



## FOURTH ITEM ON THE AGENDA

**Review of the ILO field structure****Introduction**

1. In March 2007, the Governing Body adopted comprehensive terms of reference for a review of the ILO field structure.<sup>1</sup> In November 2007, the Governing Body received a progress report on the review.<sup>2</sup> The Office compiled and analysed a wide range of information and data and, as agreed with the Governing Body, it requested a team of three external consultants to carry out extensive consultations in order to advise the Director-General on different options and their feasibility. Between October 2007 and January 2008 the team visited 17 countries in five regions to solicit the views of ILO tripartite constituents, partners, donors and ILO staff. In-depth consultations were held at ILO headquarters.<sup>3</sup>
2. This document sets out proposals for reviewing the structure and corresponding functions of ILO external offices. Clearly, a number of issues will require further detailed examination as well as consultations with the Governing Body and with staff. Reviewing the field structure is a complex undertaking in view of its direct implications for staff and for the organization and management of the Office. The financial implications of the proposed changes need to be carefully assessed within current and future budgets. The views of the Governing Body are sought at this point on the key objectives which should guide the review as well as on a proposed plan of phased implementation combining short- and medium-term measures.
3. The first section of this paper briefly outlines the underlying rationale for a review of the ILO field structure. The second section presents five objectives to guide the review. It develops the thrust of the proposed adjustments to the field structure and to the methods of work across the Office to achieve greater efficiency, effectiveness and impact in delivering the ILO's mandate and services. The third section of the paper outlines a phased implementation of the proposals, identifying measures for immediate implementation and

<sup>1</sup> GB.298/PFA/6(Rev.).

<sup>2</sup> GB.300/PFA/12.

<sup>3</sup> The decent work global management team meeting in October 2006 also discussed a number of issues related to the structure and the functions of external offices.

others requiring further analysis and consultations. These proposals, if approved, would be integrated into the forthcoming strategic planning, programming and budgeting cycles of the Office.

## Rationale for reviewing the ILO external offices

4. The current field structure review needs to be seen as one more element in the broader reforms under way in the ILO, including those detailed in the results-based management roadmap approved by the Governing Body in November 2006.<sup>4</sup>
5. In 2003, the Office introduced a three-tier structure comprising (single and multi-) country offices, subregional offices and regional offices. This gave effect to a decision of the International Labour Conference (87th Session, 1999) following a discussion on technical cooperation. This structure modified and streamlined the earlier one that, starting in 1992, had gradually introduced, multidisciplinary advisory teams in each of the five regions.
6. In 2005, the Office introduced Decent Work Country Programmes (DWCPs) as the main vehicle for delivering ILO services to constituents in countries. This created a new momentum for adjusting the field structure and the role of headquarters to better respond to the increasing demands within an integrated results-based management system. The recognition of decent work as a global goal by the international community and the inclusion of decent work as a national objective in a growing number of countries opened up new opportunities for partnerships and support at global, regional, national and local levels.
7. At the same time, the universal endorsement of the relevance of the Decent Work Agenda has created increasing expectations and demand for in-depth state-of-the-art knowledge, sound policy analysis and advice, practical tools and methodologies that can be adapted and applied in a variety of situations to support the implementation of the Decent Work Agenda. The *know-how* of decent work policies is the focus of current demand. Building and delivering such *know-how* in the most efficient and effective manner is the crucial challenge the ILO faces to enhance its impact. The key locus for the application of such *know-how* is the country level. Hence, the main driver of the field structure review is to enhance impact on national and local policies and programmes. Such impact can only result from joint and coherent action of field and headquarters' structures acting together with their respective functions and strengths.
8. ILO participation in UN reform, centred on delivering services in countries, is also a challenge for the field structure and its capacity to contribute effectively in broader national development assistance frameworks and access extra-budgetary resources channelled increasingly at country level.
9. All these factors point towards reviewing the structure and methods of work of the Office and reorganizing its capacity.
10. In 2006, the 95th Session of the International Labour Conference, in its conclusions on technical cooperation, stressed the need to review the ILO field structure. The Conference conclusions pointed to a number of factors justifying such a review. The conclusions underscored the centrality of the Decent Work Agenda in the context of globalization, the implementation of DWCPs, the emergence of common UN country programmes, the

<sup>4</sup> GB.297/PFA/1/1.

changing nature of technical cooperation with more multi-trust funding arrangements and financing of joint operations in countries.

