

Outcome 1: More women and men have access to productive employment, decent work and income opportunities.

Indicator	2014-15 targets	2014-15 results					
		Total No.	Africa	Americas	Arab States	Asia- Pacific	Europe-Central Asia
Indicator 1.1: Number of member States that, with ILO support, integrate national, sectoral or local employment policies and programmes in their development frameworks	18 member States	25 member States	Benin Botswana Burundi Chad Democratic Republic of the Congo Egypt Ghana Morocco Nigeria Rwanda São Tomé and Príncipe Sudan United Republic of Tanzania Zambia	Costa Rica Uruguay		Cambodia Fiji Indonesia Nepal Pakistan Philippines Western Samoa	Albania The former Yugoslav Republic of Macedonia
Indicator 1.2: Number of member States in which, with ILO support, national public authorities adopt social finance policies that encourage decent jobs and services to the working poor through local financial institutions	8 member States	4 member States	Ethiopia	Colombia Peru		Indonesia	
Indicator 1.3: Number of member States that, with ILO support, put in place or strengthen labour market information and analysis systems and disseminate information on national labour market trends	11 member States	17 member States	Algeria Cote d'Ivoire Mali Rwanda Seychelles Sierra Leone Uganda United Republic of Tanzania Zambia Zimbabwe	Peru	Yemen	Brunei Fiji Myanmar Timor-Leste Viet Nam	

Indicator 1.4: Number of member States that, with ILO support, include the promotion of productive employment, decent work and income opportunities in their disaster risk reduction/recovery measures and in their conflict prevention, reconstruction and recovery programmes	11 member States	6 member States and 1 territory	Madagascar Somalia		Jordan Occupied Palestinian Territory	Solomon Islands Sri Lanka	Ukraine
Indicator 1.5: Number of member States that, with ILO support, show an increasing employment content of investments in employment-intensive infrastructure programmes for local development	20 member States	13 member States	Ethiopia Kenya Madagascar Egypt Mauritania Burkina Faso	El Salvador		Lao People's Democratic Republic Indonesia Philippines Timor-Leste India Nepal	
Indicator 1.6: Number of member States where, with ILO support, governments, employers' and/or workers' organizations have taken initiatives in policy areas that facilitate transition of informal activities to formality	14 member States	11 member States	Cameroon Madagascar South Africa	Colombia Peru Jamaica Argentina Brazil Mexico	Jordan	Nepal	

How the strategy delivered on the two or three areas of focus identified in the programme and budget 2014-15

Governments and employers' and workers' organizations have increasingly looked at employment and labour market policies and programmes as central elements of national strategies for (i) coping with persistent labour market distress in the long aftermath of the global recession, (ii) taking advantage of demographic dividends in countries with high fertility rates and (iii) making economic growth more inclusive and sustainable in all countries and regions.

The Office provided significant support for the incorporation of employment and decent work into national policy and planning frameworks (indicator 1.1). As a result, employment objectives were included in development strategies in such countries as Botswana, Egypt, Ghana, Indonesia, Mozambique, Philippines, Rwanda and Sudan. For example, Rwanda's Economic Development and Poverty Reduction Strategy II includes as a target, the creation of 200,000 non-farm productive jobs per annum. ILO contributed by helping to set district-level employment targets and carrying out studies on macroeconomic policy. In Mozambique, job creation was one of the strategic priorities of the five-year national plan adopted by the new Government in 2015, with ILO playing a role by drawing attention to the employment agenda.

In other countries (Albania, Benin, Burundi, Cambodia, Chad, Costa Rica, Ghana, Morocco and Nepal), ILO support led to the adoption of comprehensive national employment policies and plans, built on a broad tripartite consensus. In five additional countries, a national employment policy document has been approved by the tripartite constituents and is expected to be officially endorsed in early 2016.

