

FINAL and INDEPENDENT EVALUATION

GENDER EQUALITY AT THE HEART OF DECENT WORK: HARNESSING THE FULL POTENTIAL OF THE 2009 INTERNATIONAL LABOUR CONFERENCE GLO/07/17/NOR



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ACRONYMS AND ABBREVIATIONS:

ACTRAV	ILO Bureau for Workers' Activities
ACT/EMP	ILO Bureau for Employers' Activities
CABINET	Office of the ILO Director-General
CEDAW	The Convention on the Elimination of All Forms of Discrimination Against Women
CSW	Commission on the Status of Women
DCOMM	ILO Department of Communication and Public Information
DISTR	ILO Distribution unit
DOSCOM	ILO Communications and Files Section
Excolls	External Collaborator
FES	Friedrich Ebert Stiftung (Foundation)
GB	ILO Governing Body
GENDER	ILO Bureau for Gender Equality
GUF	Global Union Federation
IANWGE	Inter-Agency Network on Women and Gender Equality
ILO	International Labour Organization or International Labour Office
ILO/CINTERFOR	InterAmerican Centre for Knowledge
ILC	International Labour Conference
INTEGRATION	ILO Policy Integration Department
IOE	International Organization of Employers
ITUC	International Trade Union Confederation
ITC-ILO	International Training Center (Turin)
MIGRANT	ILO International Migration Branch
NGO	Non-Governmental Organization
OpEd	Opinion Editorial
PRODOC	ILO Document and Publications Programme/Printing and Distribution Branch
PSI	Public Services International
SAFEWORK	ILO Programme on Safety and Health at Work and the Environment
SECTOR	ILO Sectoral Activities Department
EMP/SKILLS	ILO Skills and Employability Department
TRAVAIL	ILO Conditions of Work and Employment Programme
TC	Technical Cooperation
TUAC	Trade Union Advisory Committee to the Organization for Economic Cooperation and Development (OECD)
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
VNR	Video News Release
WHO	World Health Organization
WUNRN	Women's United Nations Report Programme and Network
WCMS	Web Content Management System

EXECUTIVE SUMMARY:

1 The ILO Governing Body (GB) decided at its 298th Session (March 2007) to

place “Gender Equality at the Heart of Decent Work” on the agenda of the 2009 International Labour Conference (ILC) as a general discussion item - the first such discussion on gender equality for 24 years. An opportunity was identified by the ILO Bureau for Gender Equality (GENDER) to harness the full potential of this ILC general discussion and to bolster the Report that provided the basis for debate.

- 2 The proposal to develop Report VI “Gender Equality at the Heart of Decent Work” for the ILC and an awareness raising campaign won the support of the Norwegian government through a technical cooperation project with a budget of just over US\$1million. Objectives included putting “Gender Equality at the Heart of Decent Work” on a global stage, to profile the contribution of the ILO, to raise awareness with governments, employers’ and workers’ organizations on the need to overcome existing barriers for women and men - and to put across the message of gender equality as a national driver for genuine and sustainable development.
- 3 It was a global first for the International Labour Organization - a 12-month campaign with 12 monthly themes. The campaign was directed by GENDER in partnership with the ILO’s Department of Communication and Public Information (DCOMM) and involved almost all areas of the ILO - both in ILO Headquarters and field offices - and linked with every aspect of work on gender equality across the Organization. The aim was a global media and awareness raising campaign to highlight gender equality issues in the world of work and to support the general discussion at the ILC. The campaign was developed in parallel with Report VI, following the same life-cycle approach and carrying the same messages.
- 4 The fast moving and layered campaign, with the 12 monthly themes, used printed, audiovisual and web-based materials - including videos and flash presentations. Its target audiences were the ILO’s constituents and traditional UN partners and a new, broader global audience. The campaign hung its messages on the pegs of world/international days as well as conferences and events around the world (including the ILC meeting itself in Geneva). The initiative was positioned under the umbrella of the ILO Decent Work campaign.
- 5 A small, campaign team in GENDER coordinated the campaign in close collaboration with DCOMM. For its success the campaign depended on the cooperation of constituents, ILO units and departments and staff in the field. Many people worked very hard for the campaign - no-one more than the GENDER team itself. More than a few would have liked more time to have done more work, even better.
- 6 From the start it was seen as an ambitious programme - probably the biggest and most complex run by the ILO. It encountered unexpected difficulties, including the protracted illness and subsequent resignation of the GENDER Director, who had played a “hands on” role in the campaign build up; a global financial, economic and social crisis that dominated media attention and an

emergency debate at the ILC 2009 on the crisis that curtailed the gender equality discussion. But the high quality output was substantial and substantive; the innovative campaign website is a one-stop shop for downloading brochures, posters and postcards and accessing Video News Releases (VNRs), Press releases and themed articles - and provides direct links to relevant programmes and documents across ILO web pages on the themes. ILO units now have joint ownership of promotional materials and compact, user-friendly brochures to help their work in the immediate future.

- 7 Media work in the regions communicated the ILO's gender equality messages and built working relationships with the media and new contacts for the future in Asia Pacific, Latin America, Arab States and Africa. Government departments and employers in some countries have translated materials into local languages while many trade unions have incorporated the ILO's campaign into their own efforts to raise the gender profile at work and in the unions themselves.
- 8 Report VI for the ILC 2009 was seen as a useful tool for delegates at the Conference with its life-cycle approach, research and new sex-disaggregated data. Both Report and the campaign have an identifiable legacy (sustainability) and set new benchmarks for the future work of the ILO.
- 9 The campaign was crosscutting in action and building partnerships was an essential objective. Establishing the dimensions of co-ownership of the monthly campaign theme materials with other ILO units was a learning process - with clear parameters emerging after an impasse over the maternity protection brochure in June and July 2008 that did eventually appear (and ultimately smoothly) in time for the ILC in June 2009.
- 10 Most campaign materials were systematically produced simultaneously in English, French and Spanish, the working languages of the ILO. With the encouragement of the campaign team, colleagues in the field arranged for selected brochures and posters to be translated into Arabic, Bengali, Hungarian, Portuguese, Russian, Sinhalese, Tamil, Turkish and Ukrainian. Work is still underway in parts of the world to translate the brochures into other languages.
- 11 Suggestions from constituents during this evaluation included a short guidance summary in the Report "Gender Equality at the Heart of Decent Work" to help delegates find their way around the statistics and to explain the significance of new data - and the use of international personalities as advocates to create more awareness of gender equality issues.
- 12 In interviews with ILO staff during the evaluation some questioned the wisdom of doing 12 themes in 12 months, but others acknowledged the importance of having enhanced the ILO's profile as the authoritative organization over the wide range of gender equality issues in the world of work reflected by the themes. The very use of so many themes emphasized the wide range of issues dealt with by the ILO and put a global spotlight on gender

mainstreaming and the expertise built up by the different ILO units.

- 13 In the course of this evaluation the importance of ILO materials being used in local languages - some of them of key, regional importance - was also strongly stressed.
- 14 Future ILO outreach campaigns could benefit from the experiences of the “Gender Equality at the Heart of Decent Work” campaign bearing in mind recommendations concerning process, distribution, output and impact. Print, audiovisual and web-based output channels are key to reaching new audiences.
- 15 A detailed catalogue of the 12 monthly campaign themes can be accessed in Annex 1. The campaign website will remain active until the end of 2010.



BACKGROUND:

- 16 The ILO Governing Body decided at its 298th Session (March 2007) to place “Gender Equality at the Heart of Decent Work” on the agenda of the 2009 ILC as a general discussion item. A proposal for a Technical Cooperation (TC) project was drafted and submitted to the government of Norway in October 2007 with a proposed budget of US\$1,023.237.
- 17 The Summary Project Outline identified three main objectives of the ILC general discussion:
 - A review of ILO progress in assisting constituents to achieve gender equality in the world of work;
 - Current efforts to implement ILC resolutions and GB decisions to promote and mainstream gender equality into the Decent Work Agenda;
 - To provide a forum for constituents to help chart a strategic course for future work.
- 18 The Outline proposed using this favorable occasion to launch a global promotional and media campaign to highlight the importance of gender equality in the world of work as a main driver for sustainable development. Major events, both international and regional/sub-regional meetings, were identified as platforms for promotion. The objective was to ensure that the important opportunity of an ILC agenda item to highlight the ILO’s commitment to gender equality was maximized.
- 19 Two indicators were outlined:

- ILO constituents, UN agencies and the public at large have an increased understanding of the ILO mandate on gender equality in the world of work.
- Gender equality and decent work is more systematically mainstreamed into existing activities, programmes, projects, and policies at international and national levels within the ILO and its constituents.

20 Two outputs were outlined:

- ILO constituents, stakeholders, and partners will increase their capacity to promote gender equality in the world of work by participating in the International Labour Conference and charting a strategic course for addressing equality issues at national, regional and international levels.
- Ensure that the ILO's key messages on gender equality are disseminated through a comprehensive and strategic media and promotional campaign.

21 Work on the project was initiated on two parallel tracks. Given the vast topic of gender equality and decent work, a logical framework needed to be developed for the ILC Report to identify a user-friendly approach to the subject matter. A skeleton outline was conceptualized and drafted and, once the initial ideas were approved, an annotated outline was circulated. Initial feedback and key approvals were secured. The choice of themes was an effort to cover the units and the four pillars of activities of the ILO as well as to meet the needs of constituents.



PURPOSE, SCOPE AND CLIENTS OF EVALUATION:

22 The Terms of Reference (see Annex 7) lay down the objectives of this final evaluation to consider:

1 The project's effectiveness in contributing to two outcomes:

- Supporting the preparation and delivery of a state of the art Conference Report for the 98th Session (2009) of the ILC on gender equality and the world of work.
- Launching and running a global media and promotional campaign on gender equality in the world of work, culminating in the 98th Session of the ILC.

2 The project's likelihood to have an impact beyond the current phase of implementation.

23 This evaluation is required under the TOR to consider the following aspects of the project:

- Relevance and strategic fit.
- Validity of design.

- Effectiveness.
- Efficiency of resource use.
- Effectiveness of management arrangements.
- Impact orientation and sustainability.

24 The clients of this final evaluation are: GENDER, EVALUATION, PARDEV and the Government of Norway.



EVALUATION METHODOLOGY:

25 The external evaluator used both desk research and interviews for the project evaluation. For the desk research the evaluator examined a wealth of material - meticulously compiled by the GENDER team even under the pressure of a hectic, year-long campaign. Email and media logs, financial reports, project documents (including the Project Outline and progress reports) web statistics, circulation lists and print runs have been examined (see Annex 5). The campaign materials themselves have been examined for their accessible language (important given the wider audience of this campaign beyond ILO partners), readability and visual attractiveness. The files are available in GENDER for further consultation.

26 Key indicators sought were evidence of distribution of the campaign materials (in all their formats) and impact.

27 The interviews involved 54 people. Those interviewed were ILO staff (in Geneva, the Turin training centre and the field) a small number of external experts and external suppliers who assisted at various times during the campaign and constituents. Most interviews were with one person. 34 people were interviewed face-to-face; 12 by phone/Skype; 5 by video-conference; 3 by email questionnaire. The evaluator conducted all but five of the interviews in the ILO, Geneva. The other interviews took place at the International Training Centre (ITC) in Turin. The interviews looked at both the specific role of the individuals and at their interface with the overall effort.

28 The aim of the confidential interviews was to establish the individual's contribution to the campaign; identify what worked well and what worked less well; the strength of project management and support; the availability of resources; assessments of their objectives and successes; things that could be done better in the future; the overall campaign success and legacy (sustainability). The interviews also looked at how interaction between departments worked and how smoothly (or otherwise) campaign materials

were produced and distributed. (The list of interviewees can be found in Annex 2, the interview structure in Annex 3, questions to constituents are in Annex 4 and documents examined are in Annex 5.)

- 29 The evaluator was given eight weeks to complete the desk review and interviews and to produce a draft and then a final report. Apart from face-to-face interviews in Geneva and Turin, teleconference and telephone interviews were conducted from Geneva with 13 field staff, two external consultants and two representatives of ILO constituents (see Annex 2). E-mail questionnaires were used in three cases where direct interviews were not possible.



WORK DONE - THE REPORT:

- 30 The 245-page Report VI “Gender Equality at the Heart of Decent Work” for the International Labour Conference set out to re-focus the gender debate within an innovative gender-and-life-cycle framework that highlighted the accumulation of discrimination through life; new sex-disaggregated data; looking also at the position of men - and placing it all at the heart of decent work. 74 pages of the Report were devoted to up-to-date, gender sensitive data.
- 31 Report VI reviewed ILO action throughout the life cycle according to the four pillars of Decent Work. It identified current gaps and highlighted good practices in overcoming gender inequalities with regard to access to rights, employment opportunities, social protection and social dialogue. The methodology was based on research, policy recommendations, analysis of advisory expert services (including technical cooperation), partnership development with international organizations and the advocacy efforts of the ILO. The ILO’s role in supporting constituents’ efforts for the empowerment of women in achieving equality in the world of work was emphasized throughout the report.
- 32 Each chapter was supported by up-to-date available data and a balanced examination of the topic - and a “Way forward” section.
- Chapter 1: Gender Equality at the heart of the Decent Work Agenda.
 - Chapter 2: Gender equality and tensions in a globalized world.
 - Chapter 3: Maternity, healthy infancy and working parents.
 - Chapter 4: A decent childhood for both girls and boys.
 - Chapter 5: Gender, youth and employment.
 - Chapter 6: Working women and men in adulthood.
 - Chapter 7: Older workers and the senior years: Rights, jobs and social security.
 - Chapter 8: Main policy orientations for international and national action.

Four suggested points for ILC discussion were proposed in the Report, as is usual for ILC general discussions.