11. The discussion at the 96th Session of the International Labour Conference in 2007 on “Strengthening the ILO’s capacity to assist its Members’ efforts to reach its objectives in the context of globalization”, established a link with the ILO’s management processes, results-based management and the field structure review. The discussion highlighted three dimensions of relevance to the field structure, namely vertical governance to better connect the needs of constituents to global action, horizontal governance to strengthen the interaction between the strategic objectives of the ILO, and external governance to raise the ILO’s capacity to influence other relevant actors. The ILO’s operational activities, in particular through DWCPs, must be viewed as part of an overall integrated ILO action to accomplish its normative, analytical and policy advisory functions. This also means working with constituents to put into effect, in the concrete situation of a given country and according to the priorities established in dialogue with the national constituents, the strategies and policies agreed upon globally by the ILO’s tripartite governance organs.
12. ILO member States span a range of income levels. Logically, constituents in member States turn to the ILO with a wide variety of different needs. These needs also change over time as countries develop or face particularly difficult situations. The globalization of commercial, financial and technological exchanges is providing countries with new challenges for growth and development. Countries seek to adapt economic and social policies in the light of this new context. The functioning of labour markets and of labour institutions is central to reform efforts. Thus the ILO, within its universal mandate, has to tailor its services to the needs of a diversity of constituents.
13. The Decent Work Agenda and the integrated approach to its four strategic objectives have a central role to play in countries’ efforts to promote sustainable development. Constituents require high quality and high-level policy advice based on up to date comparative knowledge as well as practical tools and methods to address problems. They request exposure to cutting-edge knowledge and exchange of international experience and good practices. There are also more institutions providing analysis and advice on labour matters alongside the ILO. This puts a premium on knowledge development, on building partnerships and networks to maximize technical expertise, and drawing on a pool of knowledge and experience across and beyond the Office.
14. At the country level UN reform reached new momentum in 2007, placing additional pressure on UN agencies, including the ILO, to adapt their cooperation modalities and participate in the UN Development Assistance Framework (UNDAF) as the overarching unified UN country programme. While final decisions on the scope and shape of UN reform have not yet been reached, experimental approaches for “Delivering as One” are being tested in selected pilot countries and supported by decisions to harmonize UN operations and procedures. These changes have, and will continue to have, an impact on the way the ILO delivers its services at the country level.
15. The ILO’s active participation in UN country programmes has followed two major avenues. The first is the direct ILO contribution through DWCPs. Although DWCPs have a life of their own, considerable efforts have been made to integrate DWCPs into UNDAFs. Particular attention is given to promoting the participation of the ILO’s tripartite constituents in the design and implementation of UNDAFs.
16. The second avenue is through mainstreaming decent work outcomes in the policies, programmes and activities of UN Country Teams (UNCT) in order to create a supportive environment for decent work policies. To this end, the Toolkit for Mainstreaming Employment and Decent Work approved by the UN Chief Executives Board of

Coordination (CEB) for application by the UN system is being adapted for use at the country level.

17. At the same time it is essential to recognize that, within the UN system, the ILO is a specialized agency with a unique tripartite governance. Its mandate includes standard-setting and normative functions, advocacy, knowledge and policy development, dialogue and consensus building, advisory services to constituents, and operational delivery of technical cooperation. The task of the ILO, including the field structure, is to deliver this mandate in a balanced and integrated way, through division of labour and cooperative action across the Office. In this sense the structure and functions of the ILO cannot be fully comparable to those of other UN funds and programmes.

## **Five objectives to guide the review of ILO external offices**

18. The review of ILO external offices should be guided by the following five objectives:

- (i) Concentrating critical mass of technical expertise in regions.
- (ii) Achieving a stronger and more flexible ILO presence in countries.
- (iii) Redefining the roles of external offices.
- (iv) Streamlining the respective roles and responsibilities of regional structures and technical sectors at headquarters.
- (v) Mobilizing all ILO capacity in a flexible and time-bound manner.

These five objectives and their implications are developed below.