The strongest results were achieved with regard to the initiatives on strengthening labour market information and analysis systems and facilitating the transition of informal activities to formality (indicators 1.3 and 1.6). Through its diversified portfolio of products and services, the Office was able to contribute to robust, integrated initiatives aimed at addressing labour market informality in Low-Income Countries such as Cameroon and Nepal and in the emerging economies of Argentina, Brazil, Colombia, Jamaica, Mexico and Peru. The adoption of the Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204) helped to catalyse the tripartite constituents' interest in this area of work.

The ILO supported employment programmes through a combination of targeted initiatives in the context of disaster risk reduction and recovery (indicator 1.4), including employment-intensive investment in infrastructure, analysis and promotion of value chains, training in business development and entrepreneurship, employment services and support for local development plans. A similar package improved access to self-reliance opportunities for Syrian refugees and host communities in Mafraq and Irbid, Jordan. These interventions were most effective where the Office could count on a local presence and solid local partnerships.

Direct contributions to greater employment and business opportunities entailed supporting the adoption of labour-based decent work methods, in particular for rural populations in developing countries (indicator 1.5). In 2014, the equivalent of 1,800 full-time jobs were created in Kenya through employment-intensive public investment programmes. Improved maintenance of rural roads led to significant employment generation in eight states in India, where the adoption of a structured approach helped not only to create jobs, but also to generate skills, improve business prospects for small entrepreneurs and sustain local livelihoods. The direct and indirect employment benefits of a large-scale systematic approach were also evident in Timor-Leste, where the ILO helped

to design the national Rural Roads Master Plan; impact assessments carried out at the local level confirmed the positive impact of the Plan on jobs and community development.

How the strategy delivered support to constituents

ILO research and analyses have informed the participation of constituents in global policy debates at the highest political level within the framework of G20 meetings and other major forums. They have also guided the Office in its provision of policy advice and advisory services to member States.

ILO support for the design and implementation of employment policies was another important mechanism for ensuring the effective engagement of the social partners in policy development and national development debates. National employment policy (NEP) formulation in Morocco, for example, provided an opportunity to improve social dialogue in the country.

In every case, close attention was paid to building constituents' capacities through policy guides, impact assessment methodologies, employment diagnostics and targeting tools. New training courses developed in partnership with the International Training Centre Turin (Turin Centre) addressed specific needs, such as better knowledge of macroeconomic policy and active labour market policies. An employment policy guide for trade unions was also developed.

How the strategy helped to address gender equality and non-discrimination

In all of the analytical work supported by the ILO, an effort was made to ensure that data and analysis were disaggregated by sex. Reporting data on target groups was a main strategy for identifying labour market exclusion and discrimination, raising awareness among policy-makers and assisting in the design of appropriate interventions. For example, evidence that women were under-represented in the workforce influenced national policy debates in countries such as Pakistan and Timor-Leste.

Attention to gender issues guided ILO support for the NEP process, often leading to the recommendation of gender-responsive measures (e.g. in Burundi, Costa Rica, the Democratic Republic of the Congo and São Tomé and Príncipe). The Office assisted with analysis, advocacy, training, sharing of good practices and support for the introduction of programmes targeting women workers. The projects in Sri Lanka and the Zaatari refugee camp in Jordan are notable examples of this type of ILO-supported intervention.

Another strategy entailed mainstreaming gender concerns into policy and operational frameworks. A gender-sensitive policy on the transition to formality was adopted by the Jamaica Employer's Federation (JEF) and the three major trade union federations in Nepal, in both cases setting guidelines for members' efforts to facilitate formalization. In the Lao People's Democratic Republic, the Office developed social safeguard frameworks and operational procedures for gender equality that were fully integrated into the design and implementation of rural road work programmes, including as a component of nationally certified training for local contractors. Gender mainstreaming workshops, conducted in order to increase knowledge of gender issues, paid special attention to areas with ethnic minorities in line with the principles of the Indigenous and Tribal Peoples Convention, 1989 (No. 169).

