labour, such as the use of any girl or boy under age 18 in forced or compulsory labour; armed conflict; prostitution, production of pornography, or for pornographic performances; production and trafficking of drugs and work</p>	<p>Outcome 15: Forced labour is eliminated</p> <p>318. The continued existence of forced labour, imposed primarily by individuals and <b>informal enterprises</b> rather than directly by the State, represents a major impediment to poverty reduction across the world. It is also a severe infringement of basic <b>human rights</b>, and the very antithesis of the decent work for which the ILO stands. ... Yet the goal of eradicating the twin problems of forced labour and human trafficking,</p>	<p>Indicator 15.1: Number of member States in which constituents, with ILO support, implement specific policies, programmes or actions leading to improved application of Conventions, <b>principles and rights</b> on the elimination of forced labour</p> <p>Measurement: To be counted as reportable, results must meet at least two of the following criteria.</p> <ul style="list-style-type: none"> <li>– Convention No. 29 or 105 is ratified or the supervisory bodies</li> </ul>

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ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
<p>that is likely to harm the health, safety or morals of children. Convention No. 182 specifically provides for member States to take account of the special situation of girls. Efforts should therefore be taken to seek concrete ways in which member States can be more effective in taking into account gender differences and the special situation of girls in their Action Plans against Child Labour.</p>	<p>estimated to affect a minimum of 12.3 million <b>women, men</b> and children, can be achieved once there is political will and adequate resources are allocated to combat them ...</p> <p>320. Resources for technical cooperation projects, mobilized principally through the ILO Special Action Programme to combat Forced Labour, will enable the provision of <b>gender-sensitive practical assistance</b> to member States, as well as advice and tools required to address issues identified through the ILO supervisory mechanisms and the follow-up to the <b>1998 Declaration</b>....Forced labour can be addressed in Decent Work Country Programmes in various ways – either directly through country outcomes focused on the elimination of forced labour and/or human trafficking or more indirectly through, for example, outcomes on the implementation of ratified Conventions, formalization of the <b>informal economy</b>, protection of migrant workers and other vulnerable groups, or the abolition of the worst forms of child labour ... Collaboration across the ILO's four strategic objectives will ensure that the range of skills and expertise needed to end forced labour are brought to bear in an efficient and coordinated way, through, for example, the provision of skills training to those people vulnerable to being trafficked or the extension of social protection and <b>minimum wages</b> to workers in bonded labour.</p> <p>322. ... Research will document and analyse the interconnectedness between the four <b>fundamental principles and rights at work</b>, and other decent work variables ...</p>	<p>have noted with satisfaction or interest progress in the application of the relevant Conventions.</p> <ul style="list-style-type: none"> <li>– A new or modified national law, policy or plan of action to eliminate forced labour is adopted, or forced labour elimination is included as a priority of national development policy, or an institutional structure is established to lead or coordinate action against forced labour.</li> <li>– There is a documented increase in the number of prosecutions and convictions of persons exacting forced labour.</li> <li>– Systems are established or strengthened to allow former victims of forced labour, including of human trafficking, to access assistance appropriate to their needs.</li> <li>– Systems are established or strengthened to provide up to date <b>sex-disaggregated data</b> and <b>information</b> on forced labour and responses to it.</li> </ul> <p>Baseline: To be established based on 2008–09 performance Target: 10 member States</p>
<p>56. Regarding principles and rights at work, the ILO should: ... (d) provide technical assistance to strengthen national legislation and policies in line with the Worst Forms of Child Labour Convention, 1999 (No. 182), and integrate gender perspectives into approaches towards combating the worst forms of child labour; and ...</p>	<p>Outcome 16: Child labour is eliminated, with priority being given to the worst forms</p> <p>326. Sustainable progress towards the full respect for <b>fundamental principles and rights</b> on the elimination of child labour requires complementary approaches. ...</p> <p>330. ... The <b>gender dimension</b> of child labour will continue to be addressed systematically, including through <b>disaggregating data</b> in child labour surveys and through a growing focus on</p>	<p>Indicator 16.1: Number of member States in which constituents, with ILO support, take significant policy and programme actions to eliminate child labour in line with ILO Conventions and Recommendations</p> <p>Measurement: To be counted as reportable, results must meet one of the following criteria.</p> <ul style="list-style-type: none"> <li>– Policies, programmes and/or action plans are adopted or implemented by one or more of the ILO's constituents, to bring</li> </ul>

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

ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
	<p>child <b>domestic labour</b>, which particularly impacts <b>girls</b>.</p> <p>332. ....Partnership with the Turin Centre will provide training and networking opportunities for trade unions and employers' organizations and will reach other target audiences on subjects such as child labour in agriculture and <b>domestic service</b>, child labour and education policy, designing and implementing national action plans, and reporting on ILO child labour standards.</p>	<p>them in line with international labour standards to prohibit and eliminate child labour.</p> <ul style="list-style-type: none"> <li>– Time-bound measures to eliminate the worst forms of child labour as a matter of urgency are implemented by one or more of the ILO's constituents.</li> <li>– Child labour concerns, considering the special situation of the <b>girl child</b>, are included in relevant development, social and/or anti-poverty policies and programmes.</li> <li>– Policies that address child labour are adopted and promoted through global, regional or subregional economic and social inter-governmental organizations or groupings.</li> </ul> <p>Baseline: 32 member States in 2008 Target: 45 member States, of which 15 in Africa</p> <p>Indicator 16.2: Number of member States in which constituents, with ILO support, take action to adopt or modify their legislation or reinforce their knowledge base on child labour</p> <p>Measurement: To be counted as reportable, results must meet at least one of the following criteria.</p> <ul style="list-style-type: none"> <li>– Either Convention No. 138 or 182 is ratified.</li> <li>– The ILO supervisory bodies have noted with satisfaction or interest progress in the application of the relevant Conventions.</li> <li>– Mechanisms and systems are established or strengthened so that up to date <b>sex-disaggregated data</b> and <b>statistics</b> concerning the situation of child labourers are available.</li> <li>– Targeted data collection and analysis and research are undertaken by constituents and/or other national partners to expand the knowledge base on child labour and to document lessons learned.</li> </ul> <p>Baseline: 42 member States in 2008 Target: 50 member States, of which 15 in Africa</p>



Strategic Objective: Standards and fundamental principles and rights at work – promote and realize standards and fundamental principles and rights at work		
ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
<p>56. Regarding principles and rights at work, the ILO should:</p> <p>(a) through a practical plan of action, strive for universal ratification and effective implementation of the Discrimination (Employment and Occupation) Convention, 1958 (No. 111), and the Equal Remuneration Convention, 1951 (No. 100); ...</p>	<p>Outcome 17: <b>Discrimination</b> in employment and occupation is eliminated</p> <p>336. To address the complex and evolving nature of <b>discrimination</b>, a multi-pronged strategy is required. The need for such an approach has been highlighted in the context of the financial and economic crisis, which brings with it the risk of widening <b>inequalities</b> across nations and within countries. The framework provided in the <b>Discrimination (Employment and Occupation) Convention, 1958 (No. 111)</b>, and the <b>Equal Remuneration Convention, 1951 (No. 100)</b>, will be the foundation of the ILO's strategy for this outcome, along with appropriate follow-up to the comments of the ILO supervisory bodies and follow-up under the <b>1998 Declaration</b>.</p> <p>337. The high level of ratification of <b>Conventions Nos 100 and 111</b> confirms the commitment to the principles enumerated in those Conventions. This commitment was reaffirmed in the <b>1998 Declaration</b> and most recently in the Social Justice Declaration. Yet the goal of eliminating all forms of <b>discrimination</b> in employment and occupation remains a distant one.</p> <p>338. It is clear that no society is free from <b>discrimination</b>, and that ongoing action is needed to address it. An effective national <b>equality policy</b> requires a combination of measures, which could include legislative and administrative measures, public policies, practical programmes, proactive approaches, and the establishment of specialized bodies.</p> <p>339. There have been important legislative developments in the area of <b>non-discrimination</b>, including expanding the prohibited grounds of <b>discrimination</b>, and an increased understanding of <b>multiple discrimination</b>, based on more than one ground of <b>discrimination</b>. However, there remain important implementation gaps in applying the principle of <b>non-discrimination</b>. Certain categories of workers, such as casual workers, <b>domestic workers</b>, migrant workers and workers in the <b>informal economy</b>, often remain excluded from legal protection. The lack of respect and recognition of</p>	<p>Indicator 17.1: Number of member States in which constituents, with ILO support, implement specific laws, policies, programmes or actions, leading to improved application of <b>Conventions, principles and rights on non-discrimination</b></p> <p>Measurement: To be counted as reportable, results must meet at least two of the first four criteria below plus the final criterion.</p> <ul style="list-style-type: none"> <li>– <b>Convention No. 100 or 111</b> is ratified or the supervisory bodies have noted with satisfaction or interest progress in the application of the relevant Conventions.</li> <li>– New or modified laws, policies, action plans and/or programmes are adopted to bring them into line with international standards on <b>non-discrimination</b>.</li> <li>– An awareness-raising strategy on <b>non-discrimination</b> is launched by one or more constituents.</li> <li>– A national body with a mandate to address <b>equality issues</b> is established or strengthened.</li> <li>– A capacity-building plan for relevant officials on the enforcement and/or promotion of <b>non-discrimination laws and policies</b> is implemented.</li> <li>– Systems are strengthened to provide up to date <b>sex-disaggregated data on non-discrimination</b>.</li> </ul> <p>Baseline: To be established based on 2008–09 performance Target: 5 member States</p>

