



Evaluation Summaries

Gender equality at the heart of decent work: Harnessing the full potential of the 2009 International Labour Conference

Quick Facts

Countries: Global

Final Evaluation: September-November 2009

Mode of Evaluation: Independent

Technical Area: Gender Equality

Evaluation Team: Lisa Wong (evaluation manager) and Noel Howell (external evaluator)

Project Start: January 2008

Project End: December 2009

Project Code: GLO/07/17/NOR

Donor: Norway (budget of US\$ 1,023,237)

Keywords: Gender equality – ILO global gender campaign 2008-2009 – ILC 2009 general discussion “Gender equality at the heart of decent work” – awareness raising and advocacy on gender equality.

Background & Context

Summary of the project purpose, logic and structure

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 in 24 years. An opportunity was identified by the Bureau for Gender Equality (GENDER) to harness the full potential of this ILC general discussion.

The proposal to enhance Report VI - which

served as the basis for the ILC discussion in June 2010 - with new research and data analysis and to run an awareness-raising campaign won the support of the Norwegian government through a technical cooperation project with a budget of just over US\$1million.

Project objectives were to raise awareness for “Gender equality at the heart of decent work” on the global level, to highlight the ILO contributions in this area, to sensitize 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 driver for genuine and sustainable development.

The global media and awareness raising campaign targeted a broad range of stakeholders on gender equality issues in the world of work in support of the ILC general discussion. The campaign was developed back-to-back with Report VI, following the same life-cycle approach and carrying the same messages.

Present situation of project

The project has been fully implemented and completed, with positive results and outputs that are sustainable beyond the project’s end date. In addition to the contribution to ILC Report VI, the outputs include: printed and audiovisual advocacy materials on the gender dimension of 12 Decent Work themes in multiple languages and an innovative

campaign website, serving as a one-stop shop for all campaign materials (brochures, posters and postcards and accessing Video News Releases (VNRs), press releases and thematic articles) and providing links to relevant ILO programmes and documents on the campaign themes. ILO units and the gender network in the field now have joint ownership of promotional materials and compact, user-friendly brochures on the gender dimension of 12 different Decent Work themes to support their work in the immediate future.

Purpose, scope and clients of the evaluation

The purpose and scope was to evaluate the project's effectiveness in contributing to two outcomes:

- (A) 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 (Report VI).
- (B) Launching and running a global media and promotional campaign on gender equality in the world of work, culminating in the ILC 2009 general discussion.

Another evaluation criteria was the project's likelihood to have an impact beyond the current phase of the project's implementation.

The clients of the evaluation include the donor (Government of Norway), ILO constituents, Senior Gender Specialists and members of the ILO global Gender Network in headquarters and the field (Gender Coordinators and gender focal points), GENDER, ILO Department for Communication and Public Information (DCOMM) and other ILO headquarters-based units involved in the project. The recommendations and lessons learned equally provide valuable information for future awareness-raising campaigns designed and conducted by DCOMM and ILO units on the global, regional and country level. The evaluation may also be of interest to UN inter-agency gender groups involved in global advocacy campaigns on gender equality.

Methodology of evaluation

The external evaluator used both *desk research* and *interviews*. For the desk research the evaluator examined information and materials gathered by the GENDER campaign team during the active period of the campaign around pre-established indicators. Email and media logs, financial reports, project documents, web statistics, distribution lists and print runs have been examined. The campaign materials themselves were examined for their accessible language (importance was given to reaching a much wider audience, beyond ILO partners) and visual attractiveness. Key indicators sought by the evaluator were evidence of broad distribution of the campaign materials (in all their formats) and impact.

The interviews involved 54 people comprised of ILO staff in HQ, ITC-ILO Turin and field offices as well as a small number of external experts and external suppliers who assisted during the campaign. Constituents and officers of the ILC Committee on gender equality were also interviewed. The interviews looked at both the specific role of the individuals and at their involvement in the overall effort.

Main Findings & Conclusions

A wide range of findings and conclusions was noted during the evaluation, related to the relevance and strategic fit of the project, its validity and design, efficiency of resource use, effectiveness of management arrangements, impact orientation and sustainability in general, and to the outcomes A and B in particular. These findings include:

- The life-cycle approach - highlighting gender equality issues throughout the different stages of life – was used as the underlying structure of both Report VI and the 12 selected themes for the campaign. This led to a close collaboration between GENDER and many ILO technical units, fostering further gender mainstreaming in the ILO.
- The 12-month global awareness-raising campaign (ILC June 2008-ILC June 2009) – strategically positioned under the umbrella of the ILO Decent Work

campaign – built around 12 themes, was designed to generate synergies with the work done by ILO technical units in the four main pillars of the ILO: employment, social protection, social dialogue and rights at work. The very use of 12 campaign themes, qualified by many as very or too ambitious, 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.

