

**INTERNATIONAL LABOUR ORGANIZATION**

**Strategy for Gender Mainstreaming in the Employment Sector  
for the implementation of the  
ILO Action Plan for Gender Equality 2008-09**

**INTERNATIONAL LABOUR OFFICE  
GENEVA**

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## **Preface**

Gender equality is at the centre of the Employment Sector's mission to promote productive employment and decent work for men and women. As men and women experience the labour market differently we have an obligation to ensure that all of our activities have a positive influence on gender equality.

As such, this Gender Mainstreaming Strategy for the Employment Sector has been developed with the aim to ensure that gender equality is fully integrated into all our technical work related to formulation, implementation, monitoring and evaluation of employment policies, programmes, and other actions. This Strategy provides a framework to ensure that gender analysis and planning are introduced into all of our activities. It also provides the basis for better monitoring and impact assessment of gender mainstreaming in the Sector's outputs, especially those at the national level.

This strategy comes as the Employment Sector's commitment towards implementing the ILO Action Plan for Gender Equality 2008-09. This Office-wide Action Plan was overwhelmingly approved by the ILO Governing Body in November 2007. It provides for a participatory approach to mainstreaming for gender equality in the world of work. The Action Plan covers:

- A new methodology for analysis to ensure gender concerns are incorporated in planning, programming, implementation, monitoring and evaluation;
- Gender-sensitive data, and gender-specific development tools and indicators; and
- Implementation of gender balance in its personnel policy and practices.

Within this office-wide framework, the Employment Sector has developed this sector-specific strategy to ensure that its activities effectively reduce gender inequality in the world of work. This Strategy forms a tool to assist the Sector staff to better implement the Organization's policy on gender equality and gender mainstreaming.

**Mr José Manuel SALAZAR-XIRINACHS**  
Executive Director  
**Employment Sector**

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# PART ONE

## 1. Introduction

This document sets out the Employment Sector's vision and strategy to support achieving gender equality. It is part of the Sector's measures to implement the office wide ILO's Action Plan for Gender Equality 2008-09 which was approved by the Governing Body during November 2007. This Action Plan has been developed as a response to the 2008-2009 Programme and Budget (P&B) which identifies gender equality as a cross-cutting objective and where all ILO action should be applied with a gender lens.

The goal of this Sector specific strategy is to drive the ILO gender equality agenda of the ILO forward and reaffirm the Sector's commitment. The objective is to outline how gender dimensions will be systematically addressed across the entire Sector's work and by all its staff.

This Strategy refers to two inter-linked areas: (a) the substantive activities in terms of all its policies and programmes and; (b) the Sector's structure and procedures.

The Strategy outlines six priority areas. For each area it identifies specific actions and measures to be taken. These areas have been broadly aligned with the ILO Action Plan for Gender Equality and as such this document should be read in conjunction with the Office-wide Action Plan.

## 2. Background

Gender equality is at the heart of the ILO's Decent Work Agenda and the Global Employment Agenda (GEA). In 2000, the ILO adopted a Gender Policy and a Plan of Action for Gender Mainstreaming across the board in its programmes, structure and personnel. The 2006-2007 P&B included a **mainstreamed strategy on advancing gender equality**. This was more specifically articulated during the 2008-2009 P&B under Common Principles of Action: **"All ILO action will apply gender lenses to assess its potential and actual impacts on equality of opportunity and treatment for women and men in the World of Work."**<sup>1</sup>

At the international level, both the 1995 Beijing Platform for Action of the Fourth World Conference on Women and the 2006 UN Economic and Social Council Ministerial Declaration on Decent Work attach importance to promoting decent work and full employment for both women and men.

The ILO is currently implementing the Decent Work Agenda through Decent Work Country Programmes (DWCP). The GEA based employment component is being increasingly delivered in close collaboration with the UNDP and other UN organizations at the national level. During the recent years, the ILO has also taken action to integrate employment

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<sup>1</sup> ILO Programme and Budget (2008-2009)  
<http://www.ilo.org/intranet/english/bureau/program/download/pdf/08-09/pb.pdf>

concerns into the Poverty Reduction Strategy Papers (PRSP) formulated by the World Bank, in the efforts to put employment at the heart of national socio-economic policies in poor developing countries. In this regard, it is essential that employment and gender concerns be fully integrated into the national development and policy frameworks both through PRSP and UNDAF processes.

Within this context, the Employment Sector has a large role to play in ensuring that decent work materializes equally for both men and women. Indeed, the Employment Sector has some of the most viable gender-responsive product lines and has made substantial progress in making its work gender responsive during the last two biennia by producing a range of tools. The Sector also benefits from the achievements of over 20 years of ILO's experience in piloting research, advocacy, advisory services and technical cooperation, as well as information dissemination, in the domain of gender and employment.

In addition to gender specific outputs, the Sector is expected to mainstream gender in all of its work. A lot of efforts have been put in this direction. Some of these include: several workshops on capacity-building and gender mainstreaming, four Gender Audits, the management of the virtual Gender and Employment Help Desk, and an active network of gender and employment experts and Gender Focal Points representing various Units.

However, thus far there has been no formal Sector-wide gender mainstreaming strategy developed or adopted by the Sector Management. As such, efforts have not been systemically coordinated and there has been no overall mechanism established for monitoring and tracking the Sector's progress.