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

ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
	<p>indigenous peoples' <b>rights</b> and cultures often leads to <b>discrimination</b> and exclusion. Social origin is a prohibited ground of <b>discrimination</b> that is often omitted and needs to be addressed, particularly as new forms of social stratification develop. In addition, in the context of promoting the principle of <b>equal remuneration for work of equal value</b>, the concept of "equal value" has proven difficult to grasp and apply in practice.</p> <p>340. Enforcement of the principle of <b>non-discrimination</b> remains a challenge, and there is a need for effective enforcement through appropriate public bodies and institutions ... Enhancing the capacity of the responsible authorities, including judges and labour inspectors, to identify and address cases of <b>discrimination</b> is also necessary. It is crucial to continue to research and gather appropriate <b>sex-disaggregated data</b> in order to assess the <b>gender wage gap</b>, to identify social and economic gaps between different groups of the population, and to monitor and assess the impact and results achieved by the measures that have been taken.</p> <p>341. The ILO will continue to take steps to understand and assess the many faces of <b>discrimination</b>, and to assist constituents to address it effectively. In particular, the Committee of Experts on the Application of Conventions and Recommendations, the Conference Committee on the Application of Standards, the <b>1998 Declaration</b> follow-up mechanism, the results of ILO research and technical assistance, and alliances with UN bodies and mechanisms will continue to provide important information in this regard.</p> <p>342. Despite the almost universal endorsement of the principle of <b>non-discrimination</b>, there is a significant lack of corresponding extra-budgetary resources. The ILO will continue its efforts to mobilize resources for technical cooperation, to better enable it to provide the required assistance to constituents to address the complexities of <b>discrimination</b> in a comprehensive and sustainable manner.</p>	

Strategic Objective: Standards and fundamental principles and rights at work – promote and realize standards and fundamental principles and rights at work		
ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
	<p>343. Governments and employers' and workers' organizations each have a key role in the elimination of <b>discrimination</b> and the promotion of <b>equality</b>, as recognized in the relevant international instruments ... The ILO will focus on increasing tripartite capacity to develop and implement national <b>equality policies</b>, as well as on the development and implementation of workplace policies. Strengthening the capacity of the constituents to apply the principle of <b>equal remuneration for men and women for work of equal value</b> will also continue.</p> <p>344. The Social Justice Declaration has reaffirmed the centrality of the principle of <b>non-discrimination</b> in the ILO's value system and in action to secure decent work for all <b>women and men</b>. The elimination of <b>discrimination</b> is at the heart of decent work for all those who work or seek work and a living, whether as labourers, employers or self-employed, in the formal or the <b>informal economy</b>. The ILO will step up its efforts to ensure that <b>gender equality</b> and <b>non-discrimination</b> are addressed as cross-cutting issues in the Decent Work Country Programmes under all strategic objectives, and that targeted action is taken to address the <b>rights</b> and needs of those particularly vulnerable to <b>discrimination</b> and exclusion, including persons with disabilities, migrant workers, indigenous peoples, or persons living with <b>HIV/AIDS</b>.</p> <p>345. <b>Non-discrimination</b> is a key aspect of the <b>human rights based approach</b> to development, which is one of the common programming principles of the UN system. The Common Country Assessment and UNDAF documents in an increasing number of countries <b>mainstream</b> the principles of <b>non-discrimination</b> and <b>gender equality</b> and pay particular attention to groups subject to <b>discrimination</b> and exclusion ... [The ILO] will continue its active involvement in the inter-agency mechanisms concerning indigenous peoples, minorities, persons with disabilities and <b>gender equality</b>. The ILO will also continue to seek increased visibility and influence of international labour standards relating to <b>discrimination</b> and <b>equality</b>, and relevant findings of the</p>	

Strategic Objective: Standards and fundamental principles and rights at work – promote and realize standards and fundamental principles and rights at work		
ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
	<p>supervisory bodies throughout the UN system, including through cooperation with the UN <b>human rights treaty bodies and mechanisms</b> focusing on this topic.</p> <p>346. There has been an increasing number of requests from constituents for tools to promote <b>equality</b> and address <b>discrimination</b> at the national and the workplace levels. Tools developed in previous biennia, including on implementing <b>equal remuneration for work of equal value</b> and on tackling racial <b>discrimination</b>, will continue to be disseminated and used ... Research will continue to enhance the ILO's knowledge base in this area, including related to the interrelationship between different grounds of <b>discrimination</b> and between the various <b>fundamental principles and rights at work</b> ...</p> <p>347. While a general commitment to the principles and rights of <b>non-discrimination</b> can be assumed, this area has received the least funding of all the <b>fundamental principles and rights at work</b>. It is clear that to address <b>discrimination</b> in occupation and employment effectively a comprehensive approach is needed ...</p>	
<p>56. Regarding principles and rights at work, the ILO should: ...</p> <p>(b) promote improved ratification rates, and analyse obstacles to ratification, of the Workers with Family Responsibilities Convention, 1981 (No. 156), the Maternity Protection Convention, 2000 (No. 183), the Part-Time Work Convention, 1994 (No. 175), and the Home Work Convention, 1996 (No. 177), and ensure their effective implementation ...</p>	<p>Outcome 18: International labour standards are ratified and applied</p> <p>353. ... In light of the importance placed on <b>gender equality</b> and <b>non-discrimination</b> as cross-cutting issues in the Social Justice Declaration, the key <b>equality Conventions</b> will also be promoted and the <b>gender dimensions</b> of other Conventions will be examined and addressed ...</p> <p>354. ... Work will continue, through tripartite consultations, to review and enhance the functioning, transparency, <b>gender</b> responsiveness and effectiveness of the ILO supervisory system, including through the streamlining of reporting obligations.</p> <p>355. ....In order to complement the pre-eminence of the ILO's <b>rights-based approach</b>, a major empirical study providing evidence-based <b>data disaggregated by sex</b>, analysis and indicators will be conducted ... The second [standards-related] gap is in the application of standards to the <b>informal</b></p>	<p>Indicator 18.2: Number of member States where, through ILO support, the principles and <b>rights</b> contained in international labour standards are incorporated in development assistance frameworks or other major initiatives</p> <p>Measurement: To be counted as reportable, results must meet the following criterion.</p> <p>– Relevant international labour standards are reflected in the UNDAF, the Common Country Assessment or similar frameworks.</p> <p>Baseline: To be established based on 2008–09 performance</p> <p>Target: 5 member States</p> <p>Indicator 18.4: Number of member States that have a Decent Work Country Programme which includes a normative component among</p>

Strategic Objective: Standards and fundamental principles and rights at work – promote and realize standards and fundamental principles and rights at work		
ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
	<p><b>economy.</b> The ILO needs to provide clear guidance on how to ensure protection for workers in the <b>informal economy</b>, keeping in mind how <b>women</b> and <b>men</b> may be affected differently. Research in this area will help constituents have a better understanding of the policies that facilitate the application of standards to the <b>informal economy</b>.</p> <p>356. To improve the Office's capacity for promotion, an appropriate package of tools will be developed, reviewed and adapted, including the effective integration of <b>gender equality concerns</b> ...</p> <p>359. ... The major risks [to the strategy] relate to the goals of universal ratification of all <b>fundamental Conventions</b> by 2015 and that countries give effect to the recommendations of the supervisory bodies ...</p>	<p>the national priorities established by the tripartite constituents</p> <p>Measurement: To be counted as reportable, results must meet at least one of the following criteria.</p> <ul style="list-style-type: none"> <li>– Activities are included to address comments of the Committee of Experts on the Application of Conventions and Recommendations relating to ratified Conventions.</li> <li>– Activities are included to promote the ratification and implementation of <b>fundamental</b> and priority <b>Conventions</b>.</li> <li>– Activities are included to promote the ratification and implementation of other up to date standards taking into account the national priorities established by the tripartite constituents.</li> </ul> <p>Baseline: To be established based on 2008–09 performance</p> <p>Target: 15 member States</p>

**Outcome 19: Policy Coherence – Member States place an integrated approach to decent work at the heart of their economic and social policies, supported by key UN and other multilateral agencies**

ILC 2009 Conclusions	P&B 2010–11 Outcome strategy	P&B 2010–11 Indicators
<p>13. As stated in the 2008 Declaration on Social Justice for a Fair Globalization, the ILO's four strategic objectives of employment, social protection, social dialogue and tripartism, and fundamental principles and rights at work, implemented through, among other means, international labour standards, are inseparable, interrelated and mutually supportive, and gender equality must be considered cross-cutting in these objectives. Efforts to ensure that gender equality is at the heart of decent work must therefore be of a holistic nature.</p> <p>51. In giving effect to the 2008 Declaration on Social Justice for a Fair Globalization, the Organization should strengthen its policy and programme of work for promoting gender equality at the heart of decent work. Action will draw upon the ILO's comparative advantage of international labour standards and its tripartite structure. The policy approach should be holistic, involving the promotion of rights, decent and productive employment, social protection and social dialogue ...</p> <p>52. Regarding knowledge and capacity building to support gender-sensitive policy formulation, the ILO should: ...</p> <p>(a) strengthen its research agenda and knowledge base on emerging issues, especially in the context of the global economic crisis, so as to identify new trends and patterns in the world of work, and links between economic efficiency, social justice and gender equality; this includes making more systematic use of sex-disaggregated data so as to inform policy formulation and new monitoring mechanisms to track achievements in gender equality, using key indicators on sex discrimination in the world of work and gender-responsive budgeting. The purpose of data collection should be well defined so that it is used in a focused and meaningful manner; ...</p> <p>(f) use the ILO Participatory Gender Audit as a tool for assessing progress towards gender equality, and disseminate good practices arising from its application; ...</p> <p>(h) fully involve the social partners in the design of Decent</p>	<p>363. A series of international and regional meetings have expressed support for the Decent Work Agenda, including the 2005 UN World Summit, which made decent work a central objective of development strategies, including the achievement of the <b>MDGs</b> ...</p> <p>365. Strengthening the integrated approach is of particular importance to women workers and entrepreneurs, since overcoming barriers to <b>gender equality</b> necessitates mutually supportive action across the spectrum of decent work policies. Partnership, capacity building and research components of the programme will therefore all include a specific focus on ways in which mainstreaming decent work supports <b>gender equality</b>.</p>	<p>Indicator 19.1: Number of member States that, with ILO support, make the goal of decent work increasingly central to policy-making</p> <p>Measurement: To be counted as reportable, results must meet at least two of the first four criteria below plus the final criterion.</p> <ul style="list-style-type: none"> <li>– The generation of decent work opportunities is adopted as an overarching policy goal of the national development strategy alongside other national priorities.</li> <li>– The execution of an integrated Decent Work Country Programme supports the implementation of the national development strategy.</li> <li>– National or sectoral programmes in fields such as education, health, <b>gender equality</b>, trade, finance, enterprise development, rural development and poverty reduction integrate decent work aspects.</li> <li>– Statistical services are upgraded to improve measurement of progress towards decent work in line with the provisions of Convention No.160.</li> <li>– Development of the overall development strategy includes consultation of ILO constituents in line with the provisions of Convention No.144.</li> </ul> <p>Baseline: To be established based on an internal survey to be conducted through ILO field offices in 2009</p> <p>Target: 15 member States, of which at least four in Africa and two in the other regions</p>