- Report VI was seen as a solid basis for discussion, receiving positive comments and endorsements from delegates at the start of the ILC 2009 general discussion. Both the Report’s contribution to the preparation of the ILC delegates for the discussion was acknowledged, as was its longer-term benefit in terms of carefully collected information and new sex-disaggregated data. There was recognition of the well-designed convergence of messages between Report VI and the campaign.
- The most successful elements of the campaign have been:
 - The comprehensive and creative mix of informative printed, audiovisual, web-based materials and merchandising materials for the ILC.
 - The 12 attractive information brochures produced in English, French and Spanish and the (ongoing) translation of several of these in other languages.
 - The one-stop campaign website.
 - The 12 VNRs respecting a balanced regional and sectoral spread.
 - The development of distribution lists for the printed materials reaching out beyond the ILO’s traditional stakeholders (Ministries of Labour, Employers’ and Workers’ Organizations) to UN and regional organizations, women’s and gender equality machineries, NGOs and academia working on gender issues - thus effectively mapping new areas for engagement.
- Latching the campaign themes on world/international days, like World Day against child labour or International Youth Day, helped maximize attention and build synergies with other units and organizations.
- The support given to the Senior Gender Specialists and the gender focal points to use campaign materials in their own projects and actions as well as to develop specific awareness raising activities and materials seen as most effective for their regions, such as media relations in Asia, high-level launch event in Africa, a newly developed website on gender equality in Latin America, new gender publications in Arab States and translations of campaign materials in Europe.
- There was abundant evidence of the wide distribution of campaign materials both through the extensive direct mailings from HQ, targeted distribution by the Gender Network at the country level and the interactive campaign website.
- Evidence of the impact of the campaign is corroborated by:
 - Campaign materials have been translated upon the initiative of Gender Specialists and Gender Focal Points into other languages including Arabic, Bengali, Hungarian, Russian, Portuguese, Sinhalese, Tamil, Turkish, and Ukrainian.
 - Campaign materials have been used in tripartite events, major conferences, awareness raising and capacity building activities with ILO constituents and other stakeholders.
 - VNRs have been picked up by international broadcasters (CNN and Deutsche Welle).
 - Feature stories/OpEds/ and press releases on the 12 themes generated media coverage.
 - Electronic newsletters and external websites from around the world made reference to the campaign and links to the campaign webpages.

- Many requests for additional materials, information and authorization to reprint visuals were received from the field offices and directly from stakeholders via the address gendercampaign@ilo.org.
- Report VI and the campaign both have identifiable legacies:
 - 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.
 - 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 several years and the interviews revealed a clear future demand for re-prints and updates.
 - Translations into more languages are still underway and new campaign materials are being produced in the field.
 - Report VI serves as an important reference and a resource for highlighting effective actions on gender equality in the future. The action checklists included in each of the thematic brochures will help focus stakeholders on next steps.
 - The campaign website will continue to function until the end of 2010 as part of the ILO GENDER website.
 - VNRs are being used as training and discussion tools in the field and at ITC-ILO Turin and continue to be viewed on YouTube.
 - The campaign distribution lists and regional initiatives to build media contacts have expanded the ILO's footprint for future gender equality work.
 - Field staff report being invited to new organizations and events to brief on "Gender equality at the heart of decent work" campaign issues, demonstrating that the campaign has led to new partnerships.
- Time pressure was the biggest challenge for conducting the campaign, both in terms of preparation, print and translation of the campaign materials, as well as the distribution of the printed materials to the

field offices. This was partly due to external factors in the campaign's preparation period, but also to the limited size of the campaign team and ILO administrative and organizational procedures and processes.

- Resources have been effectively and efficiently used to achieve the objectives of the project.
- The impact and experiences gained by the campaign remain as a new benchmark for the ILO and as a starting point for similar global campaigns in the future.

Recommendations & Lessons Learned

Main recommendations and follow-up

Future ILO public outreach campaigns could benefit from the experiences of the year-long gender campaign bearing in mind process, distribution, output and impact.

- The use of a comprehensive and creative mix of traditional, electronic and audio visual media proved key in reaching a broad and diverse audience. Future opportunities offered by new developments in Internet and other technologies should also be considered.
- It is important to ensure that enough people are engaged for such a campaign - at the HQ and in the field. If the number of dedicated staff is limited, less work should be undertaken or spaced across a longer period of time. In a global campaign, continuous communication and liaising with the field enhance the implementation on the regional and country levels.
- In crosscutting campaigns it is important to agree in advance the rules of partnership and co-ownership between technical units to allow plenty of time for preparation, consultation, negotiation and - if necessary - conflict resolution.
- Realistic planning, long lead-in times and strict deadlines are essential.
- In case of a global campaign, a more systematic and strategic approach is needed to ensure translation in other

languages, beyond the ILO's three official languages (English, French and Spanish), to maximise impact.

- In case of fast moving, complex campaigns producing a diversified set of printed materials for distribution in the field, the ILO should consider easing the current firewall between internal "customers" and external printers and set-up a working group comprised of PRODOC, a campaign team member and printers and design/layout companies well before the launch of the campaign to ensure that all sides can discuss complexities and requirements and identify challenges during the campaign period.

The field was invited to translate the materials and the campaign team provided technical (and in some cases financial) assistance to produce and print them locally, but there was no over-arching language plan beyond the three official languages (English, French and Spanish).

Important lessons learned

1. Popularizing a technical issue for a global outreach campaign can be a complex task that requires recognition of the technical expertise and acknowledgement of the advantages of building a new, broader audience. Integrating skills, co-ownership and involvement requires a process of negotiation and time.
2. As time is an important element in a time-bound campaign, especially when working across the Organization and involving many different units, the realistic scheduling of deadlines and detailed planning are a basic requirement and the campaign team needs to be sufficiently resourced at all times.
3. In ILO awareness-raising campaigns, there needs to be a close relationship between the technical unit running the campaign and DCOMM, so as to benefit from the expertise and networks of both units.
4. The rigid "firewall" and lack of direct communication installed by PRODOC between the campaign team and the outside printer hindered the timely delivery of printed materials in the case of the gender campaign.
5. The campaign brought to light the importance of a strategy to translate centrally developed materials in a wide range of local languages to maximise impact in the case of a global campaign.