### **3. Definition of Gender Mainstreaming**

Gender mainstreaming as a strategy to achieve gender equality was also identified by governments at the Fourth World Conference on Women, held in 1995 in Beijing. Recent reviews and evaluations in a range of development organizations and agencies have demonstrated that gender mainstreaming had not been well understood or supported and thus has not been effective in translating policy commitments on gender equality into resources and implementation. Recommendations toward increased effectiveness include adopting a more strategic approach that analyses and identifies priority opportunities and entry points, rather than attempting to do everything, everywhere; strengthening institutional supports and accountability mechanisms for gender equality mainstreaming; paying attention to the internal/human resource policies as well as operational/programmatic dimensions of an organization's work; and providing the resources to support proper analysis, implementation, monitoring and evaluation.

*“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 of 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”.*

United Nations Economic and Social Council, 1997

## **4. Vision**

Gender equality is at the centre of the Employment Sector's mission to promote productive employment and decent work for men and women.

## **5. Objective**

To ensure that all the Sector's actions mainstream gender concerns and contribute to gender equality in line with the ILO Action Plan for Gender Equality 2008-09. This will entail the integration of gender concerns into the implementation of the Global Employment Agenda, of which the implementation strategy has been spelled out in the Vision Document.

## **6. Priority Areas**

1. Deliver gender responsive employment policies, strategies and programmes in Decent Work Country Programmes which are in line with the ILO Action Plan for Gender Equality 2008-09.
2. Strengthen gender mainstreaming capacity.
3. Share knowledge on gender and employment.
4. Improve gender monitoring, management and evaluation.
5. Create a more enabling environment for gender mainstreaming according to Human Resources (HR) rules.
6. Promote a gender sensitive workplace environment.

## **7. Implementation Measures**

### **7.1 Deliver gender responsive employment policies, strategies and programmes in the Decent Work Country Programmes and which are in line with the Gender Equality Action Plan**

Efforts will be made to fully integrate gender concerns into its technical work related to formulation, implementation and monitoring and evaluation of employment policies, strategies and programmes. The following steps will be considered:

1. Ensure gender desegregation of employment data and analysis.
2. Establish gender sensitive indicators for measuring the impact of employment policies, strategies and programmes, in cooperation with Office-wide efforts.
3. Ensure that all DWCP and Employment Sector Employment Plans are gender responsive.
4. Document on the outcome and impacts of the ILO technical work in promoting decent and productive employment with specific gender concerns.
5. Develop specific product lines and tools which are gender-responsive.

### **7.2 Strengthen gender mainstreaming capacity**

The Employment Sector staff's gender related knowledge and capacities remain uneven, and there still seems to be a need to continue further developing the knowledge and capacities of the staff to systematically integrate gender concerns in their respective areas of work. Hence,

the following measures should be considered:

1. Identify training needs of various departments to strengthen gender mainstreaming capacity.
2. Develop and apply intervention-specific gender guidelines and training manuals or modules, or integrate gender concerns in various capacity-building materials of the respective intervention areas of employment promotion.

### **7.3 Share knowledge on gender and employment**

The employment and gender team has developed a web-based **Information Database on Equal Employment Opportunities for Women and Men (EEO)** and a virtual **Help Desk on Gender and Employment** in close collaboration with GENDER. Other units, such as SEED, COOP and CRISIS also developed a series of gender specific tools. All these resources can be utilized for training and/or awareness-raising material both for ILO officials and constituents. These could also be a source of inspiration for replication elsewhere. Such initiatives need to be continued and sustained in order to contribute towards the overall ILO-wide efforts towards knowledge sharing in general and gender and employment in specific.

1. Bring visibility to gender and employment products on the ILO website in order to facilitate ease of reference, information searches and dissemination.
2. Continue sharing relevant information on innovative initiatives and new publications/tools that are developed through both the ILO Gender Network and the Sector's normal information dissemination channel provided by the Sector's Documentation Centre.
3. Enter relevant data on innovative initiatives and new publication/tools on the Information Database managed by GENDER.
4. Organize thematic seminars, inviting outside experts as well as project experts from the field to make presentations on emerging gender and employment issues.
5. Maintain and update the gender coordination common drive.

### **7.4 Improve gender monitoring and evaluation**

As part of the Office-wide efforts, particularly by GENDER and PROGRAM to develop evaluation and monitoring tools and indicators, the Sector will identify its own employment specific gender indicators for monitoring and evaluation. The system should not be too work-intensive in terms of the time required to implement. It should also be part and parcel of the overall programme and project monitoring and evaluation systems, i.e. not to create a parallel Monitoring and Evaluation (M&E) system.

1. Improve the design of gender indicators in P&B proposals in the future biennium.
2. Ensure that management meetings review progress in the implementation of gender mainstreaming in the Sector on a regular basis.
3. Prepare a progress report on the implementation of the Gender Mainstreaming Strategy, plus interim updates on specific issues, circulate it to the Sector's Senior Management and Unit Chiefs, and post it on the Intranet.

### **7.5 Create a more enabling environment for gender mainstreaming according to HR rules<sup>2</sup>**

It is important that the Sector's Management further renew their commitment to ensure that gender equality concerns are fully integrated into the Sector's work, structure and personnel.