<b>Outcome 19: Policy Coherence – Member States place an integrated approach to decent work at the heart of their economic and social policies, supported by key UN and other multilateral agencies</b>		
<b>ILC 2009 Conclusions</b>	<b>P&amp;B 2010–11 Outcome strategy</b>	<b>P&amp;B 2010–11 Indicators</b>
<p>Work Country Programmes and ensure their greater participation in the implementation of these programmes which must be developed with a gender lens and specify how their intended outcome will affect both women and men.</p> <p>57. In leveraging international partnerships to promote gender equality, the ILO should:</p> <ul style="list-style-type: none"> <li>(a) promote policy coherence on issues of decent work and gender equality at the international level, notably within the UN system and with the International Monetary Fund, the World Bank, the G8 and the G20;</li> <li>(b) strengthen partnerships in areas of mutual interest with regional groups and institutions such as the European Union, and the African Union, so as to share existing knowledge on gender equality within the world of work;</li> <li>(c) systematically include the goal of gender equality in arrangements involving resource mobilization, knowledge sharing and technical cooperation, in partnership with donors; and</li> <li>(d) promote the benefits of social dialogue and the involvement of the social partners throughout the UN system.</li> </ul>		

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## 6. Enabling institutional mechanisms for gender equality in the Office

Table II below comprises the enabling institutional mechanisms for gender equality in the Office. These mutually-reinforcing priority action areas (as identified in the ILO gender equality policy) are: staffing, substance and institutional arrangements. Each indicator includes a baseline, example of indicative activities, and (when appropriate) a minimum performance standard,<sup>15</sup> which was agreed with the relevant “primary responsibility” unit.

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



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

Staffing	Results	Indicators and baselines <sup>1</sup>	Minimum performance standards	Example of indicative activities <sup>2</sup>	Primary responsibility
Parity among women and men professional staff across all units and offices  Equality of opportunity and treatment of all ILO staff	Measures are implemented to ensure greater parity <sup>3</sup> between women and men in recruitment and promotion	1. Indicator: % of Professional and higher category positions held by women <sup>4</sup> Baseline: 42.5%	2010–15: Achieve gender parity	Encouragement of applications from qualified women	Human Resources Development Department All senior and line managers  ILO International Training Centre Bureau for Gender Equality Note: The Staff Union has committed to work with the Office to advance gender equality
		2. Indicator: % of sections of management and leadership development workshop materials that incorporate gender <sup>5</sup> Baseline: zero	Not applicable	Management and leadership development module on mainstreaming for gender equality developed, and workshop trainer terms of reference incorporate need for gender expertise, as well as the task of mainstreaming gender into training materials	
		3. Indicator: % of women participants in management and leadership development workshops Baseline: 34%	2010–11: 39% 2012–13: 44% 2014–15: 49%		
	Expanded opportunities provided for General Service staff's career development in the Office	4. Indicator: Number of opportunities for training offered to General Service staff Baseline: nine	2010–11: ten 2012–13: eleven 2014–15: twelve	Delivery of orientation activities for General Service staff	
	A family-friendly and enabling working environment for both women and men is promoted	5. Indicator: number of gender-sensitive and/or family-friendly measures that exist <sup>6</sup> Baseline: seven measures	2010–11: one additional 2012–13: one additional 2014–15: one additional	Implementation and assessment of teleworking policy	
	Competency in gender mainstreaming, at appropriate level, is developed for all ILO staff	6. Indicator: % of job description vacancies that refer to gender-related skills and/or gender sensitivity Baseline: 30.3%	2010–11: 40% 2012–13: 50% 2014–15: 60%	Systematically assess for gender-related content in draft job descriptions received from line managers	

Staffing	Results	Indicators and baselines	Minimum performance standards	Example of indicative activities	Primary responsibility
		7. Indicator: % of responsible chiefs perceived by reporting staff as creating an environment that values diversity including sensitivity to gender <sup>7</sup> Baseline: to be established <sup>8</sup>	To be set	Formally incorporate gender-related criteria throughout the Performance Management Framework, and revise gender-blind language and content in the Framework training materials	
	Workplace harassment is combated	8. Indicator: Number of initiatives or measures taken to strengthen and/or enforce the Conflict Prevention and Resolution Collective Agreement including on sexual harassment Baseline: one	2010–11: two 2012–13: two 2014–15: two	HRD Administrative Circular no. 543 (rev. 1), giving guidance on the procedures in cases of sexual harassment, made more visible on HRD intranet pages	
<p>1. All baselines – unless otherwise noted – are replicated from the Action Plan for Gender Equality 2008–09, or statistics available as of January 2010.</p> <p>2. Some activities will be implemented during 2010–11, while others will be ongoing throughout 2010–15.</p> <p>3. Gender parity, for the purposes of this Action Plan, is understood to be in the range of 45 per cent–55 per cent.</p> <p>4. Aligned with HR Strategy 2010–15, outcome 1.</p> <p>5. Aligned with HR Strategy 2010–15, outcome 2.</p> <p>6. Aligned with HR Strategy 2010–15, outcome 4.</p> <p>7. Aligned with HR Strategy 2010–11, outcome 3.</p> <p>8. Will be based on statistics gathered during implementation of the Performance Management Framework, being launched in 2010.</p>					

### Enabling institutional mechanisms for gender equality in the Organization

Substance	Results	Indicators and baselines	Minimum performance standards	Example of indicative activities	Primary responsibility
Commitment to gender equality is internalized throughout the ILO and reflected in all technical work, operational activities and support services including knowledge management	Increased competence of ILO staff in conducting gender analysis and planning related to employment and decent work	9. Indicator: % of P&B outcome strategies that include action-oriented gender-mainstreaming components Baseline: 94.7% <sup>9</sup>	2010–11: 100% 2012–13: 100% 2014–15: 100%	Guidance will be given on continued identification of concrete gender components in strategies of all outcomes in P&B 2012–13 and 2014–15 respectively	All headquarters units and field offices Bureau of Programming and Management Department of Partnerships and Development Cooperation Bureau for Gender Equality ILO International Training Centre
		10. Indicator: % of P&B outcomes that are reported with one or more actionable lessons learned on mainstreaming gender Baseline: 21% <sup>10</sup>	2010–11: 60% 2012–13: 80% 2014–15: 100%	Guidance on gender-related aspects will be provided to technical programmes and the regions in the course of monitoring implementation of biennial outcome-based work planning and preparing implementation reports	
	Attitudes and working habits support gender mainstreaming	11. Indicator: % of recommendations of participatory gender audit reports for audited ILO headquarters units and field offices that are implemented Baseline: to be established	2010–11: 20% 2012–13: 40% 2014–15: 50%	Within 12 months of a gender audit, the unit or office Director and GENDER will reassess recommendations and any emerging new needs	
	Improved level of knowledge and methodologies address gender dimensions in technical work	12. Indicator: % of DWCPs that contain indicators of which at least 35% are gender-inclusive Baseline: to be established	2010–11: to be set 2012–13: to be set 2014–15: 100%	Reviews of draft DWCPs through the Quality Assurance Mechanism consistently provide specific guidance on rendering indicators more gender-inclusive	
		13. Indicator: % of research texts that are submitted to the Research and Publications Committee and fulfil all the requirements of a “comprehensive checklist for mainstreaming gender issues into research and publications” Baseline: to be established	2010–11: to be set 2012–13: to be set 2014–15: to be set	Draft checklist, based on the 2007 ILO policy on research and publications, <sup>11</sup> submitted to Research and Publications Committee for approval and dissemination	

Substance	Results	Indicators and baselines	Minimum performance standards	Example of indicative activities	Primary responsibility
		14. Indicator: % of ILO/donor partnership agreements that mainstream gender in both policy orientation and operational aspects Baseline: 46%	2010–11: 60% 2012–13: 70% 2014–15: 80%	Bilateral policy dialogue on gender equality with relevant donors	
		15. Indicator: % of ILO technical cooperation projects/programmes that are classified in IRIS with Gender Marker One or Two <sup>12</sup> Baseline: 72%	2010–11: 65% 2012–13: 40% 2014–15: 15%	Issue Office directive on mainstreaming gender in technical cooperation	
		16. Indicator: % of women's participation in all ILO International Training Centre (ITC–ILO) online and campus training courses <sup>13</sup> Baseline: to be established	2010–11: to be set 2012–13: to be set 2014–15: to be set		
		17. Indicator: % of participants completing ITC–ILO online and campus courses who are female ILO staff Baseline: to be established	2010–11: to be set 2012–13: to be set 2014–15: to be set	Promote ITC–ILO courses among Gender Network members	
		18. Indicator: % of participants completing gender-specific ITC–ILO courses who are male ILO staff Baseline: to be established	2010–11: to be set 2012–13: to be set 2014–15: to be set	Promote ITC–ILO gender-specific courses among Gender Network members	
		19. Indicator: % of participants completing ITC–ILO online and campus courses who are female constituents Baseline: to be established	2010–11: to be set 2012–13: to be set 2014–15: to be set	Promote ITC–ILO courses during any Action Plan implementation trainings including with constituents	