- 33 In order to prepare Report VI, research papers were commissioned on:
- the role of workers' organizations in promoting gender equality;
 - the increasing use of technical cooperation projects for gender mainstreaming and women-specific issues;
 - the impact of the ILO Participatory Gender Audit as a tool for institutional transformation;
 - ILO cooperation with other United Nations institutions on gender equality;
 - the inclusion of relevant normative aspects in the analysis of the report topics.
- 34 Workers and employers' organizations were involved in discussions on ILC Report VI from the beginning and were briefed on a regular basis.
- 35 The first draft of Report VI was produced towards the end of December 2008 by GENDER, allowing a month for comments and input from around the Office. ACT/EMP for instance submitted more than three pages of suggestions that were accommodated in the final version of Report VI. GENDER delivered the bulk of the Report to OFFDOC on 18 February 2009 with the three page Executive summary arriving later. During this period there was still uncertainty as to whether the Gender Committee would be cancelled as the ILC agenda was revised by the Governing Body to incorporate a Global Crisis Summit. In the end the gender discussion remained on the ILC agenda but with a truncated discussion period. The English version of Report VI "Gender Equality at the Heart of Decent Work" was available on the website on 24 April 2009, followed by Spanish and German on 8 May and French on 12 May 2009.
- 36 The 98th Session of the ILC took place on 3-19 June 2009 in Geneva. Report VI was well received by the Committee members and the vast majority of delegates who spoke from the floor during the deliberations made positive comments and endorsed the Report's findings. The Committee on Gender Equality successfully completed its work despite significantly reduced time. Modifications to the ILC agenda enabled the establishment of a Committee of the Whole on Crisis Responses and an ILO Summit on the Global Jobs Crisis (held 15-17 June). The gender General Discussion was chaired by Fredrik Arthur (Government member, Norway), assisted by the Employer and Worker Vice-Chairpersons, María Fernanda Garza (Employer member, Mexico) and Barbara Byers (Worker member, Canada). The Committee's Report was adopted in the Plenary Sitting of the ILC on 17 June 2009. 17 speakers took the floor to support the Conclusions on Gender Equality (more than on any other committee or discussion at the ILC).
- 37 The Committee's Report also included a resolution concerning "Gender Equality at the Heart of Decent Work", which proposed that the Governing Body gives due consideration to the Conclusions when planning future action on gender equality in the world of work. These provide the most up-to-date

policy guidance for use by governments, employers' and workers' organizations on their roles in promoting gender equality, as well as priorities for the ILO itself. GENDER is due to present a paper to the Governing Body at its November 2009 Session outlining the priorities for Office action to give effect to the resolution.

- 38 The Officers of the Committee on Gender Equality briefed the ILC Committee of the Whole on Crisis Responses about the gender dimensions of the current economic crisis. The gender dimensions were taken into account and incorporated into the resolution entitled "Recovering from the Crisis: A Global Jobs Pact", which was adopted by the ILC on 19 June 2009.



WORK DONE - THE CAMPAIGN:

- 39 The broader gender network from Headquarters and the field were first briefed on the ILC discussion and the possibility of a public awareness campaign at a meeting at the International Training Centre (ITC-ILO) in Turin in September 2007.
- 40 A communications specialist was recruited (initially for one month) to devise a strategic communications plan for the awareness-raising campaign. The TOR included highlighting contributions the ILO makes to advancing gender equality in the world of work, to raising awareness on the need to overcome existing barriers to gender equality in the world of work and to deliver a public awareness raising campaign to support the build up to the ILC 2009 general discussion. Close collaboration was built with DCOMM. Though launched from Geneva, the campaign was to be implemented at global, regional and national levels together with ILO regional and country offices.
- 41 In November 2007 a strategy proposal for the campaign was produced and shared during a staff meeting of GENDER. In early December 2007 GENDER and DCOMM - including their two Directors - met to explore jointly the feasibility of the proposed strategy. "The campaign was possible, even promising, but difficult," was one conclusion from that meeting. Endorsement from CABINET came for the campaign plans in February 2008.
- 42 The Director of GENDER had primary responsibility for project implementation. The permanent GENDER campaign team was three-strong - an Overall project manager (overall management, quality control, campaign strategy, drafting and producing campaign materials); a Project manager (campaign strategy, drafting and producing campaign materials, revising and reviewing of language versions); and a Technical expert (logistics and monthly web updates, drafting and producing campaign materials). When the

GENDER Director became ill, there was a succession of Officers-in-charge from April 2008 until the arrival of a new Director on 1 September 2008.

- 43 Short-term collaborators were recruited for periods to work on sex-disaggregated data and background research for the Report and to assist in the launch of the campaign, website development, distribution lists, VNR production, as well as preparations for International Women's Day and the ILC 2009. The drafting of six information brochures was outsourced, particularly during the period when the campaign was running and the draft Report VI "Gender Equality at the Heart of Decent Work" for the ILC was being written (October to December 2008). Some of these drafts needed extensive revision in order to align drafts with the other brochures and to incorporate gender-specific language. Temporary assistance was also made available in the field to increase media coverage.
- 44 In March 2008 a full briefing was sent to the senior gender specialists in the field together with a PowerPoint presentation, a one-page briefing note and a draft timeline of campaign themes. TOR for regional campaign support were suggested by the campaign team to the senior gender specialists for the regional implementation of the campaign, offering the possibility of additional resources. This assistance could have been in the form of hiring a communications expert or developing specific campaign activities like media relations or translations.
- 45 ACTRAV and ACT/EMP also each contributed to the Social Dialogue brochure (February 2009 theme).
- 46 One aim of the campaign was to further mainstream gender issues by highlighting the gender equality components in the work of other ILO units beyond GENDER. Consultations - often at the level of Directors and unit managers - were undertaken with the lead units on campaign themes and their approval in the development of the monthly campaign materials was secured. The former Director of GENDER also held briefings with ILO Regional Directors during the March 2008 Governing Body together with the campaign managers. After extensive consultations the campaign team decided on a 12-month, 12-theme campaign using both printed and audiovisual materials, available on a dedicated website. The campaign was aimed at and beyond the ILO's normal constituents and UN partners - national ministries (including Labour, Foreign Affairs and women's or gender equality machineries); employers' organizations; workers' organizations; international development agencies; various academic gender and labor institutions and targeted civil society groups received campaign materials. A distribution list of more than 2600 addresses was built up in GENDER.
- 47 Monthly messages were sent out from the campaign team to gender specialists and the gender network across the ILO from March 2008 - to inform the network on campaign preparations before the campaign launch and, subsequently, to brief the network on each of the campaign themes. These email messages contained pdf files of the brochures, poster and

postcards as well as the link to the theme webpage, Video News Release and feature story. The gender network also received the timeline of campaign themes in June and October 2008, again asking for inputs - including ideas for feature stories, VNRs and photographs.

- 48 In presenting his report to the ILC at its opening session on 3 June 2009 the ILO Director-General encouraged those attending to visit the gender campaign stand just outside the hall and told the Conference:
- “Gender equality and non-discrimination are foundational values of this Organization. We want decent work and fulfilling lives for all working women and men, in all workplaces and in society at large. Much progress has been made in policies, legislation and awareness, but there is not enough implementation, so we must persist - keep the foot on the accelerator. Crafting paths of sustained and measurable progress for women and men within the realities of each society, particularly in times of crisis is the challenge facing the Committee on Gender Equality, and I look to strong outcomes pointing the way forward. Let me just take the opportunity to mention again that I think we certainly have to concentrate on the need to increase the participation of women in delegations to the Conference. If that Committee could do something about it, suggest some targets or at least discuss it, I would be very happy. I think that it is necessary for the balance of our Conference.”

The content:

- 49 The campaign was launched on 5 June 2008 in Geneva with all ILC delegates receiving the general, compact leaflet (4 pages A5) “Gender Equality at the Heart of Decent Work” in English, Spanish, French and Russian that gave background information on the campaign and the issues covered. A Press release was issued and the campaign website launched. Since GENDER was without a director at the time, the decision was taken to have a campaign “soft launch”.
- ✓The first theme - also in June 08 - was “Formula for progress: Educate both girls and boys” that was linked to education as a response to child labor and targeted the World Day Against Child Labour on 12 June. This set a pattern for the remaining 11 themes: pegging on world/international days wherever possible, a brochure in three languages (English, Spanish and French), posters in two sizes (A2 & A3), a theme postcard (in 6 languages) and - on the website - a Video News Release highlighting a particular angle of the theme plus articles, any press release and ILO linked material. Slideshows were produced for a number of campaign themes.
 - ✓July 08 was “Protect the future: Maternity, paternity and work”. UNFPA Population Day was on 8 July.
 - ✓August 08 was “Youth employment: Breaking gender barriers for young women and men” and targeted International Youth Day on 12 August.
 - ✓September 08 was “Remove the obstacles! On the right track to equality” and celebrated the 50th birthday of Convention 111 (Discrimination in Employment and Occupation).

- ✓ October 08 was “Rights, jobs and social security: New visions for older women and men” and targeted the International Day of Older Persons on 1 October.
- ✓ November 08 was “Skills and entrepreneurship: Bridging the technology and gender divide”.
- ✓ December 08 was “Women and men migrant workers: moving towards equal rights and opportunities” and targeted International Migrants Day on 18 December.
- ✓ January 09 was “Green jobs: Improving the climate for gender equality too!”
- ✓ February 09 was “Social dialogue at work: voices and choices for women and men” and targeted the first World Day of Social Justice on 20 February.
- ✓ March 09 was “Work and family: The way to care is to share” and targeted International Women’s Day on 8 March. March saw the biggest number of page views on the campaign website - 26,172.
- ✓ April 09 was “Providing safe and healthy workplaces for both women and men” and targeted the World Day for Health and Safety at Work on 28 April.
- ✓ May 09 was “Women’s empowerment: 90 years of ILO action!” that celebrated the ILO’s 90th birthday and targeted both International Labour Day and the run up to the ILC conference.
- ✓ 12 Video News Releases (3-4 minutes) were produced, showcasing ILO projects and activities on specific themes in a variety of countries and regions - Argentina, Burkina Faso, Cambodia, Ethiopia, India, Kyrgyzstan, Morocco, Paraguay, Philippines, Portugal and Yemen. These covered different sectors of industry and services - catering, construction, education, handicrafts, health, information and communication technologies, public services, recycling, retail, textiles and utilities. ILO experts were often interviewed in these VNRs. This was another area of the campaign in which there was collaboration with units at the ILO - TRAVAIL; MIGRANT; INTEGRATION; SECTOR; CABINET plus project staff or experts in the field.

50 Additional materials were produced for the ILC in June 2009 and for the campaign stand at the ILC:

- ✓ A 90x60cm 13th poster, visualizing all the campaign posters together and within the life-cycle approach (available in English, French and Spanish).
- ✓ A comprehensive video (14 minutes) in English, covering the key messages of all the themes within a gender and life cycle perspective.
- ✓ An animated flash presentation, incorporating all campaign materials. This flash presentation has been uploaded on the gender campaign webpage and is currently available in English. DVDs with the flash presentation were being sent to all delegates who took part in the ILC Committee on Gender Equality as a follow-up. French and Spanish versions of the flash presentation are also being produced.

- ✓ For delegates attending the ILC Committee on Gender Equality, a document-carrier (valisette) containing all the gender campaign products, with space to carry Report VI and documents used during the general discussion itself.
- ✓ Paper bags and notepads featuring the 12 campaign themes and notepads for each of the campaign themes.
- ✓ Large-scale banners were fashioned with the 12 campaign themes and displayed as part of the GENDER information stand for the duration of the ILC in the main hall of the UN Palais des Nations, near where the Committee on Gender Equality held its sittings. During his opening statement to the ILC the ILO Director-General prompted delegates: "I also want to say there is an excellent gender stand outside, which I think you will be very interested in seeing".

The channels:

- 51 Printed, electronic and audiovisual media were used to channel the campaign to its target global audiences - constituents and regular partners and reaching out to new Ministries, organizations and interested individuals. Each of the tools was designed to enhance the others. Young people were particularly targeted by materials posted on to the campaign website and *YouTube*.
- 52 The *campaign website* was a key channel for delivery of the messages in the official languages of the ILO - English, French and Spanish. Training in the Web Content Management System (WCMS) was provided to two members of the campaign team so that they could directly update and prepare theme pages on the campaign website each month. There was support from regional ILO websites and a specific gender website was launched in Latin America under the guidance of the Senior Gender Specialist. The user-friendly website also allowed visitors to watch the *VNRs* that backed up each of the themes.
- 53 A key task of the campaign team was to establish a *distribution list* that went beyond traditional targets - ILO constituents and UN partners - to reach new audiences. Printed campaign materials were distributed per theme on a monthly basis to Senior Gender Specialists based in ILO regional and sub regional Offices, to Gender Focal Points and communication staff in the field. There were regular email updates with gender campaign information (in the relevant ILO working language). The bulk dispatches of campaign materials were made monthly to field staff for delivery to their own contacts, mainly government ministries, employers and trade unions in their area that were not on the Geneva mailing list. ILO constituents (relevant national ministries, employers' organizations, workers' organizations), other UN organizations, international development agencies, various academic gender and labour institutions, as well as relevant civil society groups have also received campaign materials in targeted mailings throughout the past year from Geneva. These included women's organizations, NGOs, research centers and specialized libraries as well as universities with a gender or women's rights-specific department or programme. The list of 2,600 addresses was compiled following a mapping exercise and included a global NGO list bought from UN

headquarters by the campaign at the suggestion of DCOMM. The mailings included brochures in appropriate languages, posters and postcards. In the field the campaign materials were also used in ongoing projects and national programmes. The IOE and employers organizations were regularly sent campaign materials based on a mailing list supplied by ACT/EMP. Materials were sent to the ITUC and Global Union Federations and other workers' organizations. Geneva staff would often take brochures and posters with them when they went on mission or took part in workshops and conferences. Brochures and posters were also available electronically as pdfs for instant downloading to the field and there was ftp (file transfer protocol) to electronically access large document files for those who wanted to print locally or produce the materials in local languages.

54 The *media* were a particular target in spreading the message to a wider global public. A number of press releases were issued in Geneva by DCOMM to 1000 contacts around the world. There were also targeted media campaigns in the regions. The campaign funded the employment of journalists in Asia Pacific, Latin America and in Arab States to build media lists, to contact the media, to issue press releases and to place articles and OpEds.

55 *World of Work - April 2009*. Having reached an agreement with DCOMM, there was extensive coverage in the ILO's regular magazine in April 2009, which devoted 41 pages to "Gender Equality at the Heart of Decent Work". *World of Work* has a 100,000 print run and publishes in 14 languages and has great significance in reaching the ILO constituents (and thus delegates) to the June 2009 ILC. The timing of the coverage - just before the ILC - was negotiated with DCOMM for maximum impact.

56 The campaign had a *dedicated email address* - gendercampaign@ilo.org - that allowed easy access to and from the GENDER campaign team. It was a busy and important channel for information, discussion, feedback and building new contacts and distribution addresses. The email address appeared on all the campaign's printed material - including brochures and posters - the launch Press release and on the campaign website.

57 The GENDER campaign team also fed information on the campaign to other communication channels, like the Women's UN Report Programme and Network (WUNRN), the UN Europe information centre's newsletter, Wikigender, Women's Watch and other electronic newsletters.