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<sup>2</sup> This priority area is reflected in the ILO Action Plan for Gender equality 2008-2009 p. 9-11. As such this section is a reaffirmation of the Sector's Commitment.



## **7.6 Encourage a family friendly environment and better work life balance<sup>3</sup>**

Aspects under work life balance will be taken into consideration.

## **8. Institutional mechanisms for implementation**

### **8.1 Roles and responsibilities**

The overall implementation, monitoring and evaluation of the Gender Mainstreaming Strategy will rest with the Sector's Management, including all line managers, which will be supported by the Sector's Gender Network.

The Sector's Gender Network (gender coordinator and gender focal points) will promote and guide the implementation of the strategy. In addition to providing overall support for mainstreaming gender equality in employment, they will be resource persons for various actions that would need to be taken, and as and when appropriate, joint work and collaboration between programmes will also be encouraged.

The ILO Bureau for Gender Equality, the field's gender specialists and colleagues in the ILO International Training Centre in Turin will provide technical inputs to the work related to promoting gender perspectives in the respective Employment Sector's programmes' and units' work.

The ultimate responsibility and accountability for the implementation of this Gender Mainstreaming Strategy rests with the Executive Director, Department directors and line managers. Responsibility for implementation in daily work rests with each and every staff member. All managers are responsible and accountable for providing active leadership in implementing this strategy and ensuring that all staff members:

- (i) are aware of this responsibility;
- (ii) are capacitated to carry it out;
- (iii) achieve the goals and targets set out in this strategy in their field of responsibility.

### **8.2 Meetings and reports**

Meetings of Sector's Gender Network will take place every two months, or as required, and the Network members will meet with the Executive Director on a six-monthly basis to keep track on the overall implementation of the Gender Mainstreaming Strategy.

There will be an annual work plan and six-monthly progress report.

### **8.3 Resources**

It is proposed that the Sector Management support the implementation of this strategy through earmarking a modest budget at both the sector and department levels. This could include, for example, the cost of an intern and the use of the staff development fund for training and seminars.

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<sup>3</sup> Ibid.

## PART TWO

### Strategy for Gender Mainstreaming in the Employment Sector: Summary matrix<sup>4</sup>

<i>Key Priority area</i>	<i>Measures</i>	<i>Outputs</i>	<i>Time Frame</i>	<i>Responsibility</i>
<b><i>1. Deliver gender responsive employment policies, strategies and programmes in Decent Work Country Programmes and which are in line with the Gender Equality Action Plan</i></b>	1.1 Ensure gender desegregation of employment data and analysis	All Sector products and programmes are gender sensitive and identify whether and how progress has been made.	Continuous	All sector staff
	1.2 Establish gender sensitive indicators for measuring the impact of employment policies, strategies and programmes, in cooperation with Office-wide efforts	Sector level guidelines on how to utilise gender sensitive indicators exist. <sup>5</sup>	Mid 08	Sector gender network with GENDER
	1.3 Ensure that all DWCP programmes and employment sector Employment Plans are gender responsive	Gender equality tools and approaches are applied as an integral part of the Sector's work at the national level.	Continuous	All sector staff
	1.4 Document on the outcome and impacts of the ILO technical work in promoting decent and productive employment with specific gender concerns	A publication on good practices on gender mainstreaming is available and which includes sections on each of the sector's departments.	End of 09	Sector gender network (with consultant support)
	1.5 Develop specific product lines and tools which are gender-responsive	The forthcoming employment strategy guidelines will be gender	Early 09	CEPOL

<sup>4</sup> This key priority is synchronized with Annex One of the ILO Action Plan for Gender Equality 2008-09 which addresses each of the key results areas in the ILO P&B 2008-09 strategic objectives, p. 21-22. Also see also Annex One.

<sup>5</sup> In addition, specific training to improve capacity of staff in gender desegregated data is needed. See 2.1 on strengthening gender mainstreaming capacity.

		sensitive possibly through an additional module.  Global Employment Trends for Women will be systematically produced with specific.	Early 09	EMPTRENDS
<b>2. Strengthen gender mainstreaming capacity</b>	2.1 Identify training needs of various departments to strengthen gender mainstreaming capacity  2.2 Develop and apply intervention-specific gender guidelines and training manuals or modules, or integrate gender concerns in various capacity-building materials of the respective intervention areas of employment promotion	Each Department will prepare a training needs assessment. Department proposals will be integrated in the capacity building and training plans of the sector.  Guidelines for gender mainstreaming of the GEA.	Continuous  November 08	Gender coordinator, gender focal points training coordinators and managers  CEPOL
<b>3. Share knowledge on gender and employment</b>	3.1 Bring visibility to gender and employment products on the ILO website in order to facilitate ease of reference, information searches and dissemination  3.2 Continue sharing relevant information on innovative initiatives and new publications/tools that are developed through both the ILO Gender Network and the Sector's normal information dissemination channel provided by the Sector's Documentation Centre  3.3 Enter relevant data on innovative initiatives and new publication/tools on the Information Database managed by GENDER.  3.4 Organize thematic seminars, inviting outside experts as	A new employment and gender section of created and maintained.  Documentation Centre has a section on gender and coordinates with GENDER on other resources.  All sector outputs related to gender exist on GENDER data base.  A thematic seminar organised every	Continuous  Continuous  Continuous  Continuous	Sector gender network with Intern and MSU  MSU/Documentation Centre Sector gender network/documentation centre  Sector gender network/web administrator  Sector gender