Substance	Results	Indicators and baselines	Minimum performance standards	Example of indicative activities	Primary responsibility
		20. Indicator: % of participants completing ITC-ILO gender-specific courses who are male constituents Baseline: to be established	2010-11: to be set 2012-13: to be set 2014-15: to be set	Promote ITC-ILO courses during any Action Plan implementation trainings including with constituents	
		21. Indicator: % of ITC-ILO online and campus courses that are evaluated by participants as adequately integrating gender issues Baseline: to be established	2010-11: to be set 2012-13: to be set 2014-15: to be set		
<p>9. According to an assessment by PROGRAM.</p> <p>10. According to an assessment by PROGRAM, which included intermediate and joint immediate outcomes.</p> <p>11. Director-General's announcement, series 1, Circular No. 629.</p> <p>12. Gender Marker One is defined as: "Project contains no objectives, outcomes, outputs or activities that aim to promote gender equality", and Gender Marker Two is defined as: "Project does not include gender equality as an outcome, but some outputs and/or activities specifically address gender issues".</p> <p>13. Absolute numbers of participants in ITC-ILO courses depend on available financial resources beyond control of ILO.</p>					

### Enabling institutional mechanisms for gender equality in the Organization

Institutional arrangements	Results	Indicators and baselines	Minimum performance standards	Example of indicative activities	Primary responsibility
Strengthened institutional arrangements for effective gender mainstreaming Office-wide <sup>14</sup>	Well-staffed and resourced Bureau for Gender Equality and gender specialists in field supporting gender mainstreaming across the Organization	22. Indicator: Number of headquarters units and field offices without gender focal points <sup>15</sup> Baseline: One headquarters unit and two field offices	2010-11: none 2012-13: none 2014-15: none	Conduct mapping and contact all chiefs or directors of units and offices without gender focal points	Bureau for Gender Equality All headquarters units and field offices Evaluation Unit
		23. Indicator: % of male focal points among headquarters units and field offices Baseline: 31%	2010-11: 35% men 2012-13: 40% 2014-15: 45%	Formally request chiefs or directors of units and offices to take into account gender parity when appointing gender focal points	Department of Partnerships and Development Cooperation Human Resources Development Department

Institutional arrangements	Results	Indicators and baselines	Minimum performance standards	Example of indicative activities	Primary responsibility
		24. Indicator: % of gender focal points who are senior managers Baseline: 34% (57% in headquarters units and 16% in field offices)	2010–11: Parity at headquarters and 20% in field offices 2012–13: Parity at headquarters and 25% in field offices 2014–15: Parity at headquarters and 35% in field offices	Formally request chiefs or directors of units and offices to take into account diversity of professional status when appointing gender focal points	Bureau of Programming and Management Office of the Legal Adviser
	An accountability framework for gender equality Improved mechanisms for gender-responsive programming, monitoring and evaluation	25. Indicator: % of outcome-based workplans rated as “satisfactory” or “good” in terms of gender Baseline: to be established	2010–11: to be set after the first nine-monthly review of workplans 2012–13: to be set 2014–15: 100%	Develop and apply gender-assessment tool to rate implementation of outcome-based workplan gender-related strategies	
	Use of gender-sensitive language in ILO rules, regulations and directives	26. Indicator: % of approved terms of reference for evaluations of independent strategies, DWCPs and projects that include an assessment of gender dimensions Baseline: 30%	2010–11: 50% of terms of reference 2012–13: 70% of terms of reference 2014–15: 100% of terms of reference	EVAL guidelines to be revised	
		27. Indicator: Number of gender-biased words or phrases revised in the English, French and Spanish language versions of the ILO Constitution Baseline: to be established	Not applicable	Submit paper to March 2010 Session of Governing Body for guidance	
<p>14. As stated in the ILO gender equality policy.</p> <p>15. Unit or office must have critical mass of Professional specialists (i.e. at least four persons managed by a chief or director).</p>					

## 7. Accountability and responsibility

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

All ILO staff at headquarters and in field offices are required to promote gender equality in the context of the Decent Work Agenda by building this into their work. Senior management, including directors in the field, has overall responsibility and accountability for the policy’s operationalization and implementation. The team of specialists in the Bureau for Gender Equality at headquarters and the wider Gender Network (made up of gender coordinators, senior gender specialists and gender focal points) will support and advise on how to mainstream gender and other issues relating to the promotion of gender equality. As regards achievement of gender-responsive results within the Organization’s P&B 2010–11, there is an oversight role for the Bureau for Gender Equality which is based on the 1999 ILO policy on gender equality.

The 2009 ILC Conclusions recognized the importance of capacity building and in paragraph 52 (g) called on ILO to “ensure that the ILO International Training Centre in Turin ... [is] adequately resourced so [that it] can provide support in capacity building and training on gender equality; [and] gender should be integrated into all training courses”.

<b>Box 3</b>	
<b>Roles and responsibilities for enhancing gender equality in ILO work</b>	
All staff are accountable for applying the principles of the ILO gender equality policy in their own work, in order to support the constituents to promote gender equality.	
<b>Teams</b>	<b>Implementation role and responsibility</b>
Director-General	Ultimate responsibility for policy development and organizational performance on gender equality
Executive directors	Accountable for implementing and monitoring gender equality in their respective strategic objectives, and for ensuring that adequate human and financial resources are allocated to support gender equality work
Regional directors	Accountable for gender-responsive outcomes and indicators within agreed regional priorities, including working with employer and worker specialists and other relevant staff and the senior gender specialists to strengthen capacity of constituents on gender mainstreaming and promoting gender equality
ILO directors	Accountable for gender-responsive outcomes and indicators in programme areas, for gender mainstreaming in DWCPs, and for promoting strengthened capacity of constituents on gender mainstreaming through employer and worker specialists, other relevant staff and senior gender specialists
Unit heads/chiefs	In implementing responsibilities delegated by Executive Directors, accountable for ensuring that adequate human and financial resources are allocated to achieve gender-responsive outcomes and indicators in programme areas
Human Resources Development Department	Accountable for progress toward parity between women and men and equality of opportunity and treatment of all ILO staff

Partnerships and Development Cooperation Department	Accountable for promoting gender equality and for gender mainstreaming in all technical cooperation agreements, programmes and projects
Senior gender specialists and gender coordinators	Accountable for playing a catalytic and supportive role to headquarters sectors and field offices to effectively mainstream gender including input to analysis, planning, implementation, review and reporting. In the case of ACTRAV and ACT/EMP, accountable for playing a catalytic and supportive role to Headquarters' sectors and for cooperating with field offices to effectively promote the social partners' perspectives in gender mainstreaming, as well as input to analysis, planning, implementation, review and reporting in their respective Bureaux
Gender focal points	Accountable for playing a catalytic role to assist the process of gender mainstreaming in respective headquarters units or field offices
Bureau for Gender Equality	Accountable for supporting implementation of the ILO gender equality policy together with the Gender Network – of senior gender specialists, gender coordinators and focal points – through advisory services, capacity building and knowledge sharing; and providing oversight on mainstreaming performance through annual stocktaking and reporting to the Director-General

In common with other UN system entities, ILO is strengthening its gender equality accountability mechanisms. Such mechanisms are needed to hold the Organization to account for: (i) gender equality in its operational or programmatic work; and (ii) the gender responsiveness of its internal or institutional systems and human resources policies. As results-based management becomes further embedded at the ILO, there is increasing clarity on objectives, expected outcomes, indicators and targets. The P&B 2010–11 stresses the importance of clarifying accountability, and it indicates that internal mechanisms will be developed to provide established review procedures on overall performance.

The ILO Accountability Framework,<sup>16</sup> introduced in January 2010, is guided by a set of core principles including clarity of responsibility, alignment of accountability with organization-wide goals, and performance monitoring and reporting. Concerning clarity of responsibility, the Framework states that “organizational policies and behavioural guidelines define the level and types of responsibilities attached to all positions”. For alignment of accountability with organization-wide goals, it notes that “managers, and all staff, are accountable for achieving organization-wide goals whatever their functional positions”. And concerning performance monitoring and reporting, the Framework says that performance will be “monitored through regular reporting on results, with timely accounts and reliable financial and substantive reports” including related documentation that is readily verifiable and clear. This system of accountability in the ILO aims to, among other goals, place increased focus on results and performance-based management.

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

<sup>16</sup> ILO accountability framework (IGDS Number 137, version 1), International Labour Office, Geneva, 2010.



**Box 4**  
**Accountability monitoring mechanisms**

**Accountability monitoring goals**

A schedule for regular oversight will be established on organizational performance in gender equality

Strengthened individual and collective accountability at each level – from senior management to individual staff

Increased monitoring of gender equality performance and outcomes in plans and programmes taking place, including strengthened reporting within existing reporting schedules

Increased knowledge base on results and good practices for dissemination on gender-relevant information, findings or results

A monitoring system of the internal participatory gender audits will be set in place to examine how gender equality issues are taken into account in selected field offices, in technical cooperation programmes, among selected constituents and headquarters-based units. Outcomes of gender audits will be reported to the Governing Body within the regular ILO implementation reports

A final evaluation will look more comprehensively at performance and progress in gender mainstreaming, to complement performance monitoring. Information from this evaluation will be used for internal management learning and decision-making and for external reporting to constituents on results achieved

**Chief responsibility**

Bureau for Gender Equality

All staff

Relevant sectors/country programmes and units, together with the Bureau of Programming and Management, guided by the Bureau for Gender Equality and the gender network

Entire field structure and headquarters-based units, supported by the Bureau for Gender Equality and the Gender Network

Bureau for Gender Equality

Bureau for Gender Equality with support from the Evaluation Unit

## 8. Human and financial resources

A wide variety of human and financial resources from across the Organization are envisaged for effective implementation of activities of the Action Plan as it spans the Strategic Policy Framework 2010–15. In the P&B 2010–11, in addition to regular budget resources for staffing and activities of the Bureau for Gender Equality and for field-based senior gender specialists, the resource-linking process – both in terms of work-months and RBTC funds – is one formal mechanism to support those gender-related outcome-based workplans that mainstream gender. This mechanism allows for a transparent commitment of funding for field- and headquarters-based initiatives to advance gender equality.