The methods:

58 From the preparation phase of the campaign, the GENDER campaign team met on a weekly basis to plan campaign work and divide tasks. A planning document was developed for these meeting indicating things to do, deadlines and responsibilities. Meetings of a larger group, including DCOMM, were held monthly. There were monthly conference calls to the Fieldcom network from June 2008, to which campaign team members often contributed.

59 Consultative meetings took place with partner units on each of the campaign

themes. These first looked at messages before moving on to develop the visuals and then the drafting stage of the particular brochure. First drafts of the theme brochure were submitted by the campaign team to the partner unit in all cases except one (work/family balance). Several drafts had to be drastically revised in the brochure building process. The process of finalizing a brochure in English from draft text to final brochure in layout with pictures, illustrations and bibliography was GENDER's responsibility. This could take five to six weeks, but the time scale was often shorter. Drafts went between the units and GENDER, often several times and similar conversations usually took place over the visuals and slogans of the poster and postcards. Once the English versions were finalized, texts were sent to professional translators (French and Spanish). These were then reviewed before being placed in the layout, printed and distributed to the field offices and others.

60 At the launch the core campaign team was four persons but by October 2008 - when drafting the Report started - it was effectively reduced to two. From mid-February to mid June 2009 the team was four persons again.

61 Some flexibility was given to the regions to focus more on the themes of particular relevance to them. Africa for instance concentrated on social dialogue, green jobs and maternity; Asia Pacific concentrated on gender and technology, skills and SMEs and entrepreneurship; Latin America concentrated on work/family, youth and women's entrepreneurship; and Central America concentrated on youth employment, discrimination, maternity protection, training and conditions of work.

62 DCOMM arranged for GENDER to be involved in the choosing of the best of three (anonymous) designers. An outside design company - Paprika - won the competitive bids for the graphic design of the campaign and developed the visual images for each theme in close partnership with the campaign team. Paprika also laid out electronically the monthly brochures in the three languages. After an initial induction period, DCOMM allowed the campaign team to build a direct relationship with Paprika. A CD with the graphic files (layouts) was delivered to PRODOC for onward dispatch to the outside printers Gonnet (for ten of the 12 themes). An outside organization inserted the printed materials into envelopes for three-monthly delivery to the ILO in Geneva. Printed materials were dispatched from ILO Geneva by DISTR (monthly to the field and some lists) and DOSCOM (three monthly to others).

63 Every month the Campaign website was updated with the materials of the month's theme and links built to key document and partner unit webpages.

The quality:

64 The campaign materials were glossy, attractive and high quality and people noticed. There was backing from the CABINET and the ILO Director-General. For the most part the language of the brochures was user friendly with a minimum of acronyms and jargon and - at 8 or 12 A4 pages - digestible enough for the interested reader. VNRs provided a whole new dimension to the monthly themes by highlighting successes and individuals and reinforcing

general messages. The attractively designed and monthly updated campaign website gave instant access to all materials in English, French and Spanish, carried state of the art flash presentations and was key to reaching a wider audience.



FINDINGS:

RELEVANCE AND STRATEGIC FIT:

- 65 The 12-month campaign with its ambitious 12 themes was certainly designed to be strategic and comprehensive. It ran under the umbrella of the Decent Work campaign - building synergies from the work already being done by the ILO. The very use of so many themes emphasized the wide range of issues dealt with by the ILO and put a global spotlight on gender mainstreaming and the expertise built up by the different ILO units.
- 66 The highlighting of gender equality issues at all stages of the life cycle - in both Report VI and in campaign brochures - was reinforced by specific action points for the main actors. Most of those interviewed during the evaluation felt that gender mainstreaming was assisted by the campaign. The campaign was very visible in the corridors and offices of the ILO in Geneva and reached out through campaign and field distribution lists and - via the Internet - to a global audience.
- 67 There was abundant evidence of wide distribution - based on the growth of an interactive campaign website and the use of specially developed mailing lists in Geneva with the monthly and three monthly mailings and the work in the field in delivering materials to constituents, to major events and to the media.
- 68 There was substantial evidence of impact - measured by the use of the materials and the campaign issues in tripartite events and major conferences; stories/OpEds/VNRs picked up and used by the media. Other evidence of impact included requests for more materials and information, at all levels in the campaign via the dedicated email address gendercampaign@ilo.org; requests from employers and Ministries for materials; unions using the materials in their own campaigns, requests to re-print or use elements of the campaign, as well as new contacts and new partners won as a result of the outreach element.

VALIDITY OF DESIGN:

- 69 The plan for 12 themes in 12 months was always seen as ambitious and a challenge. So it proved. Some of those interviewed expressed the view that

12 themes in a year was over-ambitious because of the tight deadlines in producing and then distributing the materials for one theme before the next theme arrived. The Gender team had themselves considered that choice long and hard at the beginning of the campaign and opted for the 12 themes so as to cover the key areas of the ILO's work and the regional priorities on gender equality. The campaign did deliver on its objectives - and on budget - and produced a range of materials on the 12 themes in three official ILO languages (English, French and Spanish) both printed and web-based, that provide the ILO with a wide shop window for its work and an extensive resource in the form of Report VI to the ILC conference.

IMPLEMENTATION:

70 Details of all the products produced by the campaign and the development of Report VI for ILC 2009 are outlined in the Work Done section and in Annex 1.

71 Interviews with constituents indicated a general awareness of the campaign within their constituencies and of the contribution made by Report VI (with its life-cycle approach, action points and new and re-worked sex-disaggregated data) to the shortened general discussion on "Gender Equality at the Heart of Decent Work" in the ILC in June 2009. Stakeholders were a key target audience for the campaign and for the materials being produced each month and circulated both from Geneva and by staff in the field and electronically. The materials have been used extensively in tripartite activities and this will continue after the project's formal closure. There was also outreach to a wider audience, beyond the ILO's constituents and normal partners with feedback coming via gendercampaign@ilo.org and other channels.

EFFECTIVENESS:

72 The main project outputs have been Report VI "Gender Equality at the Heart of Decent Work" to the ILC (June 2009) and the 12 theme materials of the global outreach campaign. The feedback from constituents was broadly supportive for the contributions of Report VI "Gender Equality at the Heart of Decent Work" and the accompanying 12-month, 12-theme campaign to the gender discussion at the ILC.

Report VI:

73 The Report was seen as a solid basis for discussion. The vast majority of those who spoke from the floor during the proceedings made positive comments and endorsed the Report's findings. The work in preparing delegates was acknowledged, as was the long-term benefit of new sex-disaggregated data. There was recognition of the convergence of messages between the campaign and Report VI and appreciation of the contribution Report VI can make to future actions. ACT/EMP had pressed for a more strategic approach in its comments on the Draft Report, which was met, at least in part, in the final Report's "way forwards" and "future work" sections in each of the eight Chapters.

74 A wish list among the responses from constituents during this evaluation included a suggestion for a short guidance/data executive summary in the Report “Gender Equality at the Heart of Decent Work” to help delegates find their way around the data pages and explain the significance of new data; and the use of international personalities as advocates to create more awareness.

The campaign:

75 The most successful elements of the campaign have undoubtedly been:

- the one-stop campaign webpage - with the ability to instantly download or play material. As the table below (paragraph 89) shows, the website attracted 146,975 page views between November 2008 and September 2009.
- the 12 glossy brochures accumulated through the year.
- Video News Releases (VNRs) have also been both popular and effective - some being picked up by the media and others being used beyond the life of the campaign in other ILO activities.
- The development of widened distribution lists - effectively mapping new areas for engagement - took the issues to Ministries beyond the Ministries of Labour, to women’s and gender equality machineries and made contact with new NGOs, women’s organizations and academics working on gender issues.
- The use of world/international days helped maximize attention and build synergies - campaign web page views peaked around International Women’s Day for instance with 26,172 page views in March 2009.
- Regions took the flexibility given to them to support their on-going campaigns with the new materials and made new contacts for the future.

76 During the interviews carried out by the evaluator, individuals were asked to score the campaign out of ten. Overall they rated the campaign 7.92 out of ten with only marginal differences between Geneva staff and Turin/field staff. This reflected a high level of commitment to gender mainstreaming and to the scale and outreach of the campaign. A few staff offered complementary scores - “9 for the campaign, 6 for process” or “7 for the campaign and 5 for process” that generally reflected issues of time pressures, while one offered 7 for the campaign and 10 for the website that was a key channel for distributing the campaign message. Many of those responding acknowledged the effectiveness, hard work and responsiveness of the GENDER campaign team. 70% responded yes to the direct question “was the campaign a success”.

Campaign visibility:

77 VNRs were picked up by broadcasters - notably CNN and Deutsche Welle. CNN aired the VNRs “Women’s cooperative spins ancient technologies into commercial success” six times between 23 and 26 May 2009 and “Protecting maternity in Cambodia textile factories” on 29 January 2009. Deutsche Welle aired “Protecting maternity in Cambodia Textile factories” in its Global 3000 programme in early September 2008 and “Sharing work and family

responsibilities in Paraguay” on 13 July 2009.

- 78 The 12 VNRs from the gender campaign were posted on to the ILO channel on YouTube where a gender equality playlist was created, generating 4,134 plays.
- 79 At the Turin training centre (ITC-ILO) - the ILO's biggest shop window - campaign brochures and postcards were inserted in the welcome packs of 4,000 participants between October 2008 and September 2009. The distribution will continue until stocks run out. Posters were in evidence around the campus. VNRs are being used as discussion starters - including in a three-week on-line discussion forum on decent work.
- 80 For the field, world/international days and major international meetings were targets not just for informing participants of the campaign and the themes but also for reaching their media. In Chile an international seminar attended by Chilean President Michelle Bachelet (August 2008), was the occasion for media work and the distribution of campaign folders. In Geneva three Press briefings were held on the gender equality campaign; two together with the Friedrich Ebert Foundation (FES) targeting journalists from Latin America (May 2008) and one in the Palais des Nations, Geneva for journalists accredited to the UN (June 2008). For the Latin America briefing the Senior Gender Specialist from Santiago was brought to Geneva. The ILO Bangkok office also organized a press briefing for journalists from Asia, just before the ILC general discussion (May 2009). The new GENDER director addressed the ITUC's first World Women's Conference in Brussels in October 2009 where there was an ILO desk stacked with campaign materials.
- 81 Gender campaign materials were displayed at many conferences and workshops around the world, including a UNDP Colloquium in Morocco (October 2008); the campaign was picked up in the UN's e-newsletter as well as WUNRN and BGLS e.newsletters; in Honduras the campaign was launched as a joint UN initiative. Campaign materials were circulated in CSW, IANGWE and CEDAW meetings, in Nepal at the UN Day celebrations and at the Africa Development Forum VI (with a link from the Forum's website to the ILO's resource guide on Gender Equality in the World of Work). French brochures were delivered to government ministries in the Democratic Republic of the Congo. In Portugal government ministries helped pay for the translation of 10 of the brochures - giving them an added commitment to the campaign as well as useful materials in their own language.
- 82 In France there has been a lot of interest in the campaign with requests for materials from the cities of Lyon and Clermont-Ferrand; a request to reproduce the education poster in a new civic education school manual prepared by edition Magnard for 6th grade students in French schools to illustrate their theme - "Education for all"; as well as the youth employment poster for insertion into a secondary school Spanish textbook for Francophones by Editions Nathan. From the USA came a request from the Civil Rights and Gender Equity Coordinator of the Washington DC office of

the State Superintendent of Education to join the campaign and share information and materials with DC educators, business partners, students and the community.

- 83 External interest included coverage of International Women's Day on the WHO website with the inclusion of campaign materials. In India campaign T-shirts were designed for a New Delhi marathon; Age - the European Older Persons Platform - covered the campaign in its newsletter; in the Democratic Republic of Congo women in unions organized an event to mark Decent Work Day on 7 October 2008; materials were sent to Togo on request.
- 84 External websites also picked up the campaign around the world - from the South African Development Forum to the Wales Women's National Coalition, from Australia Development Gateway to AfricanFathers.org - and made links from their website to the ILO gender campaign webpages.
- 85 In Arab States the campaign worked with an independent Lebanese journalist. She placed articles in four newspapers (Al Nahar, Al Akhbar, Assafir and Al Hayat) with a combined circulation of nearly 170,000 readers. Al Nahar covers Lebanon; Al Akhbar covers Lebanon and Syria; Assafir covers Lebanon and Arab countries; Al Hayat covers 11 countries in the Middle East and North Africa as well Europe and the USA. The articles covered the gender dimensions of child labour, migrant domestic workers, women in unions in Arab States and rural women producers and their cooperatives. A journalist was also employed to find gender-linked articles in India.
- 86 In Latin America a dedicated communications specialist was hired to build up a media contact list, to put out stories and to target the media at major events. The region was successful placing OpEds and in targeting an International Seminar on equal pay for work of equal value in Chile (August 2008). As part of the campaign a specific regional website was developed as well as an e-newsletter on gender equality.
- 87 In Asia Pacific an ILO communications officer played a similar role. The region chose the media as their main tool to reach out to people not already convinced of the gender message. Articles and OpEds were taken up by publications like the Bangkok Post ("Doing right things for women"), China Daily, South China Morning Post, Japan Times, The Hindu, Katmandu Post and ChinaTaiwan.org. Radio picked up some of their stories and journalists were taken to projects. The ILC prompted some gender related stories through the regional media and the Region sought in the media to put a woman's face on the global financial, economic and social economic crisis. The Manila conference on the crisis provided another opportunity to reach the media.
- 88 In Africa articles were published and picked up on TV and radio and for the three day Africa Development Forum VI, which had ILO issues high on the agenda. There was a stand, media kits and electronic materials sent out in advance.

89 The campaign website was well visited. The page views for the available months of November 2008 to September 2009 were:

November 2008 -	12,493 (8.5%*)
December 2008 -	9,808 (6.68%)
January 2009 -	11,710 (7.97%)
February 2009 -	16,521 (11.24%)
March 2009 -	26,172 (17.8%) - month of International Women's Day
April 2009 -	17,822 (12.13%)
May 2009 -	17,494 (11.91%)
June 2009 -	14,958 (10.18%)
July 2009 -	10,894 (7.41%)
August 2009 -	8,544 (5.82%)
September 2009 -	509 (0.35%)

(* Percentage of campaign website page views during this period - following the introduction of a monitoring system by DCOMM in November 2008)

664 page titles were viewed a total of 146,925 times.

90 The campaign launch in June 2008 had a good Google profile (the site consistently ranked highly in searches for keywords that related to the gender equality campaign).