	<p>well as project experts from the field to make presentations on emerging gender and employment issues.</p> <p>3.5 Maintain and update the gender coordination common drive</p>	<p>three months.</p> <p>Gender coordination common drive has all updated relevant information.</p>	<p>Continuous</p>	<p>network</p> <p>Gender coordinator/ Intern/MSU</p>
<p><b>4. Improve gender monitoring and management</b></p>	<p>4.1 Improve the design of gender indicators in P&amp;B Proposals in future biennium</p> <p>4.2 Ensure that management meetings review progress in the implementation of gender mainstreaming in the sector on a regular basis</p> <p>4.3 Prepare a progress report on the implementation of the Gender mainstreaming Strategy, plus interim updates on specific issues, circulate it to the Sector's Senior Management and Unit Chiefs, and post it on the Intranet</p>	<p>Outcome coordinators report better on gender mainstreaming through regular reporting mechanism.</p> <p>Gender mainstreaming is on the agenda of the Senior management meetings every six months.</p> <p>Six-monthly up-date on progress is presented to the senior management.</p>	<p>Continuous starting March 08</p> <p>Continuous</p> <p>Every six months</p>	<p>Outcome coordinators</p> <p>Senior management</p> <p>Gender coordinator</p>
<p><b>5. Create a more enabling environment for gender mainstreaming according to HR rules</b></p>	<p><i>This priority area is reflected in the ILO Action Plan for Gender equality 2008-2009 p. 9-11.</i></p>		<p>Continuous</p> <p>Continuous</p>	<p>Executive Director and all line managers</p>
<p><b>6. Promote a gender sensitive workplace environment</b></p>	<p><i>This priority area is reflected in the ILO Action Plan for Gender equality 2008-2009 p. 9-11.</i></p>		<p>Continuous</p>	<p>Executive Director and all line managers</p>

## **Annex One**

**Gender equality results in the ILO's Programme and Budget for 2008-2009: Strategic Objective Two**

**Strategic Objective No. 2: Create greater opportunities for women and men to secure decent employment and income**

*2003 Global Employment Agenda provides framework for ILO work on employment, guided by Employment Policy Convention, 1964 (No. 122), and other international labour standards concerning employment promotion*

Outcomes (intermediate)	Outcomes (immediate)	Indicators (and targets)	Strategy and activities <sup>1</sup>
<b>Explicit focus on gender equality – Concerned with advancing rights and equality between women and men – appears at indicator and/or strategy level (<i>italicized for the Action Plan</i>)</b>			
2a. Coherent policies support economic growth, employment generation and poverty reduction	<p>2a.1. Increase constituent capacity to develop policies and policy recommendations focused on job-rich growth, productive employment, and poverty reduction</p> <p>2a.2. Increase member State and development partner capacity to develop and implement policies and programmes on employment-intensive investment focusing on infrastructure</p> <p>2a.3. Increase member States' capacity to develop policies or programmes focused on youth employment</p>	<p>5. Number of member States in which constituents and financial institutions apply ILO tools and products to develop policies focused on increasing access to financing <i>among ... women</i> (target is 5 in Africa and 5 in other regions)</p> <p>6. Number of member States that apply ILO technical assistance, data, training, tools or methodologies to develop policies, national action plans or programmes that promote productive employment, rights at work, and/or adequate social protection for <i>young women and men</i> (target is 7 in Africa and 8 across other regions)</p>	<p><i>Gender equality tools and approaches will be an integral part of the strategy ... to enhance capacity of tripartite constituents</i> (169)</p> <p>Underpinning this strategy will be further development of the ILO's knowledge base and of constituents' capacity in four fields, <i>including the gender dimension of the employment outcome of economic policies as well as of labour market policies</i> (178)</p> <p><i>The gender dimension of the labour market will be given specific attention</i> (179)</p> <p>The quality of employment <i>and gender equality</i> in infrastructure development in formal and informal sectors will be raised by integrating labour standards and improved labour practices into procurement systems and legislation (182)</p> <p>The capacity of community associations, <i>women and youth groups ...</i> for sustainable job creation will be raised (183)</p>
2b. Workers, employers and society benefit from the wider availability of relevant and effective skills development and employment services	<p>2b.1. Increase member State and constituent capacity to develop or implement training policies</p> <p>2b.2. Increase member State capacity to develop or implement employment services</p>	<p>7. Number of member States in which constituents develop new, or modify existing, training policies to make them more responsive to the labour market or technical development, and to make them more accessible to <i>those discriminated against in the labour market</i> (target is 9 in Africa and 9 across other regions)</p> <p>8. Number of member States that improve public employment services or the regulatory environment of private employment services to make them more responsive to the labour market or more accessible to <i>those discriminated against in the labour market</i> (target is 3 in Africa and 3 across other regions)</p>	<p>The ILO will (also) give particular attention to disadvantaged young people, <i>women, informal economy workers</i> (implicit), people with disabilities, migrants and other <i>socially disadvantaged women and men</i> (190)</p> <p>The programme will (also) assist countries in developing <i>gender-responsive national legislation</i> to regulate the operations of private employment agencies (191)</p> <p>In Africa, the programme will promote training and skills development as a cross-cutting strategy, with a specific focus on youth employment and <i>women entrepreneurship</i> (192)</p> <p>In Asia and the Pacific, technical support will be provided to develop flexible and <i>gender-sensitive skills training packages and guidelines</i> (192)</p>