### **Concentrating critical mass of technical expertise in regions**

19. The ILO currently operates 16 Subregional Offices (SROs). These are the former multidisciplinary technical advisory teams that were transformed into SROs in 2003. There are six SROs in Africa, four in the Americas, one in the Arab States, three in Asia and Pacific, and two in Europe and Central Asia. The intent was to strengthen technical services to constituents. One useful outcome of this structure has been to better integrate ILO services and provide comprehensive support.
20. The Decent Work Agenda and the four integrated pillars have been a driving force for this approach. A major shortcoming of this structure, however, has been to spread ILO technical expertise too thinly. In any one team, each technical specialist is usually responsible for, on average, between three and eight countries. The technical specialist works in relative isolation from other technical specialists covering the same subject matter in other locations. In addition, evolving patterns of technical cooperation have required SROs to take on a large share of the implementation of technical cooperation programmes funded through extra-budgetary resources. This has tended to absorb scarce staff time from advocacy, analysis and policy advice to servicing technical cooperation programmes.
21. In order to strengthen ILO capacity in the regions to provide comparative analysis, policy advocacy and technical support to constituents, it is essential to be able to rely on a critical mass of technical expertise. This implies reassembling dispersed teams in each region into

fewer Decent Work Technical Support Teams (DWTSTs), with each team covering all dimensions of decent work. The number of specialists in each team should increase over time through reallocation of resources, savings achieved, conversion of non-technical positions and possible additional resources. The essential function of the proposed DWTSTs would be to provide high-level policy advice and integrated technical services to constituents in countries and in subregional and regional contexts. The DWTSTs would be available to assist ILO offices to support ILO programmes.

22. The sharing of knowledge and global networking of specialists and communities of practice working in common areas of expertise across the ILO is perceived as a critical variable of effective DWTSTs. Enabling all teams to have access to and benefit from the accumulated knowledge and expertise throughout the Office would greatly enhance their capacity to deliver high-quality policy advice. It would also enhance their capacity to provide integrated decent work policy advice.
23. Achieving a critical mass of technical expertise has a number of practical implications. As a first measure, it would be necessary to regroup technical capacity currently available in each region. Bearing in mind differences in regional conditions, it may be appropriate to think of several but fewer teams in larger regions (Africa, Asia and Pacific, and the Americas) and one in smaller regions (Arab States, Europe and Central Asia). This would lead to fewer but larger technical teams than at present.
24. Larger technical teams will pose new challenges for ILO managers who will be required to change the way work is organized and resources are allocated. Operating within a results-based framework and managing technical resources to respond to priorities as defined within DWCPs will require effective performance management, work planning and risk management as well as strong team leadership skills. The quality of management and leadership of the teams will be a key element in the success of the DWTSTs.
25. To achieve this critical mass of technical expertise, it would be desirable to increase the total number of technical specialists working in each region. Under the current budgetary constraints this could be achieved by gradually decentralizing additional technical positions from headquarters to the regions. At the same time, care will need to be exercised so as not to jeopardize the critical mass of expertise also required at headquarters. The mobility of professional staff across different duty stations would need to be enhanced.
26. Further efficiency measures could allow a gradual increase in the ratio of Professional to General staff positions. Achieving a higher ratio than at present would be desirable. A medium-term target could be established following examination of best practice across the UN system in a number of countries.
27. All of these measures have significant implications for the implementation of the current human resources strategy (2006–09), which will need to be reviewed and updated to take account of these proposed measures.

### **Achieving a stronger and more flexible ILO presence in countries**

28. The ILO currently operates 52 offices in as many locations (excluding headquarters). It is not possible for the ILO to operate an office in each member State. But the ILO could extend its presence to more countries than is the case today. In countries in which the ILO has no office, a number of alternative arrangements have already been introduced to liaise and coordinate with ILO constituents. This has included national coordinators (currently 15 mostly in Europe and Central Asia), national or international technical cooperation staff

and UN staff. It is generally perceived that the presence of a national coordinator, assisting ILO interventions and liaising with constituents on a regular basis, greatly enhances the effectiveness of ILO assistance including that of periodic technical missions. In addition, national professionals are widely used throughout the UN system.