91 The print run for materials for a campaign theme would be typically:

Posters (A2 60x40cm) 3,000 Eng, 1,500 Esp, 1,500 Fr.

Posters (A3 40x30cm) 6,500 Eng, 2,000 Esp, 2,000 Fr.

Brochures: 5,000 Eng, 2,000 Esp, 2,500 Fr.

Postcards: 28,000 multi-lingual, (3,000 Esp from November 2008).

In addition to these basic numbers, during the campaign several materials - especially brochures - were re-printed to meet demand and ILO units also ordered additional copies for their future work.

92 In the interviews the brochures were a consistent favourite while posters found favour with some and postcards with others. Given the interest in the campaign shown by schools there was one call for a simple one or two page fact sheet to abbreviate the brochure messages even further - useful also for a busy media that is used to being force-fed on short press releases. A small number had wanted a "bigger bang" for the launch and/or end of the campaign and "more events on the ground". There was one call to reach further down the hierarchies - beyond the Ministers, Presidents and General Secretaries.

93 The campaign team logged 136 email conversations via gencampaign@ilo.org with external stakeholders between 1 June 2008 and 1 October 2009. These included requests for authorization to reprint campaign materials in France, India and the Dominican Republic as well as requests for more information and campaign materials. Offers of partnership

came from organizations or individuals who wanted to be associated with the campaign or work together in achieving its objectives. Some suggested new areas to be covered, including more research on the conditions of mothers returning to work after a break, the situation of women in Argentina and how to change cultural attitudes in India to establish more equality between women and men.

- 94 The gendercampaign@ilo.org address also brought requests from the stakeholders. Ministries in the Netherlands, Greece, Nepal; Commissions for Equal Opportunities and for Women in Argentina and Jordan and the facilitator for the Canadian discussion of the ILC 2009 item all requested either more materials or more information on the campaign. Employers' groups in Peru asked to use the heart logo and asked for materials - as did the Employers Federation in Pakistan. Among workers' organizations the Trade Union Advisory Committee (TUAC) to the Organisation for Economic Cooperation and Development asked for materials for a seminar on Gender, Development and Decent Work and global union federation PSI's November 2008 issue of Women covered the campaign. There were also requests for additional materials from trade unions in Argentina, Brazil, Belgium, France, Luxembourg, Spain, and Uruguay. Other requests came from the UN family and included a UN Global Compact meeting in New York on 5 March 2009 on developing women's Principles, chaired by GENDER and displaying campaign materials for participating multinational enterprises, unions and NGOs. Materials were supplied to a high level Gender Forum meeting during the 25th UNEP Governing Council meeting, which specifically requested information on green jobs and gender. Trade unions in countries like Argentina, Brazil and South Africa ran their own highly visible campaigns, drawing on both ILO themes and the ITUC's own campaign for decent work for women.

Issues of process:

- 95 The first Progress Report in August 2008 recorded that:

"The commitment to delivering on both ambitious strands of work (Report and Campaign) has required a tremendous amount of energy and effort, but has also generated support and enthusiasm.

"The major constraint during this reporting period, however, was the prolonged absence of the Director of GENDER due to illness. As this necessitated the Director stepping down from her post, the unit was deprived of both management capacity as well as her valuable technical and substantive input. Every effort was made to successfully move the agenda ahead despite the difficult circumstances."

- 96 Time was the biggest obstacle for the campaign. Campaign preparation started ahead of schedule but experienced difficulties later - particularly when the Report was being simultaneously written between October and December 2008. Some 60% of those interviewed identified time as an issue for them during the campaign. This was either lack of time for preparation and gathering materials for those involved with the drafting or re-drafting of a brochure or - for those in the field - problems with delivery of printed materials

then for onward distribution. The campaign team themselves had time issues meeting deadlines and with late delivery from the printers (sometimes with quality problems). The printers and designers had problems of not knowing well in advance when material was arriving from the campaign. For those involved in the writing of brochures and in the field the lack of time was a constraint on what they could do in the time available - there was a clear wish to have done even better had there been more time. The 12 themes for each month created their own, tight deadlines. But while time issues were for some compounded by the number of themes, several of those interviewed made the point that 12 separate themes helped emphasize the range of the ILO's efforts on gender equality at work.

97 Establishing mutually acceptable parameters for partnership and joint-ownership of brochures proved a bruising experience during the preparation of campaign materials for the July 2008 theme: "Protect the future: Maternity, paternity and work". Problems arose in May 2008 over the first attempt at producing the maternity protection brochure that was halted after an impasse between the GENDER team and TRAVAIL over the issue of content and ownership. Both GENDER and TRAVAIL felt very strongly during the initially unsuccessful attempt to deliver a jointly endorsed brochure. On 4 July 2008 it was decided to put the maternity protection brochure on hold but the rest of the materials for the theme went ahead. The constituents helped in endorsing a formula for the future that recognized the lead input for technical units, keeping in view the needs of employers and workers. As the campaign continued, confidence in the joint process strengthened and - after a successful collaboration on the work/family theme brochure (March 2009), GENDER and TRAVAIL did produce an agreed brochure on maternity protection and delivered it in time for the ILC in June 2009.

98 During the interviews there were some too who felt left out of the loop of involvement and consultation or wanted a far more active role in the planning of the campaign.

EFFICIENCY OF RESOURCE USE:

99 The quality of web page and printed materials was high and the language was made accessible for an interested audience. Some materials were re-printed to meet demand and the campaign team responded to requests for more materials and information gathered through the dedicated campaign email address. Distribution was channeled through specially built lists targeting a range of government ministries and women's and gender equality machineries, UN partners, NGOs and women's organizations and academics working on gender issues.

100 Feedback from interviews with the constituents indicate that the Campaign and the Report did help the delegates at the ILC in their general discussion on "Gender Equality at the heart of Decent Work" and there was a general welcome for the campaign.

101 Most of the interviewees who responded to the question “Was there an efficient use of resources?” believed that the global campaign had indeed made efficient use of resources. The campaign secured a wide range of printed and electronically available materials - with units paying for additional copies for their future use. The VNRs proved to be one of the hits for the campaign. Training for the team in uploading and amending the campaign web page using WCMS helped meet the monthly on-line deadlines. All of this was achieved with a small team augmented for periods of work in Geneva, some additional media people in the field and external contributors to write brochure drafts, help set up and script VNRs, to tease out gender sensitive data from available statistics and to assist in the early days of the campaign launch.

102 The choice of the 12 campaign themes was designed to reflect a wide range of themes on which gender issues impact, and across a number of units and pillars of the ILO. There were strategic decisions taken to supplement efforts to reach the media in the regions with external journalistic support and to pay for translations into some key “local” languages. Postal distribution was divided to save postage costs - bulk deliveries and some lists being serviced each month while smaller packages were sent out every three months.

103 Long hours were habitual for the campaign team. Several interviewees remarked that team members were at their desks when they (the interviewees) came to work and were still at work when they left. They often worked weekends. “The working (time) was off limits” was how one interviewee described the campaign team’s working hours.

EFFECTIVENESS OF MANAGEMENT ARRANGEMENTS:

104 The dedicated campaign email address - gendercampaign@ilo.org - played a major role in communications between the campaign team and the outside world. Requests, suggestions, new contacts, problems, solutions all arrived at this e-mail address. The system worked well and allowed a two-way flow of information and ideas.

105 The team worked from GENDER/DCOMM planning documents that targeted Item, Action, Due, Status, Responsibility and Remarks. An example is attached as Annex 6. This worksheet helped drive timescales and allocation of responsibilities. Regular weekly team meetings picked up on the email logs and incoming demands - and provided a mechanism for tracking events and requests. They were responding to constituents and others seeking more information and materials; to requests for permissions to reproduce materials; for translation money in the field; to dispatching materials for targeted events and tracking potential media opportunities around the world. There were monthly meetings involving DCOMM and units participating in themes.

IMPACT ORIENTATION AND SUSTAINABILITY:

- 106 The focus for both the campaign and Report VI “Gender Equality at the Heart of Decent Work” was in assisting constituents who gathered for the general discussion at the ILC in June 2009. The impact of both the campaign and Report VI will be on going - as the ILO moves to implement the ILC conclusions.
- 107 The wealth of material built up in the 12 themes and Report VI remain a resource for the immediate future, in Geneva and in the field - and among constituents who have already helped translate some of the brochures (some governments and some employers) or incorporated the ILO materials into their own gender campaigns (trade unions). The materials have already been picked up and widely distributed to participants at the ITC-ILO Turin and VNRs are already being used there to stimulate discussions.
- 108 By adopting the life cycle approach within a Decent Work agenda, the very breadth of the 12 themes and the linkages between gender and world/international days the campaign and Report VI aimed to establish both an enabling environment and focal points for gender equality and gender mainstreaming.



CONCLUSIONS:

RELEVANCE AND STRATEGIC FIT:

- 109 The campaign was well coordinated from Geneva, involving close working between GENDER, DCOMM, relevant technical units and sections of the ILO. The campaign involved and targeted constituents and reached out - through the extensive mailing list and through the field - to new contacts and potential future partners working on gender issues in the world of work. Support was given to the regions to raise their media profile and help given in some cases to translate those materials into “local” languages.
- 110 Regions had some flexibility to concentrate on themes that coincided with their on-going gender-related campaigns. The campaign also used the synergies presented by the decision to use world/international Days as pegs on which to hang a monthly theme. This helped to widen awareness of the ILO role on gender issues - and to highlight new gender-related dimensions that the “Gender Equality at the heart of Decent Work” has brought to these other Day awareness-raising events.

VALIDITY OF DESIGN:

111 The GENDER campaign team was under-staffed at the centre - certainly during the period after the launch when the then Director was ill and later when the new Director and the Overall Project Manager were removed from day-to-day work on the campaign to concentrate on drafting Report VI "Gender Equality at the Heart of Decent Work" for the ILC (an absence that lasted from October 2008 to February 2009). The campaign team did get everything up on the website within each month and printed materials did go out (though sometimes late). The price for that was extremely long hours over a sustained period for the campaign team and - for shorter periods - for units and collaborating groups.

IMPLEMENTATION

112 The campaign and Report VI were generally thought to be useful to the 4,500 delegates at the ILC in June 2009. Discussion on gender equality was shortened to allow time for an emergency debate on the global economic crisis. Nevertheless 17 delegates spoke after the presentation of the report from the Committee on Gender Equality to support the case for "Gender Equality at the heart of Decent Work" at the ILC Plenary. Report VI was strengthened by commissioned research papers that looked at the role of workers' organizations in promoting gender equality; the increasing use of technical cooperation projects for gender mainstreaming and women-specific issues; ILO cooperation with other United Nations institutions on gender equality; the inclusion of relevant normative aspects in the analysis of the report topics - and highlighted the impact of the ILO Participatory Gender Audit as a tool for institutional transformation. The Report also raised awareness of the need for more sex-disaggregated data.

113 The campaign is widely seen by colleagues to have contributed positively to key ILO priorities of gender mainstreaming and generally successful crosscutting work in a pressured campaign. The feedback indicates that the campaign did reach delegates and that Report VI was seen as giving them a useful starting point for their discussions on future actions. The stakeholders were involved in both the campaign and in discussions on the report - through ACTRAV and ACT/EMP and through meetings with the IOE and union groups. Campaign materials were used in tripartite activities in the field (this will continue after the formal end to the campaign) and in supplementing lobbying activities at conferences and events around the world.

EFFECTIVENESS:

114 In terms of visibility and the quality and depth of output this was a highly successful campaign that produced, by June 2009, an impressive compilation of materials. There is abundant evidence that campaign materials were distributed widely, both in printed and electronic forms. There is considerable

evidence of impact as those materials were picked up, used and translated. Colleagues around the world were happy to help distribute glossy, compact brochures, posters and postcards to constituents. In the interviews there was generally a positive feeling of joint ownership of brochures that convey technical material in a readable way. There was also a unity to the visual designs across the themes.

- 115 The gendercampaign@ilo.org email address helped both constituents and supporters in getting either more involved in the campaign or in securing more materials and information. With such a small central team it was also essential in keeping the flow of information moving between Geneva and the field - and vice versa.
- 116 The media effort had appreciable success - both regionally and globally. Broadcasters picked up some of the VNRs, three Press releases went out centrally during the campaign, there were briefings of journalists and there were radio interviews with a number of broadcasters. OpEds were successfully placed. The ILO offered three radio features. Press clippings have come in from around the world.
- 117 The campaign website - in English, French and Spanish - was well visited and offered a whole menu of materials in an innovative and user-friendly way.
- 118 Media work and the distribution lists for printed campaign materials were major contributors to the efforts to reach beyond the ILO's traditional partners in the on-going work for gender equality. Other websites - like gendermatters.eu - featured the campaign.
- 119 The campaign - 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.
- 120 For this complex, multi-layered campaign that involved so many parts of the ILO, the GENDER team established mechanisms to manage distribution of materials, the flow of information and feedback and the allocation of tasks and time-lines that allowed the tracking of results in real time. The team also dealt efficiently with new contacts and requests for more materials from a range of outside organizations as the campaign moved monthly from one theme to another. Close cooperation was built between GENDER and DCOMM and there was consultation and close working with technical units involved in the 12 themes.
- 121 The consultation process covered the production cycle of each theme - from messages to visuals, to drafting, to layout and to printing. Brochure drafts and re-drafts passed between GENDER and the ILO units involved. A distribution list was built and maintained that went beyond normal ILO contacts and materials were distributed to contacts in the field to meet their needs. The GENDER team updated their campaign website with each of the monthly

theme changes.

EFFICIENCY OF RESOURCE USE:

122 Project GLO/07/17/NOR produced a wide range of themes and materials with a multi-platform delivery - all delivered on budget. The TC project will have 100% delivery rate by November 2009. Staff were hired for the project on a need-be basis. Although core staff members were secured, funds were spent judiciously for additional support at delivery moments - including the launch, International Women's Day at the time of the ILC. Funds were spent across a breadth of media, quality design and printer materials, a wide distribution (both physical and electronic), training on website management and professional translations. Funds were also available to all regional offices for implementation in the field (for example Latin America) and for additional events, translations and media work (Asia, Latin America and Arab States).

123 Website deadlines were met each month, but life ran less smoothly with the printing process and printed material often arrived significantly late for mailing and distribution in the field. The GENDER team was not able to give a set date each month for delivery of the monthly theme print files (as final changes and alterations were made) and printing times at the external printer Gonnet (who handled the first ten themes) varied appreciably. Three days notice of delivery was given by GENDER to PRODOC but this was not always rigid and the printer had less time to arrange their use of the printing machines. Quality was sometimes an issue and one brochure and one set of postcards had to be re-printed, delaying matters further. The introduction of colour proofs during the early stages of the campaign helped reduce colour problems.