Significant external partnerships that have helped in delivering the strategy

ILO research and support for the design of comprehensive NEPs were a form of outreach to key ministries, such as finance and planning, and to central banks. This facilitated the effort to ensure policy coherence in employment promotion in such countries as Botswana, Cambodia, Costa Rica, Nepal and Egypt.

Capacity-building on employment-related matters entailed a considerable effort to engage with officials from central banks and ministries of finance and planning through training courses offered in Turin. This encouraged informed policy dialogue between the tripartite constituents and promoted collaboration and coordination. The new partners developed an appreciation of the cross-cutting nature of employment promotion, the coordination role of ministries of labour and the role of the social partners.

Collaboration with the UN system in the area of employment promotion increased over the biennium. Examples include incorporating employment goals into UNDAFs in Fiji, Mozambique, Nigeria, Philippines and Zambia and cooperation with the United Nations Peacebuilding Fund, UN Women and the United Nations Food and Agriculture Organization (FAO) in the reconstruction programme in Nepal. Regional organizations and multilateral development banks, including the European Investment Bank, were also important partners. Joint work with the Asian Development Bank in the areas of employment and labour market diagnostics provided a strong analytical foundation for employment policy development in Fiji, while collaboration with the World Bank and other international agencies helped promote better integration between public works programmes and social protection schemes.

Significant outputs	
Knowledge generation and management	<ul style="list-style-type: none"> • Various working papers on employment-related matters and a policy brief on the role of central banks in responding to development and employment challenges helped to strengthen the ILO's ongoing work on pro-employment macroeconomic policy frameworks. • A resource guide entitled "<i>Gender issues in employment and labour market policies</i>" was published in English, French and Spanish. • A new guide entitled "<i>National Employment Policies: a guide for workers' organizations</i>" was published in English, Spanish, Russian and Arabic and widely disseminated through the ILO website. • Various national guidelines, manuals and training materials on employment-intensive approaches to rural road maintenance, including training materials for "barefoot" technicians in India under the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA), were published.
Upstream policy advice	<ul style="list-style-type: none"> • Twenty-nine member States received advisory services on NEP development, including technical assistance on labour market analysis, development of NEP blueprints, promotion of social dialogue and setting up appropriate institutional mechanisms for policy formulation, implementation, monitoring and evaluation. • Multiple rounds of tripartite policy dialogue were held at the national and regional levels in the countries where technical assistance with NEP formulation was provided. • Research and analyses informed discussion of employment and inclusive growth at meetings of the G20 and other global and national policy forums.
Capacity development	<ul style="list-style-type: none"> • The employment policy course, held annually at the Turin Centre, built capacities among government officials, social partners and relevant stakeholders on NEP design, implementation, monitoring and evaluation. During the biennium, 101 people, including 38 women, from 19 countries – 68 government officials, 18 trade union members and 15 representatives from employers' organisations – were trained. • Four regional workshops (for Europe in Russian, for the Arab States in Arabic, for Anglophone Sub-Saharan Africa in English and for Latin America in Spanish) were organised in 2015 in order to train

	<p>workers' representatives on national employment policies using the new guide. A total of 93 workers' representatives, including 26 women, were trained.</p> <ul style="list-style-type: none"> • A new training course on "<i>Macroeconomic policies, jobs and inclusive growth</i>" was organized with the Turin Centre in June 2015. Twenty-three participants, including 11 women and various officials from central banks and ministries of finance and planning, were trained. • The annual bilingual Learning Forum on Innovations in Public Investment and Employment Programmes was held at the Turin Centre; over 100 people were trained during the biennium.
Strategic normative support	<ul style="list-style-type: none"> • Support for comprehensive employment policy frameworks was provided following the adoption of the resolution and conclusions concerning the recurrent discussion on the strategic objective of employment, adopted at the 103rd Session of the International Labour Conference. • Knowledge gained from the assistance provided to constituents on the issue of the informal economy helped to inform the preparatory work leading to the adoption of the Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204) by the International Labour Conference at its 104th Session.