**Strategic Objective No. 2: Create greater opportunities for women and men to secure decent employment and income**

*2003 Global Employment Agenda provides framework for ILO work on employment, guided by Employment Policy*

*Convention, 1964 (No. 122), and other international labour standards concerning employment promotion*

Outcomes (intermediate)	Outcomes (immediate)	Indicators (and targets)	Strategy and activities <sup>1</sup>
<p><b>Explicit focus on gender equality – Concerned with advancing rights and equality between women and men – appears at indicator and/or strategy level (<i>italicized</i> for the Action Plan)</b></p>			
<p>2c. Sustainable enterprises generate productive jobs</p>	<p>Outputs relate to increasing the capacity of constituents and other organizations to develop:</p> <p>2c.1. Policies or regulations that generate more and better jobs in sustainable enterprises and cooperatives</p> <p>2c.2. Programmes for local economic development and upgrading of value chains and enterprises that generate more and better jobs</p> <p>2c.3. Increase the capacity of member States to develop post-crisis recovery programmes</p>	<p>9. Number of constituents and other organizations that apply ILO technical assistance, training or tools to develop policies or regulations focused on promoting small enterprises and cooperatives</p> <p>10. Number of constituents and other organizations that apply tools or methodologies to develop programmes focused on local economic development, value chain upgrading or improving workplace practices</p> <p>11. Number of organizations and multinational enterprises that apply ILO technical assistance or training to integrate ... Tripartite Declaration of Principles ... within their programmes, operations and organizational policies</p> <p>12. Number of member States in crisis situations that apply a coordinated package of ILO technical assistance, tools or approaches to develop employment-centred reconstruction and recovery programmes</p>	<p>The programme includes targeted support to high potential but traditionally disadvantaged groups <i>like women</i>, young people, indigenous people and low-income persons in rural areas (195)</p> <p>Respect for <i>workers' rights and gender equality</i> will be ensured in promotion of an enabling environment for enterprise creation, growth and quality employment generation, through levelling playing fields for entrepreneurs (196)</p>
<p><sup>1</sup> Bracketed numbers relate to paragraphs in the Programme and Budget for 2008–09</p>			

## **Annex Two**

### **Employment and Gender Related Tools and Products in the Employment Sector<sup>6</sup>**

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<sup>6</sup> Last updated in January 2009.



## 1. Research and Publication

### MANAGEMENT SUPPORT UNIT

- *Mainstreaming gender into the Global Employment Agenda*, Jill Rubery, Employment Sector, ILO, 2005.

### EMP/ENT-WEGDE

#### Reports:

- *Gender issues in micro and small enterprises in Lao, PDR*, 2006.
- *Gender issues in micro and small enterprises in Cambodia*, 2006.
- *Building Entrepreneurial Capacity for Returnee and Refugee Women in Angola and Mozambique*, ILO and UNHCR, 2006.
- *Support for Growth-oriented Women Entrepreneurs in Cameroon*, ILO, 2006.
- *Support for Growth-oriented Women Entrepreneurs in Ethiopia*, ILO, 2005.
- *Support for Growth-oriented Women Entrepreneurs in Tanzania*, ILO, 2005.
- *Support for Growth-oriented Women Entrepreneurs in Kenya*, ILO, 2005.
- *Micro-finance and micro-enterprise development: Their contribution to the economic empowerment of women*, ILO, 2005.
- *Assessing the Enabling Environment for Women in Growth Enterprises: An AfDB/ILO Integrated Framework Assessment Guide*, ILO, 2004.
- *The Challenges of Growing Small Businesses: Insights from Women Entrepreneurs in Africa*, ILO, 2004.
- *Supporting Growth-Oriented Women Entrepreneurship in Ethiopia, Kenya and Tanzania: An Overview Report*, ILO/AfDB, September 2004.
- *L'entrepreneuriat Féminin dans les îles de l'océan Indien*, ILO, Antananarivo, 2004.
- *Gender and Entrepreneurship; Getting the Policy Environment Right*, ILO, Working Paper No. 15, 2001.

### ILO/CRISIS

#### Reports :

- *Género en la Crisis Argentina, Análisis del Impacto y Estrategias de respuesta 2001-2003*, Working Paper No. 14, ILO, 2004.
- *Gender and Natural Disasters*, Working Paper No. 1, September 2003.
- *Gender and Armed Conflict*, Working Paper No.2, 2001.
- *Capitalizing on Capacities of Afghan Women: Women's Role in Afghanistan's Reconstruction and Development*, Working Paper No. 4, December 2001.
- *Selected issues papers, Crises, Women and other Gender Concerns*, Working Paper No. 7, February 2002.
- *Gender and Financial/Economic Downturn*, Working Paper No. 9, October 2002.
- *Female-Headship in Eastern Sri Lanka: A Comparative Study of Ethnic Communities in the Context of Conflict*, Working Paper No. 10, April 2003.
- *The Survival Strategies of Sinhala Female-Heads in Conflict-Affected Eastern Sri Lanka*, Working Paper No. 11, April 2003.
- *Gender Guidelines for Employment and Skills Training in Conflict-Affected Countries*, March 1998. Also available in French and Spanish.
- *Gender in crisis response: A guide to the gender-employment-poverty link*, ILO, Geneva, 2004.