29. An ILO presence in the form of a national coordinator should not be seen as an ILO office. It is a flexible presence linked to a cycle of programme activities. It can be established and discontinued according to need. Many governments have provided office space and other facilities to national coordinators. In recruiting such staff, as for all ILO staff, due attention must be paid to the tripartite character of the Organization.
30. A more extensive use of national coordinators will require a careful assessment of the criteria, need, budgetary implications and funding options. A reasonable medium-term objective (by 2011) could be to recruit an additional 20 to 30 national coordinators in as many countries.
31. The establishment of national coordinators should be seen as a starting point for a dynamic development of a DWCP. Once a DWCP has reached a level of significance, national commitment and extra-budgetary funding that permits its continued development, future arrangements for ILO support can be assessed in the light of programme needs as for any other DWCP.

### Redefining the roles of ILO external offices

32. There is some overlap in functions in the current three-tier ILO structure. In particular, subregional offices tend to operate like multi-country offices but with more technical specialists. At the same time, country offices cannot rely fully on the technical services available in subregional offices leading to a growing tendency to build their own technical capacity or to draw directly on headquarters. This leads to a suboptimal use of resources.
33. The following table proposes a more rational and resource efficient delineation of core functions of regional offices, DWTSTs (located at regional or subregional level, as appropriate) and ILO offices.

Regional offices	Decent Work Technical Support Teams	ILO offices	National coordinators
Overall responsibility for political, strategic and management decisions in the region.	Technical support to tripartite constituents in countries (DWCP), to UN Country Teams, to regional ILO analysis and to regional and subregional forums.	Consultation and coordination with tripartite constituents.	Liaison with ILO constituents.
Relations with ILO tripartite constituents and regional representatives in the ILO governance structure.	Analysis of information and data of recent regional and country trends and salient policy issues, compilation of statistical data, comparative analysis of policies and experiences.	Design and implementation of Decent Work Country Programmes.	Support to ILO offices.
High-level political and strategic representation in the region.	Building partnerships with knowledge networks, research institutions and think tanks.	Liaison with UN Country Teams and programmes.	Support to implementation of ILO programmes.
Cooperation strategies with regional and subregional institutions and UN system organizations.		Oversight and support to implementation of technical cooperation programmes and projects.	Advocacy, outreach and dissemination of information and compilation of national information of relevance to ILO's work.
		Advocacy, communications and dissemination of ILO information, and	Liaison with UN Country Teams, country networks and partner organizations.

Regional offices	Decent Work Technical Support Teams	ILO offices	National coordinators
<p>Definition and direction of regional ILO programme and regional strategic analysis.</p> <p>Coordination of policies and programmes across the region and with headquarters.</p> <p>Oversight of implementation of ILO programme and budget in the region.</p> <p>Oversight of regional financial, human resources and administrative management, across country offices and technical teams.</p>	<p>Policy advocacy and policy advice.</p> <p>High-level technical contributions to policy debates in countries and in the region.</p>	<p>compilation and analysis of national information of relevance to ILO's work.</p> <p>Technical and political representation in countries covered.</p> <p>Liaison with donors and resource mobilization.</p>	<p>Representation in national events as delegated by the corresponding ILO Office.</p>

34. Regional offices perform political, strategic and oversight functions; DWTSTs have responsibility for delivering high-level technical advice and are deployed flexibly to support constituents and strategies in countries, regions and sub regions; ILO offices exercise operational responsibilities to manage DWCPs and support UN country programmes. National coordinators are entrusted with liaison functions. A detailed examination of lines of authority and of reporting would be required.
35. A basic principle is to distinguish clearly between the operational responsibilities of country offices to implement ILO DWCPs and the responsibilities of DWTSTs to provide technical advice and support. A related implication would be better alignment of technical cooperation programmes financed through extra-budgetary contributions, including contributions to the Regular Budget Supplementary Account, with the priorities identified in DWCPs. This would progressively establish a single programme framework for ILO support to countries delivered coherently with contributions from different parts of the Office and pooling resources from several sources.
36. Special consideration would have to be given to the roles of employers' and workers' specialists and to the Bureaux for employers' and workers' activities in order to ensure adequate capacity to support employers' and workers' organizations and fully integrate tripartism into the ILO's technical programmes.
37. By introducing greater clarity in roles and functions, a functional distribution of main responsibilities would optimize the use of ILO resources, including staff time. While the proposed measures will initially carry transitional costs that still need to be quantified, once the proposed new setting is in place, and subject to further analysis, overall savings may offset additional costs.
38. Determining requirements in technical profiles, competencies and levels of technical and administrative staffing for each of the three groups of offices are all the more important given the different and complementary nature of their respective functions and staff composition. This analysis, including the likely differences from region to region, would allow more precise determination of the immediate costs of introducing and operating the proposed new structure.