EFFECTIVENESS OF MANAGEMENT ARRANGEMENTS:

124 The dedicated email address was one of the keys to the campaign team's response and support mechanisms. Many of the interviewees acknowledged the team's responsiveness and support, particularly among those in the field. GENDER and DCOMM worked together closely during the 12 month campaign.

IMPACT ORIENTATION AND SUSTAINABILITY:

125 The campaign and Report VI both have identifiable legacies:

- ✓The campaign has raised the visibility of Gender Equality at the Heart of Decent Work.
- ✓The campaign has raised the visibility of the ILO as the authority on gender issues in the world of work across a wide range of themes.
- ✓The 12 themes, with their life cycle approach embedded in decent work, will continue. The "Green Jobs: Improving the climate for gender equality too!" brochure for instance has just been posted into the resource section of the WomenWatch (UN) special web feature on Women, Gender Equality and

Climate Change.

- ✓ ILO units and the field structure have up-to-date, accessible brochures to promote their work and the role of the ILO. The brochures have a shelf life of a several years and the interviews revealed a clear future demand for re-prints and updates.
- ✓ Translations into more languages are still underway (Hungarian and Ukrainian are among the new languages) and some in the field are already working on producing local materials based on the brochure - including a publication covering all 12 themes in Portuguese for next year's International Women's Day.
- ✓ The action checklists included in each of the theme brochures and Report VI to the ILC will help focus stakeholders on the next steps.
- ✓ Report VI to the ILC - with its new and re-worked statistics - is a resource. It remains as a point of reference and a source for effective actions in the future.
- ✓ The campaign website will continue to function until the end of 2010, updating developments and welcoming new stories.
- ✓ The ILO has a simple and well-received logo (the heart and equals sign) for the "Gender Equality at the heart of Decent Work" theme.
- ✓ Video News Releases are being used already in the field and at the ITC-ILO Turin.
- ✓ The GENDER campaign team's distribution lists and regional moves to build media contacts have expanded the footprint of the ILO for its gender equality work and is on going.
- ✓ Field staff report being invited to new organizations and events to brief on "Gender equality at the Heart of Decent Work" campaign issues. The campaign has opened the door to building new partnerships.
- ✓ New areas for research have emerged from the themes as the ILO explores the gender implications of, for example, new technology, green jobs and older workers.
- ✓ Report VI raised awareness of the need for more sex-disaggregated information to advance both the debate and the actions required to create gender equality.
- ✓ The approach of including men in the life cycle approach in both Report VI and the outreach campaign will assist in on-going efforts to remove any "them and us" divisions in the securing of decent work for all.
- ✓ Already the child labour poster has been reproduced in a French education schoolbook for secondary school students; the older workers brochure re-printed by the Institute of Chartered Financial Analysts of India and material from the campaign used in CIPAF's 16-page women's group magazine in the Dominican Republic.
- ✓ From the interviews there is a clear view that the campaign has advanced gender mainstreaming both within the ILO and outside.
- ✓ The campaign run by GENDER with close support from DCOMM and involving virtually all parts of the ILO has been a generally successful,

year-long showcase for crosscutting work.

- ✓ The impact and experiences gained by the “Gender Equality at the Heart of Decent Work” campaign remain as a new benchmark for the ILO and as a starting point for similar global campaigns in the future.



LESSONS LEARNED:

- 126 The issue of lack of time that recurred during the campaign was inextricably linked to resources and, particularly, the size of the campaign team. At least one extra person would have helped the GENDER campaign team in Geneva, for example, to cope with the rapid and rhythmic succession of deadlines. It could also have allowed greater work demarcation.
- 127 Scheduling and time lines were big issues as the campaign proceeded and that became most visible at the end of the production line. Extra lead times built into the schedule could have avoided much of the problem - “*Start earlier*” as one of the interviewees involved in producing a brochure said. Aiming to produce brochures well in advance of the corresponding theme month; allowing time for units to prepare for and work on the drafting of brochures; a fixed monthly date for delivery to the graphic designers and, then, to the printers, could have helped substantially. The team was not able to give a fixed date for delivery of materials to the designer and printer - partly because negotiations and continuing changes to the final materials. VNRs were produced in weeks rather than the months they usually took and, while this generated new products for DCOMM, it also put an additional burden on their audio-visual staff - especially since one key DCOMM official was on maternity leave.
- 128 The “Gender Equality at the Heart of Decent Work” campaign highlights issues of partnership and joint ownership of materials between units and the extra time that has to be built into schedules to accommodate this process. Popularizing a technical issue for an outreach campaign - that the Gender campaign was always meant to be - can be a complex task that requires recognition for both technical expertise and the advantages of building a new, broader audience. Integrating skills, co-ownership and involvement requires time - the transaction costs are high. There has to be a process of negotiation and recognition of expertise. There is much evidence in the logs that the team did go to great lengths to consult and involve but this did not always work - as was evident in the impasse over the maternity protection brochure and in some of the responses in the interviews.

129 The campaign also highlighted the importance in a global campaign of developing materials in a wide range of languages. The interviews revealed a high priority from field staff for materials in local languages and some support in Geneva for a more strategic approach to languages. Some of the brochures were considered too big to translate with internal resources. Some were able to use other funds while, in Portugal, Ministries helped fund many of the translations in a joint effort that involved the ILO's Lisbon and Brasilia offices. All the brochures are now translated into Arabic and Turkish but few so far have made it into Russian for example and major languages like Mandarin, Hindi and Bahasa need to be tackled. The campaign did fund some translations when requested - like Tamil and Sinhalese in Sri Lanka. Other languages translated in the field include Amharic and Swahili. The field was invited and encouraged to ask for translation moneys but there was no over-arching language plan beyond the three official languages (it was "hit and miss" is how one interviewee put it).

130 The rigid "firewall" installed by PRODOC between the campaign team and the outside printer Gonnet hindered the delivery of printed materials. Both parties had to guess the needs of the other and there was a total absence of direct communication, which could for instance (with hindsight) have led to the delivery of some of the materials whilst waiting for others. Confidence broke down and in late April 2009 the campaign team switched printing to a second printer to ensure (successfully) that the final two themes would be ready for the ILC 2009. The team found a second printer through the design/layout company Paprika. It was a departure from normal procedures but PRODOC was informed in advance and given the reasons. The campaign team did have direct contact with Paprika and - although there were still issues of late changes to materials - the relationship was smoother and more successful.



RECOMMENDATIONS:

131 Similar public outreach campaigns in the ILO in the future could benefit from the experiences of the one-year campaign "Gender Equality at the Heart of Decent Work" bearing in mind process, distribution, output and impact. The use of traditional, electronic and audio visual media proved key during the campaign to reach constituents, established partners and new audiences. Future opportunities offered by new developments in Internet and other technologies should also be considered.

132 It is important to ensure that enough people are engaged for the campaign - at the centre and elsewhere - as appropriate. In a year-long campaign, for example, people are still expected to take holidays and have a decent life-work balance. The loss of a key player needs to be filled. If the people count is limited, then do less - or the same over a longer period.

- 133 Someone dedicated to liaising with the field is strongly advised.
- 134 Long lead-in times and strict deadlines are essential. Time lines should work backwards from layout and print deadlines. Layout and print deadlines should be the moment that revising and polishing ceases - except in absolute emergencies.
- 135 In crosscutting campaigns it is important to agree in advance the rules of partnership and co-ownership for producing joint materials and to allow plenty of time for preparation, consultation, negotiation and - if necessary - conflict resolution.
- 136 A more systematic and strategic approach to ensure as wide as possible language translation, beyond the ILO's three official languages (English, French and Spanish).
- 137 The ILO is asked to consider easing the current firewall between internal "customers" and external printers in the case of fast moving, complex campaigns like "Gender Equality at the Heart of Decent Work". In a similar scenario in the future PRODOC could involve a campaign team member in a round table discussion with printers and design/layout companies well before the campaign gets underway. The aim would be to ensure that all sides can discuss complexities and requirements to better understand the likely challenges over the life of the campaign. Predictable and pre-defined deadlines for the delivery of materials both to and from the printers should also be discussed at this stage. The advantages of dividing printing work between two printers to avoid output bottlenecks could also be examined - a higher price might be justifiable. During the campaign, direct contact between the campaign team and the printer could be allowed by phone or email to help build mutual trust and understanding and deal with any difficulties - with PRODOC supervising and intervening if continuing problems arise. The example of GENDER's direct creative contact with designers Paprika in this campaign under the supervision of DCOMM should provide a happy model. This recommendation should not run counter to the new Office Procedure guidance on contracts for documents and publications (IGDS Number 122 Version 1). PRODOC would retain responsibility for contracts with printers, would continue to supervise the relationship and be active in ensuring that print requirements for a complex campaign are met.

ANNEX 1:

Campaign communication channels:

Campaign website:

<http://www.ilo.org/gender/Events/Campaign2008-2009/lang--en/index.htm>

With more information about the Bureau for Gender Equality at the ILO, events, information and projects as well as extensive links to other organizations.

Campaign email address: a key channel for information, discussion and contacts - gendercampaign@ilo.org

ILO Channel on YouTube:

Video News Releases posted on to the gender equality playlist on the ILO channel on YouTube. 4,134 plays.

WUNRN:

<http://www.wunrn.com/news/news.htm> Several issues of their weekly e-newsletter features the gender campaign and campaign themes.

WIKIGENDER:

http://www.wikigender.org/index.php/International_Labor_Organization_%28ILO_%29%27s_2008-2009_Campaign_%E2%80%9CGender_Equality_at_the_Heart_of_Decent_Work_%E2%80%9D

UN WomenWatch:

http://www.un.org/womenwatch/directory/specialized_agencies_1001.htm

Campaign outputs:

June 2008

Gender equality at the heart of decent work

Overall campaign leaflet (4 sides A5) in English, Spanish, French, Russian widely distributed.

Campaign website: theme Video News Release: “Decent work for a lifetime of gender equality”.

http://www.ilo.org/global/About_the_ILO/Media_and_public_information/Broadcast_materials/Institutionalvideos/lang--en/WCMS_107529/index.htm

Flash covering all 12 themes with opportunity to download all the brochures, posters and postcards; linked ILO publications. Press launch of overall campaign “ILO launches year-long campaign ‘Gender Equality at the heart of Decent Work’”, workshop with German media, breakfast briefing of Geneva journalists



June 2008 monthly theme:

Formula for progress: Educate both girls and boys

(Decent childhoods and child labour)

Posters (A2 & A3), postcard, brochure (8 pages A4) in Eng, Esp, Fr, R, widely distributed. (Partner unit: IPEC)

Campaign website: theme Video News Release: “Moroccan circus school

replaces child labour with education”. Brochure, poster and postcard (in 6 languages) downloadable. Slide show with photos and captions on the theme. ILO movie on right response to child labour. Linked ILO publications.
12 June - World Day Against Child Labour



July 2008

Protect the future: Maternity, paternity and work

Posters (A2 & A3), postcard (in 6 languages), brochure in Eng, Esp, Fr widely distributed. (Partner unit: TRAVAIL)

Campaign website: theme Video News Release: “Protecting maternity in Cambodia’s textile factories”. Brochure (later), poster and postcard downloadable. Slide show. Linked ILO publications.

11 July: World Population Day



August 2008

Youth employment: Breaking gender barriers for young women and men

Posters (A2 & A3), postcard (in 6 languages), brochure (12 pages A4) in Eng, Esp, Fr widely distributed. (Partner unit: YEP)

Campaign website: theme Video News Release: “Jobs for young women and men in Kyrgyzstan”. Brochure, poster and postcard downloadable. Slide show. Press release “Breaking gender barriers for young women and men”. Linked ILO publications. Feature story Brazil: Breaking gender barriers: A young woman’s quest in a male dominated profession”.

12 August - International Youth Day; 4th World Youth Congress, Quebec



September 2008

Remove the obstacles! On the right track to equality

Posters (A2 & A3), postcard (in 6 languages), brochures (12 pages A4) in Eng, Esp, Fr widely distributed. (Partner unit: NORMES)

Campaign website: theme Video News Release: “Equal pay in Portugal’s restaurants”. Brochure, poster and postcard downloadable. Slide show. Linked ILO publications. Article/Fiji.

50th birthday of Convention 111 (Discrimination in Employment and Occupation)



October 2008

Rights, jobs and social security: New visions for older women and men

Posters (A2 & A3), postcard, brochures (12 pages A4) in Eng, Esp, Fr widely distributed. (Partner units: Employment Policy Department and Social Security Department)

Campaign website: theme Video News Release: "Chaltu: never too old to change her life" (Ethiopia). Brochure, poster and postcard downloadable. Slide show. Linked ILO publications. Press release "ILO Gender Equality campaign highlights need for rights, jobs and social security for older women and men".

1 October - International Day of Older Persons



November 2008

Skills and entrepreneurship: Bridging the technology and gender divide

Posters (A2 & A3), postcard (in 6 languages), brochures (8 pages A4) in Eng, Esp, Fr widely distributed. (Partner units: SKILLS and WEDGE)

Campaign website: theme Video News Release: "Women's cooperative spins ancient technologies into commercial success" (Argentina). Brochure, poster and postcard downloadable. Slide show. Linked ILO publications. Feature story India: "From veil to camera: Empowering women through skills training".



December 2008

Women and men migrant workers: Moving towards equal rights and opportunities

Posters (A2 & A3), postcard (in 6 languages), brochures (12 pages A4) in Eng, Esp, Fr widely distributed. (Partner unit: MIGRANT)

Campaign website: theme Video News Release: "Protecting male and female Filipino nurses migrating abroad". Brochure, poster and postcard downloadable. Slide show. Linked ILO publications. Feature stories: "From high fashion 'alta moda' to dress-making in Ukraine" and Manila Conference. Discussion paper.

18 December - International Migrants Day



January 2009

Green jobs: Improving the climate for gender equality too!

Posters (A2 & A3), postcard (in 6 languages), brochures (8 pages A4) in Eng, Esp, Fr widely distributed. (Partner unit: INTEGRATION)

Campaign website: theme Video News Release: “When community clean-up generates livelihoods for women”. Brochure, poster and postcard downloadable. Linked ILO publications. Feature story: “India’s barefoot solar engineers fight climate change and poverty”.