- *Building entrepreneurial capacity for returnee and refugee women in Angola and Mozambique*, 2006.
- *Red shoes. Experiences of girl-combatants in Liberia*, ILO, 2006.
- *Poverty and Employment in Crisis Situations: The Gender Dimensions*, 2003.
- *Gender in Crisis Response Fact Sheet*, ILO, 2003.

### **EMP/POLICY-CEPOL**

#### *Reports:*

- *Women, Gender and the Informal Economy: An assessment of ILO research and suggested ways forward*, Sylvia Chant and Carolyn Pedwell, ILO, Geneva, 2008.

### **GENPROM, EMP/STRAT**

#### *Reports:*

- *Global Employment Trends for Women*, ILO, Geneva, March 2008.
- *Global Employment Trends for Women*, ILO, Geneva, March 2007.
- *Global Employment Trends for Women*, Geneva, 2004.
- *School-to-work transition of youth in Sri Lanka*, Ed. S. S. Hettige, Markus Mayer, Maleeka Salih, Employment Strategy Papers, No. 05/19, ILO, 2004. Similar reports are also available to countries such as Egypt, Syria, Nepal, Indonesia and Kosovo.
- *Report of survey on the school-to-work transition in Indonesia*, Gyorgy Sziraczki and Annemarie Reerink, Series on Gender in the Life Cycle, Working Paper No. 14 ILO, Geneva, 2003.
- *Report of survey on the school-to-work transition of young women and men in Vietnam*, Series on Gender in the Life Cycle, Working Paper No. 14, ILO, Hanoi, 2004.
- *National Report for Tanzania: Promoting the Linkages between Women's Employment and the Reduction of Child Labour*, Series on Gender in the Life Cycle ILO, Geneva, 2003.
- *The Linkages between Women's Employment, Family Welfare and Child Labour in Nepal*, Series on Gender in the Life Cycle, Working Paper No. 12, ILO, Geneva.
- *Household study of Nicaraguan migrant women*, Sonia Agurto and Milagros Barahona, Series on Gender in the Life Cycle, ILO, Managua, July 2001.
- *Gender inequalities, economic growth and economic reform: A preliminary longitudinal evaluation*, Nancy Forsythe et al, ILO, Geneva, 2003.
- *Household Study of Nicaraguan Women Who Have Emigrated to Costa Rica Seeking Employment*, Series on Gender in the Life Cycle, ILO, Managua, 2001.
- *Series on Women and Migration: 10 Working papers covering United Arab Emirates, Sri Lanka, Italy, Japan, Nicaragua, Nigeria, Philippines, Costa Rica, Bolivia and Ethiopia.*
- *Women and Men in the Informal Economy: A Statistical Picture*, ILO, Geneva, 2002.
- *Realizing decent work for older women workers*, Donna Smith, Geneva, ILO, 2000.
- *The dynamics of the labour market and employment in Bangladesh: A focus on gender dimensions*, Rushidan Islam Rahman, with assistance of Naoko Otobe, Employment Strategy Papers, No. 05/13, ILO, Geneva, 2005.
- *Wage inequality by gender and occupation*, Marva Corley, Yves Perardel and Kalina Popova, Employment Strategy Papers, No. 05/ 20, ILO, Geneva, 2005.
- *Globalization, Economic Policy and Employment: Poverty and gender implications*, James Heintz, Employment Strategy Papers, No. 06/3, ILO, Geneva, 2005.

## **SKILLS**

### *Reports:*

- *Link and learn: Inclusion of women with disabilities in the ILO Women's Entrepreneurship Development and Gender Equality Programme (WEDGE)*, Maureen Gilbert, progress assessment in four African countries, ILO, Geneva, 2007.

## **2. Manuals/Training Guides**

- *More and Better Jobs for Women: An action guide*, Lin Lean Lim, an ILO follow-up to the Fourth World Conference on Women and the World Summit for Social Development, ILO, Geneva, 1996.
- *Gender and Employment Policies: Guidelines for Policy Formulation for ILO Staff and Constituents*, (Geneva, ILO, forthcoming).

### **EMP/ENT-WEDGE**

- *Improve Your Exhibiting Skills*, IYES, 2006.
- *Women's Entrepreneurship Development Capacity Building Guide*, ILO International Training Centre, Turin, 2006.
- *GET Ahead for Women in Enterprise Training Package and Resource Kit*, 2004.
- *Female and Male Operating Services Checklist*, 2007.
- *Organizing Promotional Events for Women Entrepreneurs: A Guide*, ILO Addis Ababa, 2008.

### **EMP/ENT-COOP**

- *Leadership Training Manual for Women Leaders of Co-operatives*. This training manual was developed jointly by the International Cooperative Alliance Regional Office for Asia and the Pacific through its Regional Women's Committee.

### **EMP/INVEST**

- *The Window of Opportunity: Strategies for enhancing women's participation in technical cooperation projects*, WID Occasional Paper No. 3, ILO, Geneva.