The evaluation of the previous Action Plan reveals, however, that a more effective mainstreaming of gender equality in programmes would require resources beyond the regular budget allocation. Therefore, during implementation of the Action Plan 2010–15, efforts will continue to seek extra-budgetary resources to complement the regular budget allocation and through the Regular Budget Supplementary Account. Such mobilized funds, including from the donor community, will help promote gender-targeted women- and/or men-specific programmes for and with the constituents, as well as activities that enhance the capacity of project partners to combat sex-based discrimination and promote gender equality in the world of work. These activities form part of the Office follow-up on the 2009 ILC Conclusions, which state in paragraph 57(c) that “in leveraging international partnerships to promote gender equality, the ILO should ... systematically include the goal of gender equality in arrangements involving resource mobilization, knowledge sharing and technical cooperation, in partnership with donors ...”. Funds will be mobilized through promoting gender mainstreaming in respective ILO/donor partnership agreements and in

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the many projects within the framework agreements.<sup>17</sup> The support also encompasses participatory gender audits.

## **9. Monitoring, reporting, audit and evaluation**

In accordance with the Governing Body decision on follow-up to the 2009 ILC Resolution on gender equality, progress on the relevant Conclusions will be incorporated into monitoring of the Action Plan, which includes participatory gender audits (see Annex VI), and in the cyclical reporting to the Governing Body of results under the four Strategic Objectives. The Action Plan monitoring will be through the Programme Implementation Reports produced at the end of each biennium and submitted to the Governing Body. In any case, paragraph 58 of the 2009 ILC Conclusions states that within the parameters of the P&B, the Office is expected to ensure that the Conclusions are implemented in a coordinated and efficient manner by relevant programmes in the field and at headquarters, with arrangements to adequately monitor progress and impact. Progress on follow-up to the Conclusions should be reported to the Governing Body.

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

<sup>17</sup> Minutes of the 292nd Session of the ILO Governing Body (GB.292/PV), Geneva, 2005, as upheld by the 2009 ILC Conclusions.

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## Annex I

**Circular No. 564**

**Director-General's  
Announcements**

**Series: 1**

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Distribution: A

17.12.1999

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### **Gender equality and mainstreaming in the International Labour Office**

1. This circular spells out ILO policy on gender equality and mainstreaming.<sup>1</sup> It supplements Circular 6/493 of 6 October 1993 on equality of opportunity and treatment for women in the International Labour Office, and is a crucial step towards implementation of gender equality and equity throughout the Organization.
2. As an Organization dedicated to fundamental human rights and social justice, the ILO must take a leading role in international efforts to promote and realize gender equality. Following the adoption in 1995 of the Platform for Action by the Beijing Fourth World Conference on Women, the ILO strengthened its efforts to institutionalize gender concerns at all levels, at headquarters and in the field. I now intend to intensify these efforts and translate my firm political commitment into our policies and programmes.
3. In order to ensure that the impact of our efforts is maximized and that resources are used effectively, mutually reinforcing action will be taken simultaneously on three fronts: staffing, substance and structure.

#### **Staffing**

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

<sup>1</sup> Defined in the Agreed Conclusions (1997) of the UN Economic and Social Council (ECOSOC) as follows: "Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes in any area and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension in the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality."

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## Substance

5. Gender inequalities are best dealt with through integrated approaches. In this context, the ILO's Programme and Budget for 2000-01 has identified gender equality and development as themes which cut across the four strategic objectives. The Office must now work to ensure that commitment to gender equality is internalized throughout the ILO and reflected in all our technical work, operational activities and support services.
6. Using a gender lens, productive, reproductive, family, community and constituency-based roles can be properly analysed and strategic gender needs identified. Furthermore, equal representation and participation of women and men in decision-making are also fundamental for addressing social and economic issues in an integrated way and for ILO policy prescriptions to operate effectively in specific contexts.
7. Gender analysis will be undertaken systematically in the Office's technical work and action will be taken, including gender-specific interventions, to promote gender equality. This will require a change in attitudes and working habits, cooperation and teamwork as well as the development of officials' competence in conducting gender analysis.
8. I expect these steps to result in the creation of new analytical frameworks, the enrichment of the ILO's knowledge base on gender issues and the provision by the Organization of enhanced related products and services. They should lead as well to the development of indicators and other tools to support gender mainstreaming. The generation of gender-sensitive data will also be critical for the development and implementation of technical cooperation programmes, the provision of advisory services and training, the development of research programmes and the dissemination of information.

## Structure

9. Institutional arrangements for effective gender mainstreaming will be strengthened Office-wide. Existing mechanisms for programming, implementation, monitoring and evaluation will be reviewed, gender issues integrated more effectively where necessary and new mechanisms established as appropriate. It will also be necessary to establish an accountability framework for gender equality.
10. I have decided that a Bureau for Gender Equality will replace the former Office of the Special Adviser on Women Workers' Questions and will report directly to me. The Bureau will provide Office-wide support for gender mainstreaming and will ensure the enhanced complementarity and coherence of our programmes and activities in respect of gender equality.

## Action plan

11. To make this policy operational, I asked the Bureau for Gender Equality to prepare an Office-wide action plan, on the basis of a participatory and consultative process involving staff at different levels, both in the field and at headquarters. I have approved the action plan as an operational tool for the

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implementation of gender mainstreaming in the ILO.

## **Implementation**

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

Juan Somavia  
Director-General

### **Additional references**

*From HQ/Gva:*

<http://webfusion.ilo.org/intranet/english/bureau/program/mas/circulars/1/n564rac/index.htm>.

*From Field Offices:*

<http://webfusion.ilo.org/intranet/english/bureau/program/mas/circulars/1/n564rac/index.htm>.

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## Annex II

### **Governing Body paper (GB.306/3/2) on follow-up to the 2009 ILC resolution on gender equality, with adopted point for decision**



INTERNATIONAL LABOUR OFFICE

Governing Body

GB.306/3/2  
306th Session

Geneva, November 2009

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**FOR DECISION**

#### THIRD ITEM ON THE AGENDA

### **Matters arising out of the work of the 98th Session (2009) of the International Labour Conference**

#### **Follow-up to the adoption of the resolution concerning gender equality at the heart of decent work**

1. At its 98th Session (June 2009), the International Labour Conference adopted a resolution concerning gender equality at the heart of decent work (see appendix). The resolution includes the conclusions of the general discussion on this topic and invites the Governing Body “to give due consideration to them in planning future action on gender equality in the world of work and to request the Director-General to take them into account both when implementing the Programme and Budget for the 2010–11 biennium and allocating such other resources as may be available during the 2008–09 biennium”.
2. The conclusions:
  - examine the current state of women and men in the labour market, the progress made towards greater equality and the remaining challenges to make gender equality in the world of work a reality;
  - outline the roles of governments, employers’ and workers’ organizations and the ILO, and identify action and ways forward under the four pillars of the Decent Work Agenda, in accordance with the 2008 ILO Declaration on Social Justice for a Fair Globalization; and
  - request the Office to implement them in a coordinated and efficient manner through the relevant programmes at headquarters and in the field, put in place arrangements to monitor progress and impact, and report to the Governing Body on the follow-up.

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3. This paper illustrates the approach by the Office to give effect to the conclusions. It is based on Office-wide consultations, during which linkages were made with the Programme and Budget for 2010–11 to pinpoint common priorities and identify activities for the implementation of the conclusions. Further consultations will take into account the development of outcome-based workplans for next biennium. These workplans establish priority areas of action and resource allocations, based on Decent Work Country Programmes outcomes, in order to achieve the targets for each programme and budget outcome.

## Dissemination and advocacy

4. Following the Conference, the conclusions were disseminated at a number of national, regional and international advocacy and training activities, including the annual session of the UN Economic and Social Council (Geneva, July 2009); the 15th World Congress of the International Industrial Relations Association (Sydney, September 2009); the Latin American Workshop for Tripartite Gender Equality Commissions, where ten countries participated (Asunción, August 2009); the National Workshop on Employment Strategies and Women's Work, involving a network of academics, researchers, government officials and social partners (New Delhi, July 2009); and several workshops conducted by the International Training Centre in Turin (Turin Centre). The conclusions were posted on the ILO web site, and include hyperlinks to relevant programmes mainstreaming gender.<sup>1</sup>

## The current economic crisis

5. The response to the global crisis outlined in the conclusions is consistent with the Global Jobs Pact.<sup>2</sup> The Pact, which makes several references to the gender dimensions of the crisis, states:

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

6. The conclusions also call on the Office to strengthen its research agenda and knowledge base on emerging issues, especially in the context of the current crisis, so as to identify new trends and patterns in the world of work. The ILO report *Protecting people, promoting jobs* to the G20 Leaders' Summit (Pittsburgh, September 2009) notes that the crisis has affected women and men differently.

## Decent Work Agenda

### Employment

7. The conclusions underline the need for employment creation to be gender-sensitive so that the poor, particularly women, can benefit from, and participate in, economic growth. The

<sup>1</sup> [www.ilo.org/gender/Events/lang--en/WCMS\\_111473/index.htm](http://www.ilo.org/gender/Events/lang--en/WCMS_111473/index.htm).

<sup>2</sup> For the follow-up to the Conference debate and decisions on the economic and employment crisis, see GB.306/3/1.

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Office will pursue its ongoing efforts to mainstream gender into various employment areas, through the development of policy advice, additional tools, technical cooperation and capacity building of the constituents, and thus promote decent and productive employment and income opportunities for both women and men. The promotion of equal employment opportunities for women and men through the existing gender guidelines encompassing the Global Employment Agenda's policy areas will continue. A test version of the *Guide on country-level assessment of crisis impact on employment* will better integrate gender concerns.