February 2009

Social dialogue at work: Voices and choices for women and men

Posters (A2 & A3), postcard (in 6 languages), brochures (12 pages A4) in Eng, Esp, Fr widely distributed. (Partner units: DIALOGUE and SECTOR)

Campaign website: theme Video News Release: “Social dialogue: creating employment opportunities for Yemeni women”. Brochure, poster and postcard downloadable. Linked ILO publications.

20 February - First World Day of Social Justice



March 2009

Work and family: The way to care is to share

Posters (A2 & A3), postcard (in 6 languages), brochures (12 pages A4) in Eng, Esp, Fr widely distributed. (Partner unit: TRAVAIL)

Campaign website: theme Video News Release: “Sharing work and family responsibilities in Paraguay”. Brochure, poster and postcard downloadable. Linked ILO publications. Article/Cambodia. Policy brief.

8 March - International Women’s Day - significant spike in visits to Campaign website (26,172 page views in March).



April 2009

Providing safe and healthy workplaces for both women and men

Posters (A2 & A3), postcard (in 6 languages), brochures (8 pages A4) in Eng, Esp, Fr widely distributed. (Partner unit: SafeWork)

Campaign website: theme Video News Release: “Building a safety and health culture in India’s construction sector”. Brochure, poster and postcard downloadable. Linked ILO publications.

28 April - World Day for Health and Safety at Work

ILO Word of Work: April 2009

41 pages of the April 09 ILO Magazine devoted to Gender Equality at the heart of Decent Work. Circulation of World of Work - 100,000 copies in 14 languages.



May 2009

Women's empowerment: 90 years of ILO action!

Posters (A2 & A3), postcard (in 6 languages), brochures (12 pages A4) in Eng, Esp, Fr widely distributed. (Partner units: ILO Historical archives, Communications and Files Section Secretariat)

Campaign website: theme Video News Release: "Empowering women: 90 years of women in the ILO". Brochure, poster and postcard downloadable. Linked ILO publications.

May Day, ILO 90th anniversary celebrations.

Paper carrier bag and plastic valisette with all campaign materials for delegates. Note pads. Large-scale banners highlighting the 12 themes and a new Gender stand during the ILC, June 2009. A 13th (A1 size) poster visualizing all the campaign themes in Eng, Esp, Fr. A 14-minute curtain raiser video compilation of all the key messages of the 12 VNRs following the life cycle.



After the campaign officially ended:

- * Animated flash presentation with all campaign materials. (English with Spanish and French versions underway).
- * DVDs with the flash presentation sent to all who participated in the ILC Committee on Gender Equality.



ANNEX 2: INTERVIEW LIST

FINAL EVALUATION SCHEDULE OF INTERVIEWS - GLO/07/17/NOR

Monday 21 September 2009

Time	Interviewee	Room No.
10.00-10.45	Jane Hodges Director, Bureau for Gender Equality (GENDER)	10-68
11.00 - 11.45	Githa Roelans Project manager, campaign strategy development, supplementary drafting, reviewing and revising (EFS) and production of	10-77

		campaign materials, liaising with field, outreach, presentations, financial follow-up, planning, liaising with graphic designers and excols	
12.00 12.45	-	Iselin Danbolt Project management, campaign website, distribution of materials, management of distribution lists, production of materials, incl. brochures, flash, IWD background preparation and 8 March ILO event, notepads, valisette. Assistance in drafting.	10-61
14.00 14.45	-	Marie-Hélène Shala Finance & Administrative Officer, Bureau for Gender Equality (GENDER)	10-81
15.30 16.15	-	Shauna Olney International Labour Standards Department (NORMES), Gender Coordinator, feedback on report	6-64

Tuesday 22 September 2009

Time		Interviewee	Room/ Telephone No.
09.00 09.45	-	Sophy Fisher , Regional Information Officer (Asia and the Pacific) AND Allan Dow , Regional Communications Officer responsible for implementation of the Gender Campaign (media articles, journalist briefings, feature stories)	Video Conference RO BANGKOK 1-117
10.30 11.45	-	Guebray Berhane , Regional Communication officer Africa (launch of campaign in Addis, visibility of campaign during Africa Development Forum)	Video Conference BR ADDIS ABEBA 1- 117
15.00 15.45	-	Fatime N'diaye Gender specialist francophone Africa	+243 81 700 61 13
17.00 17.45	-	Maria Elena Valenzuela Senior Gender Specialist South America, feedback on report & Marcela Ramos Communication expert hired for implementation of gender campaign in Latin America	Video Conference SRO SANTIAGO 1-117

Wednesday 23 September 2009

Time		Interviewee	Room/ Telephone No.
11.00 11.45	-	Claudia Coenjaerts Management Support Unit of ED/EMP (ED/EMP/MSU), Joint development of campaign materials on theme "Youth	11-20

	employment”	
14.30 16.30	- Susan Maybud Overall project manager, quality control and author of Report VI. Formulated project concept note, TC proposal, drafting and production of campaign materials, liaising with field, outreach, presentations, financial follow-up, planning. Liaising with graphic designers and excols.	10-65

Thursday 24 September 2009

Time	Interviewee	Room/ Telephone No.
10.00 – 10.45	Tiina Eskola , Skills and Employability Department (EMP/SKILLS), feedback on report	8-88
11.00 – 11.45	Irmgard Nubler Skills and Employability Department (EMP/SKILLS), Joint development of campaign materials on theme “Skills, entrepreneurship, technology”	7-156
15.45 – 16.30	Mariangels Fortuny Country Employment Policy Unit (EMP/CEPOL), Joint development of campaign materials on theme “Youth employment” and “Senior workers”	8-29

Friday 25 September 2009

Time	Interviewee	Room/ Telephone No.
17.00 – 17.45	Maria José Chamorro Senior Gender Specialist Central America, feedback on report	Skype

Wednesday 30 September 2009

Time	Interviewee	Room/ Telephone No.
9.00 – 9.45	Simonetta Cavazza Chief, Gender and Non-Discrimination Programme, ITC Turin	Turin Centre, Pavilion M, 1 st floor, Room 123
10.00 –	Carol Marques Gender and Non-Discrimination	Turin Centre,

10.45		Programme, ITC Turin	Pavillion M, 1 st floor, Room 124
11.00 11.45	–	Cinzia Bizzotto Gender and Non-Discrimination Programme, ITC Turin	Turin Centre, Pavillion Pav. T 127
15.00 15.45	–	Fernando Fonseca Social Dialogue Programme	Turin Centre
16.00 16.45	–	Johanne Lortie Non-Discrimination	Turin Centre
		Rosanna O’Keeffe Participant Services	Questionnaire

Monday 5 October 2009

Time		Interviewee	Room/ Telephone No.
10.00 10.45	–	Ayse Selcuk-Gencer Gender Focal Point, 10.30 Ankara time Berber Agtas will be joining, she initiated work on translation of campaign materials into Turkish	+90. 312. 491 98 90 ext.113
11.00 11.45	–	Gloria Moreno-Fontes International Migration Branch (MIGRANT), Joint development of campaign materials on theme “Migration”	7-38
14.30 15.15	–	Dimitrina Dimitrova Bureau for Workers’ Activities (ACTRAV), Gender focal point, feedback on report	10-104

Tuesday 6 October 2009

Time		Interviewee	Room/ Telephone No.
10.00 11.00	–	Tom Netter Press releases, feature stories, brochures Sandra Kuchen VNRs and YouTube gender equality channel Dalibor Rodinis Guidance on campaign website within ILO website	DCOMM meeting room 1-4 North end
11.30 12.15	–	Eric May External consultant involved in the production of video releases and film	+49 722 380 6979
14.30	–	Michel Masurel works for PAPRIKA and was	PAMODEC

15.15		responsible for the design of campaign materials and lay out of brochures	Meeting Room
15.45 16.30	–	Maurizio Gnot External Consultant involved in the development of campaign website structure within ILO website and training of Iselin Danbolt and Roland Muller	Skype Conference mauriziognot PAMODEC Meeting Room

Wednesday 7 October 2009

Time		Interviewee	Room/ Telephone No.
10.00 10.45	–	Patrick Quinn International Program on Child Labor (IPEC) Collaboration on World Day Against Child Labor (education) and WDAFL 2009 (girl child)	5-87
11.15 12.00	–	Laura Addati Conditions of Work and Employment Programme (TRAVAIL) Collaboration on development of campaign materials on themes “maternity protection”, “work-family” and “equal pay (VNR)”	7-73
14.30 15.15	–	Geir Tonstol Chief Technical Advisor GENDER	10 -63
15.45 16.30	–	Valentina Forastieri Programme on Safety and Health at Work and the Environment (SAFEWORK), Joint development of campaign materials on theme “Occupational Safety and Health”	7-98

Thursday 8 October 2009

Time		Interviewee	Room/ Telephone No.
10.00 10.45	–	Simel Esim Senior Gender Specialist - Beirut, feedback on report and campaign	Teleconference +961-1-752400 ext: 110
11.15 12.00	–	Peter Poschen Policy Integration Department (INTEGRATION), Joint development of campaign materials on theme “Green jobs”	5-59
13.30 14.15	–	Mwila Chigaga Senior Gender Specialist, Addis Ababa	Phone interview +251 11 544 4316
14.30 15.15	–	Jane Hodges Director, Bureau for Gender Equality (GENDER)	10-68
15.45	–	Joni Simpson Programme on Boosting	11-33

16.30	Employment through Small Enterprise Development (EMP/SEED), feedback on report	
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Friday 9 October 2009

Time	Interviewee	Room/ Telephone No.
9.30 – 10:15	P Kamalam Director, Equality and Youth, ITUC Brussels	+32 2 2240324
	Maria Fernanda Garza Employer Vice Chair during the ILC discussion on Gender Equality	Sent questionnaire
14.30-15.15	Raphael Crowe OIC during sick leave of GENDER director (until August 2008), feedback and user of campaign materials	10 – 73
15.30 – 16.15	Angelika Muller Industrial and Employment Relations Department (DIALOGUE), Joint development of campaign materials on theme “Social dialogue”	9-113
16.30 – 17.15	Mr. José Garcia (PRODOC) Providing quotes for printing of campaign materials and managing relations with printer	2-12

Monday 12 October 2009

Time	Interviewee	Room/ Telephone No.
14.00 – 15.30	Githa Roelans Project manager Susan Maybud Overall Project manager Iselin Danbolt Project management	GENDER meeting room 10-88

Tuesday 13 October 2009

Time	Interviewee	Room/ Telephone No.
9.00 – 9.45	Khaliq Manzoor Gender focal point, ILO Islamabad office	Skype interview manzoor- khaliq
10.00 – 10.45	Sanchir Tugschimeg Bureau for Employers' Activities (ACT/EMP), Gender focal point, feedback on report	9-117
	Sandra Senaratne Gender Focal Point, ILO Colombo	Sent structure

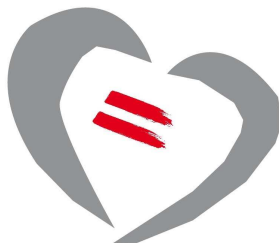
			questionnaire
11.30 12.00	–	Marie-Helene Shala Financial follow-up of NOR project	10-81
14.30 15.15	–	Albertina Jordao ILO Lisbon, Gender Focal Point	Skype albertinaj
15.45 16.30	–	Kiran Mehra-Kerpelman Department of Communication and Public Information (DCOMM), Focal point for gender campaign within DCOMM, overall communication guidance and assistance	1-37

Monday 19th October

10.00 10.45	–	Fredrik Arthur Chair, Gender Committee ILC 2009 (Government, Norway)	Phone interview + 47 22 24 39 84
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Friday 23rd October

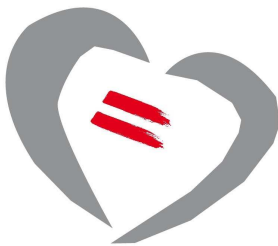
11.00 11.45	–	Maryline Gonnet IMPRIMERIE GONNET, France	5-142
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ANNEX 3: INTERVIEW STRUCTURE

- 1 Can you please briefly outline to me **your** contribution to the campaign?
- 2
 - a Did you feel you had adequate resources?
 - b Did you feel you had adequate time to produce your input?
 - c Did you feel there was effective project management?
 - d Did you feel you had adequate support/back-stopping?
 - e Was crosscutting work between departments effective?
 - f What involvement of stakeholders was there in your work?
 - g Who did you see as the target audience(s)?
 - h How did you reach your target audience(s)?
 - i Was there an efficient use of resources?
- 3
 - a What elements worked well in the campaign?
 - b Were there things you think now could have been done differently?

- c Most successful/least successful outputs.
- 4
 - a From your stand point what were **your** objectives in this campaign?
 - b Would you say that **your** objectives were met? (Objectives not met?)
 - c Do you have any evidence to support that view?
 - 5
 - a Would you say that the **overall** campaign has been a success?
 - b Do you have any **evidence** to indicate success?
 - c Did campaign succeed in evoking a response/raising visibility of issues?
 - d Do you think the campaign will help gender mainstreaming?
 - 6
 - a Did you find the approach adopted in the Report and Campaign - including life-cycle, decent work and a gender lens - helpful?
 - b Will this approach help in your future work?
 - c Do you think the Report-campaign helped delegates/partners?
 - d Evidence it has helped delegates/partners?
 - 7
 - a What impact do you think this campaign will have in the longer term?
 - b Elements or messages from campaign that will help you in the future?
 - 8
 - a In one sentence - how would you describe the outcome of campaign?
 - b And how would you rate it - on a scale of 1-10?



ANNEX 4: QUESTIONS TO CONSTITUENTS

- 1 Can you explain what was your role in this year's International Labour Conference?
- 2 Were you and your members aware of the Gender equality at the heart of Decent Work campaign?
- 3 What impact did the Gender equality campaign have:
 - a) on your work,
 - b) on your constituency,
 - c) on the conference discussions.

- 4 Did your constituency feel involved in the campaign? In what ways?
- 5 Did you find the themes of the Report and the Campaign helpful - life cycle, gender lens on decent work?
- 6 Did you find the new data helpful?
- 7 What most/least impressed you about the Campaign?
- 8 Was there anything you would have liked to be done differently?
- 9 Will the campaign help you/your constituents in their work? How?
- 10 Do you think the Campaign, the Report and the discussion at the ILC will help in changing policies and winning ratifications?
- 11 Does the campaign have an after-life for you?