### **ILO/CRISIS**

- *ILO Crisis Response Trainer's Guide*, ILO, Geneva, 2003.
- *ILO Guidebook for Socioeconomic Reintegration of Ex-combatants*, (ILO, Geneva, forthcoming).
- *Toolkit for ILO Crisis Response*, (ILO, Geneva, forthcoming).

### **GEMPROM, EMP/STRAT**

- *A Guide on Employment of Older Women Workers in Estonia*, GEMPROM Series on Gender and Life Cycle, ILO, Geneva, 2004.
- *Measuring Gender Dimensions of the World of Work in Bangladesh: A training guide*, ILO, 2006.
- *Identification of Economic Opportunities for Women's Groups and Communities*, Series on Gender and Employment, ILO.
- *Preventing discrimination, exploitation and abuse of migrant women workers: An information guide*, ILO, Geneva, 2003.

## **SKILLS**

- *Career Guidance Handbook*. Specific attention to gender concerns was included in the chapter on Understanding the Country Context. In addition, a group of websites with career guidance information specifically tailored for women was included in the inventory of websites included in the Handbook. Attention was paid that the entire text was gender sensitive.
- *Guide to Private Employment Agencies: Regulation, Monitoring and Enforcement*. This guide was published in 2007 and gender considerations were taken into account in the guide.
- *TREE Manual: A Generic Guide to Rural Skills Training*. A draft of the manual has been prepared and has integrated a gender module. This is on-going work and the manual will be finalized before the end of the year.

## **OTHERS**

- *ILO strategy on promoting women's entrepreneurship development*, Committee on Employment and Social Policy, ILO, Geneva, March 2008.

### **3. On-going Research**

#### **EMP/ENT-WEDGE**

- *Basic research in women entrepreneurs in Uganda and Kenya*. Similar to research done in Ethiopia, Tanzania and Uganda in 2003.
- *Assessments of the enabling environment for women entrepreneurs in Central Asia*.

#### **SKILLS**

- A review of ILO approaches on gender and skills development in a number of ILO technical cooperation projects, including projects undertaken by ILO units beyond the Employment Sector, and an analysis of the findings (work in progress). The next step will consist of packaging the information in a user-friendly format so that it can be disseminated and hopefully contribute to a greater understanding by ILO staff and constituents on ways to improve equal opportunities for men and women in training and employability.
- An action research *Gender Dimensions of Skills Development in Kosovo* addressed the question of whether skills development systems in Kosovo were providing young and adult women and men with appropriate skills and equal access to training and employment. The research analyzed the Kosovo labour markets, the educational and training systems and barriers affecting access to skills development and employment as well as policies aimed at reducing inequalities. The results of the action-research, combined with the data resulting from a school-to-work transition survey, will be published in a working paper on gender, skills and youth employment.
- Desk review of technical cooperation projects using ILO's CBT/TREE methodology. This is on-going work and is a comprehensive review of seven countries' experiences in implementing the Community-Based Training/Training for (Rural) Economic Empowerment (CBT/TREE) methodology. It also shares lessons learned which may set the conditions for improved effectiveness and sustainability of the projects. Some mini-cases were also prepared and one specifically focused on examples of gender interventions in these projects.

### **EMP/POLICY-CEPOL**

- *Globalization, macroeconomic change and employment: Gender differentiated analysis of the impacts in selected countries.* This is not focused on gender per se, but an attempt to see how the macroeconomic change may affect employment and income of men and women differently in different scenarios in selected countries.

## **4. Technical Cooperation Projects**

### **EMP/ENT-WEDGE**

- Virtually all WEDGE's activities have been funded from the ILO-Irish Aid Partnership Programme. Up to and including 2004 this was focused on Ethiopia, UR Tanzania and Zambia. From 2005 onward it has been expanded to include activities in Kenya, Uganda, Lao PDR and Cambodia. There have also been some regional African activities.
- WEDGE has also backstopped a Women Entrepreneurs Development programme in Banda Aceh, also funded by Irish Aid. This began in September 2005 and will run until August 2006.

### **EMP/ENT-COOP**

- TC project RAF/04/51M/NET FORCE/LCP has covered 27.463 poor persons, 90% from this number are women. They have benefited from project experiences in capacity building and employment creation fields.
- TC project "Empowerment of women entrepreneurs, by supporting the vitalization of the traditional handicraft sector in Northern Albania", funded by AGFUND.

### **GENPROM, EMP/STRAT**

- "Promoting decent work for women workers in India", ILO, May 2001 - June 2003.

### **SKILLS**

EMP/SKILLS is involved in **technical cooperation** activities that include the promotion of access to literacy, vocational and entrepreneurial skills for both men and women, so as to improve their employability and earning potential. A few examples of projects:

- "Developing Entrepreneurship among Women with Disabilities" project has developed a strategy to support women with disabilities and women with disabled dependents in improving their standard of living through training in micro-enterprise skills, vocational skills training as well as access to credit and business development services. A key element of the strategy is the involvement of the disabled persons' organizations and women with disabilities in the project management and in carrying out project activities. The project started in Ethiopia and was extended to Kenya, Tanzania, Uganda and Zambia. During the project, women with disabilities took part in some training courses provided for women entrepreneurs as part of another project Promoting WEDGE. The success of the inclusion activities subsequently shifted the focus of the project to support the participation of women with disabilities in as many WEDGE training activities and events as possible. The project has recently been extended with a slightly different focus and covering also Asian countries (Lao, Cambodia and Viet Nam) under the name of INCLUDE.