8. To foster women's entrepreneurship by contributing to women's economic empowerment and mainstreaming gender equality issues into enterprise development, the ILO is pursuing initiatives based on the Women's Entrepreneurship Development Programme (WED). WED is preparing new brochures, as part of the *Voices of Women Entrepreneurs* series, highlighting personal experiences of successful women entrepreneurs in Rwanda, Mali, Nigeria, Cameroon and Senegal and their actions in response to the crisis. The Forum on Women's Entrepreneurship Development (Cairo, October 2009) provides a platform for the integration of the Global Jobs Pact in Africa and offers women entrepreneurs space to exchange good practices on sustainable women-owned enterprises in the context of the current crisis and beyond.
9. With regard to skills development, a new initiative to upgrade skills of domestic workers and enhance their employability and living and working conditions was launched in India in July 2009. Developed in collaboration with the Government of India, this initiative views skills development as an entry point for professionalizing and organizing domestic workers. Training courses will be provided through public-private partnerships with technical support from the ILO, targeting 250 women and men trainees before scaling up.
10. The workshop on gaps, trends and current research in gender dimensions of agricultural and rural employment: differentiated pathways out of poverty (Rome, March-April 2009), jointly organized by the ILO, the Food and Agriculture Organization (FAO) and the International Fund for Agricultural Development (IFAD), identified challenges and analysed best practices regarding the gender dimensions of agricultural and rural employment to better support policy-makers. The findings will lead to the development of joint policy briefs, including one on making rural public works more gender-sensitive.

## Social protection

11. Effective social protection contributes to fair growth, social stability and enhanced productivity. The Conference conclusions recognize that social security is a powerful tool to alleviate poverty and inequality. The most efficient form of providing effective income security and access to health care is through the provision of social security benefits. These benefits will, in particular, support women in the informal economy, in precarious and irregular employment and those with family responsibilities. The ILO and the World Health Organization (WHO), in cooperation with other UN agencies, are leading an effort to develop a common concept of a social protection floor, which could consist of essential social services, a basic set of cash transfers and access to health care. Support mechanisms for countries to plan and implement sustainable social transfer schemes are being developed. The Tripartite Meeting of Experts on Strategies for the Extension of Social Security Coverage (Geneva, September 2009), further developed the social transfer component and confirmed that the social protection floor is a key element in the ILO's Global Campaign on Social Security and Coverage for All.
12. The Office is giving further consideration to gender-related questions about men's and women's specific occupational safety and health needs. New global estimates on occupational accidents and diseases, disaggregated by sex and age, are being compiled.



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The new estimates will be presented at the World Congress on Safety and Health at Work (Istanbul, 2011), where a session will be devoted specifically to gender and occupational safety and health. An updated version of SOLVE, a training package addressing the management of psychosocial problems at work, comprising violence and HIV/AIDS and leading to the development of a comprehensive policy at the enterprise or organization level, is being prepared. Training sessions are scheduled to start in 2011. In addition, the Office is planning to increase joint technical cooperation programmes on gender and HIV/AIDS to address the underlying structures that perpetuate gender inequalities and vulnerability to HIV infection.

13. With regard to working conditions, the Office continues to address issues relating to persistent unequal remuneration between women and men for work of equal value. An update of the first edition of the *Global Wage Report* includes an important gender pay-gap component, differentiating the impact of the economic crisis on wages for both women and men. In its efforts to promote decent working conditions for domestic workers and respond to the mounting work–family conflicts of workers with family responsibilities, the Office continues preparatory work for the standard-setting item on domestic workers to be discussed by the Conference in 2010 and 2011. By the end of 2009 it will release a publication on workplace partnerships for childcare, which seeks to help policy-makers and social partners to find practical solutions for childcare. Promotional activities envisaged to launch this publication include tripartite workshops. In the framework of the Office’s global and national strategies to promote the Millennium Development Goals (MDGs) 4 and 5 on newborn, child and maternal health through better maternity protection at work, a maternity protection resource kit is being prepared in partnership with the WHO. This tool will be pilot-tested in Cambodia, China, Philippines and United Republic of Tanzania.
14. The overall approach to the protection of migrant workers focuses on assistance in the formulation and implementation of gender-sensitive labour migration policies. Support to constituents to protect female migrant workers will focus on specific occupations, such as domestic work, and will be based on the Multilateral Framework on Migration.

## Principles and rights at work

15. The Conference conclusions state that international labour standards are a primary means to promote gender equality in the world of work for all workers. The ratification of fundamental Conventions continues to be part of the Director-General’s ratification campaign, which calls for universal ratification by 2015.<sup>3</sup> Accelerating the ratification and implementation of these Conventions is a priority, particularly in the light of the relevant outcomes of the Strategic Policy Framework 2010–15.<sup>4</sup> The conclusions call for a practical plan of action for the universal ratification of the Equal Remuneration Convention, 1951 (No. 100), and the Discrimination (Employment and Occupation) Convention, 1958 (No. 111); and for support for the ratification of the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), and the Right to Organise and Collective Bargaining Convention, 1949 (No. 98). Given the high ratification rates of the fundamental Conventions and the work that has been done in many countries to promote ratification, a more targeted approach will be used, taking into account the particular situation of each country.

<sup>3</sup> ILO: *Decent work: Some strategic challenges ahead*, Report of the Director-General, Report I(C), International Labour Conference, 97th Session, Geneva, 2008.

<sup>4</sup> See outcomes 14, 15, 16 and 17 in the Strategic Policy Framework 2010–15 (GB.304/PFA/2(Rev.)).

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16. Action to promote and implement other Conventions highlighted in the conclusions – the Workers with Family Responsibilities Convention, 1981 (No. 156), the Maternity Protection Convention, 2000 (No. 183), the Part-Time Work Convention, 1994 (No. 175) and the Home Work Convention, 1996 (No. 177) – will be determined on a case-by-case basis in response to the needs and demands of constituents and the comments of the supervisory bodies.
  17. The conclusions emphasize the need to strengthen national legislation and policies on child labour and to integrate gender perspectives into approaches towards combating its worst forms. Considerable work on the implementation of the Minimum Age Convention, 1973 (No. 138) and the Worst Forms of Child Labour Convention, 1999 (No. 182) has already been undertaken, particularly through the International Programme on the Elimination of Child Labour (IPEC), and will continue. The Global Conference on Child Labour in 2010 will emphasize the special situation of girls in child labour. The reference in the conclusions to the 1998 ILO Declaration on Fundamental Principles and Rights at Work offers an opportunity to contribute to work on the important gender dimensions of forced or compulsory labour.
  18. To support compliance efforts, strong and effective labour administration and inspection systems will be promoted. National and international networking will be encouraged in order to improve government capacity to monitor and enforce the application of policy, laws and regulations on gender equality. Training programmes targeting judges, labour inspectors and other government officials will be intensified, and new tools will be developed, so that a gender lens is applied to the implementation of equal employment opportunity and settlement of discrimination disputes. Training programmes of this nature conducted by the Turin Centre in recent years have shown positive results. A new global training package for labour inspectors that comprises gender equality as a cross-cutting theme is being finalized. The Office continues to assist member States by carrying out labour administration and inspection audits, including a review of how these government services reflect and enforce principles of gender equality.

## Social dialogue

19. Social dialogue and tripartism are essential policy tools to advance gender equality in the world of work at international, regional, national, community and enterprise levels. The Office has assisted many member States to establish tripartite dialogue institutions that have led to effective gender mainstreaming in social dialogue or labour policies. For example, in Argentina, Brazil, Chile, Paraguay and Uruguay, tripartite social dialogue bodies were created. They successfully supported the inclusion of gender dimensions into collective bargaining, addressing issues such as equal opportunities, the promotion of women in decision-making positions, work–life balance and equal pay. Lessons learned can be incorporated into a guidance tool for the establishment and functioning of such bodies, to be developed in cooperation with the Turin Centre.
20. The Office continues to support workers' and employers' organizations in building capacity with regard to policy-making, research and information dissemination on achieving gender equality in the workplace. One example is the comparative study on how gender equality issues are promoted through social dialogue under way in ten countries across all regions (for publication and dissemination by the end of 2009).
21. The sectoral dimensions of social dialogue will be strengthened. A forthcoming activity is the Arab States tripartite workshop for oil-producing countries (Beirut, late 2009) that aims at analysing the employment situation of women and young workers in the oil industry.

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## Knowledge and capacity building

22. The ILO Participatory Gender Audit is central to the efforts to assess and monitor the achievement of gender equality both within the Organization and in the world of work. This tool has assisted UN Country Teams in Africa and Asia in integrating gender into the “Delivering as One” programme. Training for gender audit facilitators will continue so that a multiplier effect is achieved and capacity created for constituents, national gender experts and UN staff.
23. Efforts across the Office’s statistics framework are continuing to improve capacity to track achievements in gender equality, using the Key Indicators of the Labour Market and for sex-disaggregated data analysis. The development of decent work indicators has been important in this respect. Reporting labour market data separately for men and women, including in areas such as gender provisions in collective agreements, women in leadership positions and precarious employment, will be promoted among constituents. Work is continuing to generate sex and age disaggregated data on forced labour and trafficking. IPEC’s Statistical Information and Monitoring Programme on Child Labour (SIMPOC), fully takes into account the gender dimensions in its methodologies.
24. As a response to the training and capacity-building needs expressed in the conclusions, the Turin Centre will maintain and update its regular residential and online course on *Mainstreaming gender issues in the world of work*, in a number of languages. Courses and dedicated workshops on gender budgeting will be held as required. Training activities on gender issues to address vulnerable groups in the framework of non-discrimination (including persons with disabilities, ageing populations and indigenous peoples) and on equal remuneration, tailored at the regional level, are being expanded.
25. While recognizing the substantial existing knowledge base, the Conference conclusions recall the continuing need for research into the determinants of persistent inequalities between women and men in the world of work. The annual *World of Work Report* (published by the International Institute for Labour Studies) will contribute to fill the knowledge gaps. Areas for new research could include: in-depth social policy analysis regarding the impact of the current crisis on certain vulnerable groups, such as female-headed households, and care work. A 2010 issue of the *International Labour Review* will focus on care work, analysing women’s labour market participation and its interaction with the distribution of unpaid care work at the household level.