ANNEX 5: DOCUMENTS EXAMINED

Campaign brochures, posters and postcards

Website, VNRs, flash presentations

Email logs

Evaluation timetable

Concept note

Campaign strategy documents

PowerPoints

DCOMM partnership

Distribution lists

Requests and inquiries

Evaluation Budget

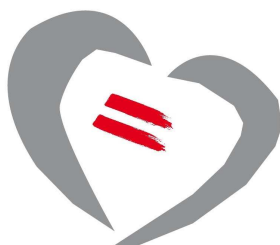
External support

Media activity log

Regional implementation logs (1 & 2)

Web statistics, campaign and regional website information, other websites

Terms of Reference.

**ANNEX 6: GENDER/DCOMM PLANNING DOCUMENT**

Item	Action	Due	Status	Resp.	Remarks
Development campaign proposal	TOR for consultancy work GR		Done	SM	GR: 1 month excoll November 2007
	research and draft campaign proposal	23/11/2007	Done	GR	meetings with EM and SM
	present campaign proposal to Gender Bureau	30/11/2007	Done	GR	during staff meeting 30/11
	meeting with DCOMM	23/11/2007	Held on 4/12	SM	with EM, SM, GR, ID + DCOMM
	prepare meeting with ACTRAV and ITUC		held on 26/11	SM/GR	"workers" principally agree to have a public campaign in the lead up of the ILC 2009 (Kamalam, Gonzalez, Dimitrova Schmidt, Goodson
	set up meeting with ACT/EMP			EM/SM	EM discussion with Retournard
	prepare powerpoint of campaign proposal	30/11/2007	Done	GR/SM	

	prepare draft planning document	30/11/2007	Done	GR	
	finalize file (2 copies) with proposal, annexes, powerpoint presentation and planning document	30/11/2007	Done	GR	
	write-up minutes meeting with DCOMM and distribution	08/12/2007	Done	SM/GR	sent together with shopping list of themes for the campaign
	follow-up with DCOMM re feedback on proposal	31/01/2008	Done	SM/GR	DCOMM endorsement of GE campaign received 30/01/2008
	individual meetings with DCOMM colleagues: Kiran, Tom, Karen and Corinne on the campaign	week 18 Feb	Done	SM/GR	to have individual feedback and ideas for the campaign
	complete timeline campaign	15/03/2008	Done	SM/GR	identified intl hooks
	Secure CABINET endorsement for campaign	15/02/2008	Done	EM	Endorsed by Ducci
	identify events for each month		ongoing		idea is to have an event in a different country for some themes
Campaign management	set-up technical advisory committee (TAC) for campaign	15/02/2008		EM/SM	decided to have thematic advisory groups instead of overall campaign advisory committee
	set-up campaign team within GENDER bureau	15/01/2008	Done	EM	composed of SM/GR/ID/RM

	set-up task-division with DCOMM	15/03/2008	Done	ZT/EM	KMK appointed senior focal point for gender equality campaign (dovetail with Decent Work campaign)
	Internal meeting to decide on processes	18/04/2008	Done	EM/SM/GR/ID	Decisions: weekly Tuesday 9:30 meetings on campaign - changed to Mondays at 2:30 pm. SM responsible for managing campaign EM signs off - in absence of EM, SM signs off. GENDER staff views in poster and slogans via Iselin. CABINET liaison SM in EM's absence. OIC briefed that all matters concerning campaign directly handled by SM.
	explore possibility of email address for campaign	11.04.2008.	Done	ID	gendercampaign@ilo.org ID= manager, access provided to EM,SM,GR, RM and BH
	Recruit additional communications support for campaign		Done	EM/SM	Roland Muller recruited, TOR to regions for regional support
	Compile detailed distribution list for campaign materials indicating language, number of campaign materials	30/04/2008	ongoing	RM/ID	very urgent, needs to be in excell format, fields in agreement with printer, await input from José

	Explore possibility of gender contact management database (CMDB)			KMK	on hold, pending on input from José
	obtain basis lists for different categories of distribution list	30/04/2008		RM/ID	very urgent
campaign management	contact Dimitrina ACTRAV re ITUC and GUF lists	29/04/2008	done	SM	await response and actual mailing list
	contact ACT/EMP re mailing lists IOE affiliates	29/04/2009	message drafted and sent to RC	RC	very urgent
	explore with Kiran possibilities of outsourcing conversion of different mailing lists into excell for delivery printer	29/04/2008		SM/GR	very urgent
	send lists to outsourcing company to process	06/05/2008		ID	via Kiran
	inform PRODOC on monthly printing of poster, postcard and background er and ask for quote	18/04/2008 - 23/04/2008	Done, await quote from José	SM/GR/ID	meeting with José on 28/04
	provide José with details on posters needed - folded, plano and stock	29/04/2008		ID	
	provide José with details on materials in envelop per category	29/04/2008		ID	

	provide José with test list of addresses to check with printer for processing of labels	30/04/2008	done	GR	based on list of regional organizations in excel
	set-up meeting with Donati and Becci to discuss monthly distribution of campaign materials and quote for distribution costs	25/04/2008		SM/ID/Fabienn e	await input from José re distribution mechanism
	Purchase tubes/envelopes for distribution of campaign materials	30/04/2008		ID/BH	based upon detailed distribution list, check with distribution on existing materials
	Draft and send Minute to all Country, SRO and RO directors introducing campaign	asap		SM for EM	cc to SGS, offer campaign support, also copy Cynthia Yinusa in Africa
	Draft Minute to HQ directors reminding of campaign	after leaflet prepared		SM for EM	cc to Gender Coordinators
	Contact ILO Beijing office with promo brief and inform about TOR support		Done, message sent by EM on 15/04/2008	SM	contact Constance Thomas cc Samina Hassan
campaign management	contact ILO Moscow office with promo brief and inform about TOR support	28/04/2008	Done	SM	contact Olga Bogdanova cc Irina
	follow-up CABINET with GFP	01/04/2008		EM	
	follow-up with German Govt contact			EM	letter received

	meeting with IOE re ILC report and GE campaign	05/05/2008		RC/SM	
	draft TOR for translators FR and SP to have assignment for whole campaign	18/04/2008	done	SM/ID/	draft TOR for first campaign theme and general leaflet first
	Produce new ILC GE stand			ID/BH	using GE Heart DW slogan
Campaign themes and messages	set-up meetings with the gender coordinators of 4 sectors in week of 18 Feb.	08/02/2008	Done	SM	SM had meetings with gender coordinators of the four sectors. Also NORMES, TRAVAIL, IPEC and SECTOR.
	Presentation of campaign at Bangkok planning meeting	02/08/2008	Done	EM	also SROs A/P informed, including country director China
	feedback/input from sectors on campaign themes	29/02/2008	Done	SM	continuous
	share proposed themes with DCOMM	12/03/2008	Done	SM/GR	ZT replied and approved 13/03/2008
	campaign presentation to social partners at WORK and FAMILY Workshop (TRAVAIL)	28/03/2008	Done	SM	IOE and ITUC favorable
	campaign presentation to social partners at PAY EQUITY Workshop (TRAVAIL)	08/04/2008	Done	SM	positively received. Search areas for cooperation
	meeting with regional directors during GB		Done	EM/SM/GR/ID	Africa, Arab States. EM with EUROPE. LA ok through MEV. ASIA cancelled.

	meeting with IPEC on 1st campaign theme	14/03/2008	Done	MJ/PQ/SR/SM/GR/SKA	GE can be launched together with WDACL, GE poster in line with WDACL poster, fact sheet in campaign design. Agreed to closely liaise with IPEC on first theme
	TRAVAIL meeting on maternity protection and workers with family responsibilities	21/04/2008	Done	TRAVAIL/SM/GR	further follow-up meetings on specific campaign themes
	final decision on 12 campaign themes	14/03/2008			12th theme open to accommodate further suggestions (green jobs? Impact of trade? Poverty angle?) Switch "pay equity" and "discrimination" months (Sept 08 and April 09)
Campaign look	explore possibilities of pro-bono work ad agency	asap		GR/SM	idea dropped following discussions with DCOMM
	draft briefing document campaign graphic designer	01/03/2008	done	GR/SM	provided KMK with briefing document on 18/03/2008
	briefing graphic designer	15/03/2008	done	KMK	
	receive proposals campaign look	04/04/2008	first proposal reviewed, ongoing	EM/SM/GR/ID/KMK	
	approval of campaign look	18/04/2008	approved	EM	poster + postcard approved by EM on 25/04/2008

Campaign Leaflet	draft text	15/04/2008		SM/GR/ID	first draft reviewed by SM, GR to complete changes
	edit draft	25/04/2008		SM/TN	
	approval English version	30/04/2008		SM/EM	
	translation of text in FR and SP	30/04/2008		ID sends in translation	GR to research already available text in FR and SP
	lay-out of leaflet	01/05/2008		KMK	
	leaflet printed	15/05/2008			
	distribution to ILC 2008 delegates				wider distribution beyond
Flash presentation	Design	15/05/2008		KMK/GR/SM/ID	
	Upload on website	30/05/2008		KMK	
Document folder	Design				
	Print				models and quotes from REPRO
Video news releases	first meeting with Karen Naets	19/02/2008	Done	SM/GR	to discuss video and special intl TV programmes, meet again once themes have been set
	set up new meeting	02/04/2008	Done	SM/GR	notes distributed to all present and KMK
	identify ILO projects per campaign theme for short VNR	15/04/2008		SM/GR	first three items discussed with Karen 28/04/2008;
	provide GENDER with budget for producer	15/04/2008	Done	Karen	budget estimate received
	message to Karen confirming agreement on proposed budget and 3 first themes for VNR	29/04/2008		GR	150.000USD for 12 VNRs; GENDER to cover 100.000 USD, rest on Karen's budget; await approval EM

	set-up conf call with Eric May	30/04/2008		Karen	with GR/SM, once budget has been approved by EM
	shortlist "voices" for campaign themes	07/05/2008		SM/GR/ID	
	explore campaign-related editorial coverage with key international broadcasters	30/04/2008	Ongoing	GR/SM	together with Karen, research BBC World, Al Jazheera, CNN
Media relations	explore possibility of Gender Equality supplement with key international publications	30/04/2008	Ongoing	GR/SM	meeting with FT on special supplement in FT
	compile gender equality media list	01/06/2008		RM/TN/GR/ID/BH	together with DCOMM, RM to do research and compile list, then update
	propose special focus on campaign in ILO World of Work, April 2009 issue	01/04/2009	proposal accepted by DCOMM	SM/GR	May Hoffman informed GR on 31/03/2008
	Gender News to include campaign and themes			GR/ID	use Gender News for updates
	develop module on gender equality for journalists' workshop	09/05/2008	Done	SM/GR/HvR/KMK	partnership with FES for journalists from Latin America, Germany and English-speaking developing countries / Maria Elena Valenzuela, Salazar and Bonilla confirmed participation

	inform FES of proposed programme and speakers	25/04/2008	Done	SM	EM to attend lunch SM to check with RC and inform FES that EM will not be attending lunch
	prepare display table with SP publication on gender equality, employment and social protection	08/05/2008		GR/BH	together with BH
	prepare presentation on campaign for Latin American journalists	08/05/2008		GR	meeting with Maria Elena on 6 May PM to prepare presentation
	Gender contribution to yearly FES briefing for German journalists		Jun-08		SM to consult with RC on presenter gender equality issues in briefing ; RM to present campaign in German
Campaign website	draft structure of campaign website	29/02/2008	done	KMK	meeting was held on 11/04/2008. Webdev to develop template, GR to follow-up
	explore possibility of easy domain name for the campaign website	11/04/2008	Done	ID	will be www.ilo.org
	review proposal made by Maurizio	07/05/2008		SM/GR	following meeting on 30/04/2008
	provide Maurizio with text for general campaign page and decent childhood page (in 3 languages)	09/05/2008		SM/GR	

	training for Iselin and Roland	week of 12 May			as soon as website structure has been developed, Kiran to inform us
	upload materials on website	30/05/2008			progressive
	develop fun web-site quizzes per theme			SM/ID	
	discuss possibility of on-line discussion forum together with women watch + WIN			GR	EM and GR to initiate contact with UNDESA
	"Voices" pro gender equality in the world of work				seek endorsements of key people per campaign theme
Ad campaign	explore pro-bono work ad agencies and media sponsoring	30/04/2008		SM/GR	some research done, but idea dropped
Events	brainstorm on Geneva campaign kick-off event			GR/SR	possibility of WDACL 2008 exhibition jointly financed by GENDER/IPEC
	explore possibilities of event in Washington with Armand				explore for 2009
	explore opportunities for campaign visibility during Oslo DW and Globalization meeting		September event	ID	
	explore possibility of event in New York with Kevin Cassidy				in October to coincide with 3rd Committee. Contact EG and KC

Traveling photo exhibition	explore possibilities of working together with photographs from National Geographic, Magnum, Géo			GR/EM	initial contact made with National Geographic
	review proposal German gov on existing exhibition		15/05/2008	EM/SM	
Field offices	draft note to inform gender specialists in regions / field offices on the campaign and team	01/03/2008	done	GR/SM	
	send information note to field offices	14/03/2008	done	SM	SM sent on 27/03/2008
	draft TOR for regional support for campaign		done		submitted to DCOMM and approved, TOR sent to senior gender specialists in field on 27/03/2008
	draft TOR for regional support for campaign		done		submitted to DCOMM and approved, TOR sent to senior gender specialists in field on 27/03/2008
	send email to fieldcom re campaign, support, distribution and translation of materials in local languages	23/04/2008	Done	KMK/SM/GR	sent by Adam on 28/04/2008
	forward message to SGS with note on follow-up proposed campaign support	29/04/2008	done	SM	Kiran sent additional email to SGS highly supporting the campaign