- The Training for Rural Economic Empowerment (TREE) Projects in Pakistan, the Philippines and Sri Lanka have implemented a model on community-based skills training for income generation and employment creation for the most marginalized groups in diverse, geographical areas. In Pakistan and the Philippines, the rural populations have suffered from peace and security issues while those in Sri Lanka were groups who were affected by the tsunami. Many of the target beneficiaries of the projects were women who had benefitted from skills training and employment through post training services and assistance. To empower poor women in Pakistan, the project used an approach to encouraging the husbands, fathers and brothers to let the women participate in the training activities. The national manuals developed under the projects have integrated gender concerns and activities.
- Skills Training for Gainful Employment (STAGE) is an on-going project implemented in Timor Leste to contribute to poverty alleviation and economic growth by building a national capacity to deliver demand driven enterprise and skills training and contribute to income generating activities for women and men in the communities. To ensure a gender balance in project implementation, it established a gender disaggregated vocational training and enterprise skills development management information system and mainstreamed gender issues in the programme workshops and committees.
- The ILO has completed the pilot-testing and adaptation of a gender-responsive implementation of its *Community Based Training (CBT)* methodology in the context of Bangladesh through a technical cooperation project entitled *Skills Training and Employment Promotion for Women through Strengthening of Technical Training Centres*. A key strategy of the approach was raising gender awareness and promoting an enabling environment supportive to women's pursuit of economic activities, including in non-traditional trades, thus creating opportunities for them to enter into more lucrative fields. A CBT Manual entitled *Community Based Training (CBT) for Employment and Empowerment – A Gender Responsive Implementation* documents the experience of the project and provides guidelines and resource materials. Also, a document entitled *Lessons learned in Bangladesh* has been prepared with a view to linking the lessons learned from the grassroots experience to promote gender-sensitive vocational training and employment policies in order to sustain impact.
- The project “Skills development for the reconstruction and recovery of Kosovo” aims to establish a training delivery system for workers and unemployed adults, as well as build the capacity of Kosovar labour-related institutions in providing counselling, guidance and other assistance to unemployed persons.
- In the “Afghanistan Employment Centres” project, the needs of women, particularly educated or skilled women, are being taken into account as they seek to enter the workforce. The project continues to closely work with the ILO project on “Re-entry of Afghan Women into the Labour Market” and liaises with the Ministry of Women's Affairs and Afghan Women's Business Association and UNIFEM.

- The incipient operationalizing pro-poor growth project aims to develop gender-sensitive policies and tools for ILO constituents to improve skills and employability of vulnerable groups, in particular young women and men, to be productive workers in value chains with high employment potentials.
- The project “Alleviating Poverty through Peer Training” (APPT) was implemented by the ILO in Cambodia in 2002-2008. It successfully tested a methodology called Success Case Replication (SCR), which is particularly suited to people with disabilities, women and individuals in remote rural areas or those who have otherwise limited or no opportunities to skills training and employment. In sum, the project aimed to increase income levels of people with disabilities by providing them with alternative skills training and business development services. This was done through the SCR approach which relies on peer training whereby a successful village-based micro entrepreneur trains his or her disabled peer to replicate his or her business. The SCR approach has already been adopted by several international and local NGOs in Cambodia. The APPT project developed a Replicating Success Tool Kit to facilitate the replication of the SCR methodology. The tool kit includes a video called Replicating Success and three publications: *Replicating Success: A Manual to Alleviate Poverty through Peer Training*; *Training for Success: A Guide for Peer Trainers*; and *Managing Success: An Instruction Manual for the APPT Database and Management Information System* which comes with an accompanying CD-ROM including the softcopy of the database developed by the APPT project.

## 5. CDROM

### EMP/ENT-WEDGE

- Women’s Entrepreneurship Development: A resource CD ROM, Version III, 2007.

### GENPROM, EMP/STRAT

- An Information Base on Equal Employment Opportunity for Women and Men, 2005 Edition.

## 6. Books

- *The Sex Sector: The economic and social bases of prostitution in South-East Asia*, Lin Lean Lim, ILO, Geneva, 1998.
- *Jobs after War: A critical challenge in the peace and reconstruction puzzle*, 2003. Chapter five of this publication addresses gender issues, “Women and other gender concerns in post-conflict reconstruction and job promotion efforts”.

## 7. Promotion advocacy materials

### SKILLS

- *Voices of Women Entrepreneurs in Ethiopia, Tanzania, Uganda and Zambia*, ILO, Geneva, 2008. This booklet showcases the personal stories of women who now own and operate their own businesses in four East African countries and have benefited from training provided by the ILO-Irish Aid Partnership Programme. They reflect the

diversity of businesses operated by women across a wide range of sectors ranging from construction to handicrafts, from food processing to education. Their personal stories also highlight how women are experiencing entrepreneurship and their motivations for starting these businesses. Their voices speak of their strong desire for personal and financial autonomy, their devotion to maintaining families and raising children, their resourcefulness and skill at seizing opportunities and how some have overcome multiple disadvantages to become community leaders and role models for other aspiring women entrepreneurs. Individual country booklets highlighting successful women entrepreneurs in Ethiopia, Tanzania, Uganda and Zambia are also available.