## Development cooperation and partnerships

26. Through the development of outcome-based workplans, the Office will seek to steer necessary resources to gender equality outcomes both at the national and global levels, as well as to any identified needs for gender mainstreaming in technical cooperation programmes and projects. The ILO’s quality assurance procedures for technical cooperation will continue to appraise all programmes and projects for their contribution to gender equality and non-discrimination and the use of gender mainstreaming methodology. Gender equality will continue to be promoted through partnership agreements with donors, as a follow-up to the Conference conclusions and to meet the growing demand for technical assistance.
27. The UN reform process will be supported as gender equality is one of the five programming principles. In leveraging international partnerships, the Office will promote the benefits of social dialogue and the involvement of social partners throughout the UN system for attaining the goal of gender equality.

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**28.** The next ILO Action Plan for Gender Equality, to be presented in 2010, will reflect medium and longer term efforts to ensure implementation of the conclusions. Linkages between the conclusions and each outcome of the Strategic Policy Framework 2010–15 will help the Office chart longer term strategies and build on existing successful policies and programmes for promoting gender equality in the world of work. The Governing Body will be able to examine how the strategy integrates the conclusions when it considers the Director-General’s Programme and Budget proposals for 2012–13, to be submitted in 2011.

**29.** *The Governing Body may wish to request the Director-General to:*

- (a) communicate the Conference resolution concerning gender equality at the heart of decent work to the governments, employers’ and workers’ organizations of member States;*
- (b) take steps to give effect to the Conference conclusions concerning gender equality at the heart of decent work in a coordinated and efficient manner at headquarters and in the field, and report regularly to the Governing Body on progress and results achieved; and*
- (c) continue the follow-up actions outlined in this paper and develop new initiatives, in particular in the context of the current crisis.*

Geneva, 5 October 2009.

*Point for decision:* Paragraph 29.

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## Annex III

### Selected examples of progress achieved and lessons learned under the previous Action Plan 2008–09

The ILO gender policy calls for mutually-reinforcing action to be taken simultaneously on three fronts: staffing, substance and institutional mechanisms in the Office. For main achievements and challenges under the programmatic targets of the previous Action Plan, see the ILO Programme Implementation Report 2008–09.<sup>1</sup>

#### Staffing

During the period of the ILO Action Plan for Gender Equality 2008–09, women held 42.5 per cent of professional and higher-level positions among ILO staff<sup>2</sup> – as compared to 32 per cent ten years prior. At the end of 2009, seven family-friendly and/or gender-responsive measures and policies for ILO staff existed including on paternity leave, adoption leave and teleworking. And in 2006–07, only 23 per cent of job descriptions for regular budget vacancies at professional level had referred specifically to gender sensitivity – while at the end of 2009 this had risen to 30.3 per cent.

#### Substance

A stocktaking of implementation of the Action Plan 2008–09 highlighted some of the scores of field office and headquarters' initiatives to promote gender equality in the world of work. Among the many examples, these included a global project on Combating Inequalities and Discrimination in the World of Work; preparatory work for standard-setting on domestic workers; sensitization for senior government officials in Pakistan on women's employment concerns and related international labour standards; action-oriented research in 21 countries on microfinance for decent work; tools and information in French such as *Amélioration de l'apprentissage dans l'économie informelle: le cas du Mali*; an initiative on "Men as Partners in Reproductive Health through the Organized Workforce" in the Pacific Islands; the project on Workplace Partnerships for Childcare Solutions; the project on Promoting Decent Work and Gender Equality in Yemen; training of African labour courts and tribunals on better legal compliance to prevent HIV/AIDS and highlight gender issues; the project for MERCOSUR countries and Chile on Employment policies for Gender, Racial and Ethnic Equality; the "Equality and Diversity Training Package" for employers; and the *Trade Union Guide on Organizing Informal Workers* with a focus on women. A year-long campaign ending in 2009 on Gender Equality at the Heart of Decent Work was described by an external evaluator as, "Involving so many parts of the ILO and bringing together collaboratively so many aspects of the work of the organization – was itself a success for gender mainstreaming in the ILO and in promoting that message with the constituents".<sup>3</sup>

<sup>1</sup> *Joint Immediate Outcome to increase capacity of constituents to develop integrated policies and programmes to advance gender equality in the world of work* (GB.301/PFA/2), paragraphs 268–279, submitted for information to the Governing Body, Geneva, March 2010.

<sup>2</sup> *Composition and structure of the staff* (GB.307/PFA/9), submitted for information to the Governing Body, Geneva, March 2010.

<sup>3</sup> *Final and Independent Evaluation on "Gender Equality at the Heart of Decent Work: Harnessing the Full Potential of the 2009 International Labour Conference"*, by Noel Howell, Geneva, December 2009.

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## ***Institutional arrangements***

For many years only four of the five geographical regions were covered by at least one ILO gender specialist. At the end of end 2009 all five were covered by a total of eight specialists, a critical mass toward gender balance had been reached with over 30 per cent of gender focal points being men, and 34 per cent of focal points were middle management or above. Fourteen of 20 Decent Work Country Programme drafts or finalized texts examined during 2008–09 had featured some gender-inclusive indicators, compared to 2006–07 when only 17 of 30 did. The dissemination of the Participatory Gender Audit (PGA) methodology (including a facilitators’ manual, in several languages) and the training of gender audit facilitators were good practices. Many UN country teams and agencies had expressed keen interest in the PGAs, as had been the case for constituents at national level. During 2008–09, workshops to train PGA facilitators were held for UN staff in Cape Verde, Ethiopia, Malawi, Mozambique, Nigeria, Rwanda and Tanzania. During 2008–09, the UN Development Group recommended that the ILO participatory gender audits be used by UN country teams along with the UN Performance Indicators for Gender Equality and Women’s Empowerment, and the recently-issued UNDAF Guidelines refer to PGAs as a tool to help establish baselines and/or to assess progress in gender mainstreaming.<sup>4</sup>

## ***Lessons learned***

An independent evaluation of the Action Plan 2008–09, conducted in September–December 2009 by two external experts on results-based management and gender mainstreaming, recommended, among other things, the following:

- Strengthen accountability, especially of managers: Although the Director-General of the ILO was perceived by interviewees to proactively promote mainstreaming, it had not been adequately prioritized by some managers. For these reasons the Action Plan 2010–15 aligns with the ILO Accountability Framework, and planned mainstreaming-capacity building workshops will focus on managers.
- Use specific targets to build accountability: The Action Plan’s “enabling institutional mechanisms” should include quantifiable “minimum performance standards” with targets for 2013 and 2015. For this reason, the Action Plan 2010–15 includes these in the “enabling institutional mechanisms” section.
- Capacity building should mainstream gender: Good practices in building capacity to mainstream gender were cited by the evaluators, which included ITC–ILO courses on gender, ILO participatory gender audits, and Action Plan 2008–09 knowledge sharing workshops. However other trainings needed to mainstream gender. For this reason the Action Plan 2010–15 incorporates indicators on mainstreaming the management and leadership development workshops for ILO managers, as well as on mainstreaming into all ITC–ILO courses that do not specifically focus on gender.

<sup>4</sup> *The ILO and the Multilateral System* (GB.307/4(Rev.)), paras 30–31, submitted for information to the Governing Body, Geneva, March 2010.

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## Annex IV

### Introduction to the Strategic Policy Framework 2010–15

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

5. ... The vision underpinning the Strategic Policy Framework 2010–15... is founded on the experience that ILO tripartite constituents are able, separately and together, and as an Organization, to advance towards decent work and human conditions of labour for all working **women** and **men**.
16. The 2005 UN General Assembly stated, inter alia, that “We strongly support fair globalization and resolve to make the goals of full and productive employment and decent work for all, including for **women** and young people, a central objective of our relevant national and international policies as well as our national development strategies, including poverty reduction strategies, as part of our efforts to achieve the Millennium Development Goals”.<sup>1</sup>
25. [In reference to section entitled “The ILO in 2015”] By the end of the planning period, the ILO will best attend the needs of its constituents and will give effect to the Social Justice Declaration through realizing the following vision: ... [which includes] a strengthened ILO standards system, through more efficient, transparent and effective procedures, authoritatively supports the attainment of decent work for **women** and **men** across the world ...
32. **Gender equality** and **non-discrimination** are critical to achieve decent work for all and are central to all four strategic objectives. In the programme and budget documents, each outcome strategy will explain how **gender equality** and **non-discrimination** will be mainstreamed in achieving the outcome.
74. The Social Justice Declaration emphasizes that, to optimize the impact of the four strategic objectives, efforts to promote them should be part of an ILO global and integrated strategy for decent work. Beyond the [18 outcomes just defined] an additional outcome is established, which focuses on fostering policy coherence, partnerships and decent work outcomes in member States through an integrated approach to mainstreaming decent work.

<sup>1</sup> A/RES/60/1, para. 47.

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## Annex V

### Regional priorities in the Programme and Budget 2010–11

Following are the gender-related references (identified by paragraph number with relevant terms in bold for the purposes of this Action Plan) excerpted from the Programme and Budget 2010–15 section on “Regional priorities”.