Outreach other stakeholders	inform UN Gender Units of campaign and team	01/03/2008		EM	need guidance on approach
	brief CONGO on planned campaign	14/02/2008	done	AC/ID/GR	work on NGO distribution list
	set-up meeting with WIN		done	SM/GR/ID	meeting with Marie O'Hara on 6/05/2008
	respond to request from FUNDESCA N (ESP)			GR	once general leaflet in Spanish is ready to send in electronic format
	contact information INSTRAW			ID	for distribution list
	explore UN NGO liaison	25/04/2008		KMK	contact with WUNRN established, will send materials in electronic format to all members
	set-up meeting with WEF to explore partnerships	31.04.2008		SM/GR	high visibility
Campaign staff	contract Githa Roelans GENDER post creation short term (P4)		Done	EM/SM	contract 28/01-30/06, 50%, now 100% - new contract sept 2008 - June 2009
	Iselin Danboldt GENDER		done	EM	75% dedicated time
	Roland Muller (P2)		done	EM/SM	campaign support
	Regional support part-time TBD		TOR sent out to SGS		campaign support
Theme 1 Child labour and Education	send memo to unit to set-up thematic advisory group for campaign month's theme	04/04/2008		EM	
	meeting of thematic advisory group				first meeting with IPEC on 14/03/2008

proposal design poster	07/04/2008		advisory group	
brainstorm on slogan	07/04/2008	done	advisory group	
key messages	07/04/2008		advisory group	
internal consultation on poster and slogan	18/04/2008	done	SM/ID	with IPEC and GENDER
decision on poster and slogan	18/04/2008	done	EM/MJ	slogan Formula for Progress: Educate both girls and boys, approved by MJ on 21/04/2008
translation of slogan in FR and SP	18/04/2008	done	DCOMM	
sign off for print poster	21/04/2008	done	EM/MJ	on 25/04/2008
files prepared for printing	29/04/2008	done	KMK	sent to José together with colour proof on 30/04/2008
print poster	15/05/2008			quotes from REPRO
postcard in 6 languages	21/04/2008	done		approved BY EM/MJ
draft backgrounder	04/04/2008	done	SM	based upon IPEC draft, sent to TN for editing
edit backgrounder	29/04/2008	done	TN	
approval backgrounder	29/04/2008	done	EM/MJ	approved by AA, PQ and Shahnaz
sent backgrounder for translation in FR and SP	30/04/2008	done	ID	
text returned	05/05/2008			SP translation received
final editing	05/05/2008		SM	
lay-out	01/05/2008		via Kiran to designers	all three languages
files prepared for printing				
print backgrounder				

	upload materials on FTP site	15/05/2008		Kiran	
	distribution	15/05/2008			to ILO internal - wider distribution in early June (for launch of campaign).
	identify topic for feature story	18/04/2008		team	consultation with key unit
	write-up feature story			TN/HvR	
	draft key messages for photo slide presentation	15/05/2008		GR + DCOMM	
	select ILO project for VNR	25/04/2008		team	with input from Anita (Kenya, Ghana, Tanzania), discussed with Karen on 28/04/2008
	identify voices for endorsement	30/04/2008			
	compile list of spokespersons	15/05/2008		SM/GR/ID	based on IPEC WDACL list of spokespersons
	draft press release	30/04/2008		DCOMM	
	distribute press release to media	12/06/2008		DCOMM	EM/MJ approval
	draft text and prepare website page on theme	15/05/2008		GR/ID	research links to resources and additional info
	upload materials on website	30/05/2008		DCOMM	ID to supervise
Theme 2 Maternity Protection					
	meeting of thematic advisory group	21/04/2008	done	SM/GR	Manuela Tomei, Jon Messenger, Naomi Cassirer

proposal design poster	07/04/2008		advisory group	
organise photo shoot for poster photo	22/04/2008	done	SM/GR/DCOM M	with pregnant woman and young father/infant
brainstorm on slogan	07/04/2008		advisory group	working slogan "protect the future: maternity, paternity and work"
key messages	07/04/2008		advisory group	
internal consultation on poster and slogan		ongoing	SM/ID	with TRAVAIL and GENDER
decision on poster and slogan	30/04/2008		EM/MT	
translation of slogan in FR and SP	30/04/2008		DCOMM	
sign off for print poster	30/04/2008		EM/MT	
print poster	15/05/2008			
postcard in 6 languages	15/05/2008			
draft/review background er	09/05/2008		SM	
edit background er			TN	
approval background er	14/05/2008		EM/MT	
translation of background er in FR and SP	21/05/2008		ID	
lay-out and print of background er	31/05/2008			brochure format quotes form REPRO, based on distribution list numbers
distribution	31/05/2008			to ILO internal - wider distribution in early June (for launch of campaign).
identify topic for feature story	30/04/2008		team	consult with key units
write-up feature story			TN/HvR	

	select photos for slide presentation	30/04/2008		DCOMM	
	select ILO project for VNR	30/04/2008		team	Cambodia Better Factories, discussed with Karen
	identify voices for endorsement	30/04/2008			
	compile list of spokespersons	15/05/2008		SM/GR/ID	
	draft press release	30/06/2008		DCOMM	
	distribute press release to media	10/07/2008		DCOMM	EM/MT
	prepare website page on theme	15/06/2008		ID	research links to resources and additional info
	upload materials on website	30/06/2008		DCOMM	ID to supervise
Theme 3 Youth Employment	send memo to unit to set-up thematic advisory group and workplan	30/04/2008		EM	
	meeting of thematic advisory group				
	set-up workplan, brainstorm on slogan and visual for poster, key messages	09/05/2008			
	proposal design poster				
	internal consultation on poster and slogan			SM/ID	
	decision on poster and slogan				
	translation of slogan in FR and SP			DCOMM	

sign off for print poster				
print poster				quotes from REPRO
postcard in 6 languages				
draft/review backgrounder				
edit backgrounder				
approval backgrounder				
translation of backgrounder in FR and SP				
lay-out and print of backgrounder				
distribution				
identify topic for feature story			advisory group	
write-up feature story			TN/HvR	
select photos for slide presentation			DCOMM	
select ILO project for VNR			team	conf call with Geir, Irina and Olga on BYTE project Kyrgystan on 30/04/2008
identify voices for endorsement				
compile list of spokespersons			SM/GR/ID	
draft press release			DCOMM	
distribute press release to media			DCOMM	
prepare website page on theme			ID	research links to resources and additional info
upload materials on website				



ANNEX 7: TERMS OF REFERENCE

Terms of Reference: Final evaluation GLO/07/17/NOR

Gender Equality at the Heart of Decent Work: Harnessing the Full Potential of the 2009 International Labour Conference (2008-09)

I. Final evaluation

Background

The Bureau for Gender Equality (GENDER) manages a project funded by the Norwegian Government to “Harness the full potential of the 2009 International Labour Conference (ILC) General Discussion item “Gender equality at the heart of decent work”.

This allocation was made available to the Bureau for Gender Equality in December 2007 following the presentation of a technical cooperation project proposal to the Norwegian Government by GENDER at a technical consultation meeting in Oslo. The Bureau subsequently established the project (GLO/07/17/NOR) –referred to below as the ILC 2009 project.

The project has two outcomes:

- Support the preparation and delivery of a state-of-the-art Conference Report for the 98th Session (2009) of the ILC on gender equality and the world of work; and
- Launch and run a global media and promotional campaign on gender equality in the world of work, culminating in the 98th Session of the ILC.

Project strategy

Activities under the ILC project were designed under the two outcomes listed above as follows:

- *Preparation of a state-of-the-art Conference Report for the 98th Session of the ILC*
 - New research on gender equality in the world of work commissioned and major findings incorporated into the final Conference Report.
 - Conference Report produced according to a logical framework that is user-friendly, so that the Conference Report can serve multiple purposes and be used in different international contexts.

- *Launch and run a global media and promotional campaign on Gender Equality at the Heart of Decent Work*
 - Campaign strategy developed with the general objective of raising visibility for the 2009 ILC General Discussion Item, and more specifically highlighting the contributions the ILO is making to advancing gender equality in the world of work and the need to overcome existing barriers.
 - Stakeholders mapped, targeted and involved in the campaign at the global, regional and national levels.
 - Messages crafted in sync with the logical framework adopted for the Conference Report and in partnership with ILO technical units.
 - Mix of communication materials produced according to the campaign's timeline and made available to the stakeholders in the lead-up of the ILC discussion.

Evaluation

In line with the ILO's policy for evaluation of technical cooperation projects, it is proposed that a final independent and external evaluation be conducted of the ILC 2009 project to consider:

- The project's effectiveness in contributing to the two outcomes listed above; and
- The project's likelihood to have an impact beyond the current phase of implementation.

More specifically, the final evaluation will consider the following aspects of the project:

- Relevance and strategic fit

- a) Assess to what extent project objectives/outcomes correspond to the ILO's policy on gender equality and gender mainstreaming;
- b) Assess to what extent the project corresponds to the Joint Immediate Outcome on gender equality (Programme and Budget 2008-09) and its indicators.

- Validity of design

- a) Assess to what extent the project objectives/outcomes were realistic;
- b) Assess to what extent planned activities and outputs could logically and realistically be expected to meet desired objectives/outcomes.
- c) Assess if alternative strategies would have been more effective.

- Implementation

- a) Describe how planned and unplanned activities have been carried out
- b) Assess the project's efforts in contributing to the outcomes on the 2009 ILC general discussion item "Gender equality at the heart of decent work".
- c) Assess how stakeholders have been involved in project implementation.

- Effectiveness

- a) In general, present the main project outputs. Assess what have been the most successful and least successful outputs. Justify the assessment.
- b) What contributed to and/or curtailed project effectiveness?

More specifically, on the basis of the project's strategy, the following questions need to be given particular emphasis:

- c) How effective has the project been in preparing for a fruitful ILC 2009 general discussion on gender equality at the heart of decent work?
- d) How effective has the project been in raising visibility for the ILC general discussion item with the main stakeholders on the global, regional and national levels?
- e) How effective has the project been in further mainstreaming gender in the work of other ILO units and in highlighting the gender component in activities of other ILO units?
- f) Have quantity and quality of outputs been satisfactory?

- Efficiency of resource use

- a) Assess the quality and timeliness of delivery on allocated resources.
- b) Consider to what extent resources (financial, human, institutional and technical) have been allocated strategically.
- c) Consider to what extent resources have been used efficiently and whether the obtained results justify the expenditure.

- Effectiveness of management arrangements

- a) Assess the effectiveness of work arrangements under the project.
- b) Assess the adequacy of project management and technical backstopping.
- c) Assess the effectiveness of project monitoring and tracking of progress.
- d) Was there adequate technical, programmatic, administrative and financial backstopping from project management?
- e) Assess the responsiveness of the project management and technical backstopping in responding to requests from ILO units, field offices and external stakeholders on the ILC discussion item and the global gender campaign.

- Impact orientation and sustainability

- a) In view of the above, how likely is the project to make a significant contribution to broader and long-term development impact?
- b) To what extent were sustainability considerations taken into account in the execution of project activities?
- c) Has the capacity of partners been sufficiently strengthened to ensure sustainability of achievements beyond the project phase?
- d) Is there potential for project activities to be replicated in future work?
- e) Is there potential for the project outcomes, especially the global gender campaign materials, to be used in future awareness-raising and training activities?
- f) Has project successfully built or strengthened an enabling environment for gender mainstreaming?

II. External collaborator

External collaborator

An external collaborator will be engaged to undertake the final independent evaluation of the above project. The final choice of external collaborator will be approved by the ILO's Evaluation Unit, along with the Terms of Reference for the evaluation. An Evaluation Manager, external to the Bureau for Gender Equality, will coordinate the evaluation and act as liaison with the external collaborator.

The external collaborator will be contracted for the period 16 September through 13 November, 2009.

The external collaborator will undertake an initial desk review during the period 16-20 September and interviews (face to face, video conference and telephone) from 21-25 September and 5-9 October 2009 and 12-23 October. The external collaborator is expected to have consultations with GENDER and to conduct individual interviews with all key persons involved in project implementation.

A first draft of the evaluation report shall be submitted by the external collaborator to the Evaluation Manager no later than 26 October, 2009. The Evaluation Manager, in consultation with the Bureau for Gender Equality, will review the draft and submit any comments to the external evaluator by 4 November, 2009. The final report, with comments integrated will be submitted to the Evaluation Manager no later than Friday 13 November, 2009.

The external collaborator is expected to account for how comments are integrated in the final report.

Methodology

The evaluation methodology is expected to encompass, but will not be restricted to:

- Desk review of relevant project documentation
- Desk review of other relevant publications and documents
- Review the implementation process to determine an efficiency indicator. The evaluation should present a thorough efficiency analysis, taking into account the delivery objectives, in terms of expected programmatic outcomes and budgetary implementation.
- Review the logical model of the project and determine if objectives were clearly stated with qualitative and quantitative indicators complete with baselines, milestones, and targets. The evaluator should pass judgement on the evaluability of the design of the project.
- Interviews with ILO staff, including project staff and technical specialists, at ILO headquarters and in field offices (telephone and/or video interviews), as well as with ILO constituents.

Expected outputs

The external collaborator is expected to provide two outputs:

Output I

An report of maximum two (2) pages (A4), also in an electronic version (Microsoft Word), outlining the evaluation methodology that will be adopted for the evaluation exercise. This framework will be agreed with the Evaluation Manager in consultation with the Bureau for Gender Equality.

Output II

An evaluation report of maximum thirty (30) pages (A4) also in an electronic version (Microsoft Word), excluding annexes, which includes:

- Summary (of the methodological approach developed by the external collaborator for the evaluation and the major findings of the evaluation on the key issues indicated above);
- Analysis of project's potential impact (impact assessment);
- Conclusions based on findings from the desk review and interviews;

- Lessons learned, including good practices and challenges, which may guide similar future initiatives;
- Recommendations for future planning.

It is proposed that the final report is structured as follows:

- Cover page with key project and evaluation data
- Executive summary
- Evaluation methodology
- Brief background of project and its context
- Purpose, scope and clients of evaluation
- Review of implementation phase/“work done”
- Findings regarding project performance/impact assessment
- Conclusions
- Lessons learned
- Recommendations
- Annexes, including TORs, persons interviewed, documents reviewed

Qualifications of external collaborator

The external collaborator is expected to have the following qualifications:

- A minimum of eight years experience in evaluating development interventions, with particular experience in the field of gender equality and development;
- Experience in evaluating awareness raising campaigns and communication strategies;
- Acquaintance with ILO’s mandate on Decent Work;
- Fluent written and spoken English;
- Excellent drafting skills.

Management arrangements

The evaluation will be managed by an Evaluation Manager external to the Bureau for Gender Equality to ensure compliance with the criteria set out in ILO’s policy for project evaluations.

The external collaborator will report on a regular basis to the Evaluation Manager who will act as a liaison with GENDER and other stakeholders.

The Project Manager, based in the Bureau for Gender Equality, will make available to the Evaluation Manager all information pertaining to the project and facilitate contact with persons to be interviewed.

Conditions of contract

The external collaborator shall be paid a lump sum of USD 10,400 in two instalments:

70% of the amount (i.e. USD 7,280) upon satisfactory completion of the draft evaluation report (to be submitted to the Evaluation Manager no later than 26 October, 2009).

30% of the amount (i.e. USD 3,120) upon satisfactory submission of final report with comments integrated (to be submitted to the Evaluation Manager no later than 13 November, 2009).