#### Africa

81. In order for Africa to achieve its decent work potential, the priority is to realize labour market opportunities to create more and better jobs for **women and men**. The focus will be on rural employment, the **informal economy**, youth employment and child labour, **gender equality**, social protection, social dialogue and **rights at work**.
82. ... Most workers in the agricultural subsistence economy are **women** ... [Rural employment promotion] ... is also central to attaining the **Millennium Development Goals (MDGs)** and enhancing GDP growth, particularly given the global food price hikes and the repercussions of the financial and economic crisis in Africa ... Office support will focus on raising productivity, promoting sustainable enterprises, extending coverage of **rights at work**, social protection and social dialogue.
83. In some African countries, the share of the labour force in the **informal economy** reaches 90 per cent. Workers earn very low or highly volatile incomes that are often below national poverty thresholds, and they work in **precarious conditions**. Weakening global economic growth may lead to export decline and income reduction in the **informal economy** and rural areas. The Office will base its support to member States on the ILC resolutions concerning decent work and the **informal economy** (2002) and the promotion of sustainable enterprises (2007), and the **Employment Relationship Recommendation, 2006 (No. 198)**. [Concerning the **informal economy**] the Office will pursue an integrated approach which includes upgrading enterprises, developing skills, extending social protection, improving compliance with labour laws and safety regulations, and organizing workers and employers.
84. In sub-Saharan Africa, some 60 per cent of all unemployed persons are young **women and men**. The Office will support the implementation of the 2005 ILC resolution concerning youth employment by developing targeted policies and programmes on **gender-sensitive** training, education and skills development, entrepreneurship and enterprise development, cooperatives development, public/private employment-intensive investment programmes and access to social financial intermediation. The Office will also promote improved labour market information systems for developing responsive youth employment policies and programmes, with special emphasis on **women**, young people with disabilities and ex-combatants/returnees ...
86. The formal economy employs less than 5 per cent of **women**. Owing to **discrimination** and scarce employment opportunities, **women** tend to work in the **informal economy**, earning on average 33 to 50 per cent less than in formal employment. Support will be based on the ILO strategy to promote **women’s entrepreneurship**, which aims to reduce the vulnerability of **women’s enterprises** by improving working conditions, safety and health at work, social protection, organization, representation and voice, access to appropriate financial services, and by fighting all **gender-based discrimination**. This will remove underlying causes of [**women’s**] vulnerability rather than symptoms. The Office will support constituents to develop effective **gender equality policies and programmes** to increase labour market participation rates and decrease **wage differentials for women**. The conclusions of the **2009 ILC discussions on gender equality** will provide further guidance.
87. Since Africa is hardest hit by **HIV/AIDS**, programmes based on the 2009 ILC conclusions will be developed to fight the scourge in rural areas and in the **informal**



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**economy**. This will complement ongoing programmes that address **HIV/AIDS** in the formal sector.

88. ... Based on the Social Justice Declaration and the Decent Work Agenda for Africa (2007–15), tripartite constituents will be supported to facilitate the design and implementation of integrated development frameworks (including coherent macro and sectoral policies) anchored on basic **rights at work** and effective tripartism.

### **The Americas**

92. ... Furthermore, a large deficit remains in the quality of jobs, and there are significant gaps among the main indicators by **sex**, age, and ethnic origin ...
95. ... [The Office] will address the integration of socio-economic policies, the strengthening of cooperatives, micro, small and medium-sized enterprises, **gender equality**, the creation of green jobs, the strengthening of public employment services, the integration of **informal economy** workers into the formal economy and the implementation of policies that promote local economic development and sustainable enterprises.
96. As stated in the Social Justice Declaration, **fundamental rights** and international labour standards are essential to the promotion of decent work ...
99. ... [The region will maintain as fundamental priorities the strengthening of workers' and employers' organizations, modernization of labour administrations, promotion of tripartism and governance, and] in this context, and as a contributory factor in achieving economic and social progress, special emphasis will be placed on the promotion of good industrial relations and respect for the principles and **rights** concerning freedom of association and collective bargaining ...
100. ... Special attention will be given to policies aimed at ensuring basic social protection for the most neglected groups, including **informal economy workers**, migrant workers, **women**, the unemployed, indigenous people and excluded populations in general.

### **Arab States**

103. ... Almost every country in the region suffers from high unemployment, which mostly affects the young, the educated, and **women** ...
104. ... [The priorities for 2010–11] address the heightened socio-economic challenges faced in the region, which are exacerbated by the national economic growth trends, declining living standards and social **inequalities** resulting from the financial and economic crisis.
106. ... Moreover, to strengthen the region's capacity to survive further financial shocks, emphasis will be placed on developing an integrated set of policy interventions aimed at boosting employment, strengthening social protection mechanisms, establishing sound socio-economic policies based on social **rights** and social dialogue, promoting **gender equality** and **non-discrimination**, and focus on human development and decent work.
108. ... [Skills development] includes supporting national efforts to develop effective vocational rehabilitation delivery systems to better target young **women**.
109. ... This will be complemented by **women's** enterprise development and **gender equality** work in local area development, and the development of an entrepreneurship education curriculum ...
111. ... Advocacy efforts and support to normative reform will emphasize the themes of decent work, labour migration, governance, protection of migrant workers, promoting migration and development linkages, and expanding international cooperation using a **rights-based approach**.

### **Asia and the Pacific**

114. ... Within the five regional priorities for the Asian Decent Work Decade outlined below, and guided by the decisions of the Governing Body and the International Labour

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Conference, technical support will focus on addressing the effects of the financial and economic crisis and its expected impact on the real economy, targeting affected sectors or groups such as migrant workers, **women** and youth ...

115. ... Concerted efforts towards coherent policies are therefore essential for sustainable employment linking fast-growing industries with the **informal economy** and agriculture and supporting sustainable enterprise development ... Work on **gender-sensitive** statistical data and analysis to monitor progress towards decent work remains essential.
116. ... The Office will work to reinforce the knowledge and capacity of constituents and labour market institutions to use social dialogue and tripartism to address flexibility and security, **inequality** and poverty, and the growing **informal economy** ...
117. ... The Global Campaign on Social Security and Coverage for All will continue to support broader coverage of benefit schemes that reach out to all, in particular to **informal economy** workers, **women**, unemployed persons, migrant workers and the poor ... Improved working conditions, OSH and **HIV/AIDS concerns** will be addressed in operational strategies and policy responses.
119. ... Assistance will focus on bilateral agreement models on admission and employment of migrant labour and portability of social security benefits, best practices in regulating private recruitment agencies, survey methodologies for collecting information and assessing skills imbalances, improved job-matching through public employment services and skills qualifications, effective utilization of migrants' remittances, and increased capacities of labour administration and social partners to safeguard migrant workers' **rights**, particularly for **female** migrant workers and those in sectors adversely affected by the financial and economic crisis.

## **Europe and Central Asia**

120. ... The Office will help these countries to mitigate the employment, labour and social impacts of the crisis through policy advice and technical assistance, taking into account the **gender dimension**. [It will support the European Union candidate and pre-candidate countries as well as in Eastern European and Central Asian countries by assisting] in strengthening **workers' rights**, making enterprises more productive and sustainable, more able to create good quality jobs, improving the employability of workers and raising living standards.
123. Other objectives will include combating **discrimination** against vulnerable groups and violation of **workers' rights**, including trafficking in persons and child labour. This will be done through the promotion of ratification of **core ILO Conventions**, and of priority Conventions in other areas of decent work ...
124. ... Many new jobs are poorly paid, have low safety and health standards and are not covered by social security schemes, particularly in the **informal economy**. Low wages, unemployment and underemployment, **informal employment**, lack of social security coverage and poverty are widespread ... [The Office] will continue to help countries refine their employment and labour market policies, improve wage-setting mechanisms and address widening income **inequalities** ...
125. Protection of the **rights** of migrant workers, prevention of brain drain and promotion of the return of migrant workers through stronger job creation and the productive use of remittances in countries of origin, as well as integration of migrant workers in the host countries, will remain priorities. Persistent **gender equality gaps in employment and pay and reconciliation of work and family** will be explicitly addressed ... [The Office will analyse performance of reformed pension systems in Central Europe and] ... the lessons learned will be used to provide advice on improving pension schemes in other countries to help ensure decent benefit levels for retired workers and to extend coverage to **informal workers**, while maintaining the fiscal sustainability of the schemes.

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## Annex VI

### Participatory gender audits

The ILO uses participatory gender audits to promote individual and organizational learning on ways to mainstream gender in order to help achieve equality between women and men. A gender audit, which is conducted during a two-week period by a team of four trained facilitators, encourages dialogue and reflection among members of the organization, department or office that has volunteered to undertake this highly participatory exercise.

Audits use a self-assessment approach and take into account both objective data – gathered through a review of the unit’s internal and public documents – as well as perceptions including those of staff, management and clients. Workshops and interviews are held with members of the unit, and constituents are also consulted. At the end of the audit, a report is submitted to management and staff in order to share good practices identified in promoting equality between women and men, as well as challenges and recommendations. The report addresses, among other areas that are key to effectively mainstreaming gender, the following:

- mainstreaming gender as a cross-cutting concern within the unit’s objectives, programme and budget;
- existing gender expertise and competence;
- information and knowledge management on gender issues;
- choice of partner organizations;
- advocacy products and public image;
- staffing and human resources;
- organizational culture and its effects on gender equality.

Follow-up to the report and implementation of its recommendations are the responsibility of the audited unit.

In 2001 the ILO began using participatory gender audits as an internal assessment tool, which was the first such exercise of its kind in the UN system. Between 2003 and 2005, the audits were extended from ILO offices and work units to constituents: governments, and employers’ and workers’ organizations. By 2007 gender audits had gained momentum in their usefulness for promoting gender-responsiveness among constituents as their capacity was built in using them as a tool for policy formulation and programming within Decent Work Country Programmes. In 2008, the Inter Agency Network on Women and Gender Equality (IANGWE) found gender audits to be a useful self assessment tool and encouraged the ILO to link it further with the UN system-wide gender mainstreaming policy and strategy.

The ILO also began conducting gender audits for some UN “delivering as one” pilot countries at their request, and it is considering how to adapt the methodology to the needs of “delivering as one” contexts. UN Country Teams are increasingly requesting gender audits, as are individual UN agencies at country level. The Turin-based ILO International Training Centre regularly conducts courses for gender audit facilitators.