39. Strengthening ILO technical expertise in the regions, including through strengthened linkages with the technical sectors at headquarters and between regions will enable the Office to better organize and transfer knowledge to constituents and beyond. This will also allow for a better assessment of capacity building and training needs among ILO constituents and external partners. In turn, it would directly support the design and holding of training programmes and courses offered by the Turin Centre, in conjunction with headquarters, regional offices and ILO offices.
40. At the same time, the ILO needs to assess carefully whether the current geographical coverage of ILO offices is fully suited to the needs of the Organization. Such an assessment could be undertaken in 2008 and early 2009 through further consultations, particularly on a regional basis. Consultations would include the roles of ILO offices in high-income countries and the possibilities of realizing further savings. The establishment, in the context of UN reform, of UN regional hubs and of UN co-locations in countries provides an opportunity to realize synergies with the ILO regional structures. Security of staff and premises is a paramount consideration.
41. In November 2007, the Governing Body was informed of the plan to continue the deployment of IRIS to selected field offices.<sup>5</sup> Full functionality will be introduced starting in 2008 with the Subregional Office in Budapest.<sup>6</sup> Decisions on the introduction of IRIS to field offices will have to be coordinated with the review of the field structure. In particular the hierarchy of authority in IRIS will have to be tailored to the newly defined functions of regional offices, DWTSTs and ILO offices.
42. An IRIS operating model will be developed to support the newly defined functions of the different offices and teams resulting from the field structure review. It would identify the administrative, financial and programming functions required in each office and train and support staff to use IRIS. This would include early communication and consultation with staff, support to manage change as well as addressing infrastructure and Internet connectivity. As at headquarters, IRIS will result in significant changes to procedures and daily functions in field offices.

### **Streamlining respective roles and responsibilities of regional structures and technical sectors at headquarters**

43. It is not only necessary to clarify the respective functions between external offices, but also to clarify the roles and responsibilities between external offices and technical sectors at headquarters. Currently cooperation but also overlap exist in the area of technical services to constituents in regions and countries.
44. The four technical sectors, the technical departments and support services at headquarters are primarily responsible for defining overall technical strategies and policy orientations, developing the research and knowledge base for ILO action at the global level, and for servicing the International Labour Conference, the Governing Body and other ILO meetings. They also prepare tools, methodologies and guidelines used in policy advice and operations in countries, subregions and regions. Field offices frequently call on headquarters, according to programme needs, to support policy advice and operations in countries.

<sup>5</sup> GB.300/PFA/ICTS/1, para. 30.

<sup>6</sup> *ibid.*, para. 29.



45. It is in the interest of the Organization to enable headquarters technical staff to continue to provide technical support to regions and countries in partnership with DWTSTs. Better coordination and streamlining of the conditions under which this is carried out are required. As a general operating principle, technical support by headquarters should be provided at the request of a Regional Office, a DWTST or an ILO office, the Regional Office having the final decision in managing requests for headquarters' support. New rules and procedures could be introduced in 2009.
46. A further measure to support the clarification of respective roles and functions between regions and headquarters is to accelerate the ongoing trend of decentralizing technical cooperation servicing to regional and country levels. In 2006, 36 per cent of all technical cooperation was administered by headquarters and 64 per cent by the regions. This is a major change from 1996 when the regions administered 31 per cent. Technical cooperation at (sub)regional and country levels would be decentralized in principle as close as possible to the actual place of implementation. Global technical cooperation programmes managed by headquarters would continue to be required. Policies and strategies for technical cooperation as well as relations with donors will require synergies and cooperation between the field and headquarters' units concerned.

### **Mobilizing all ILO capacity in a flexible and time-bound manner**

47. The capacity of the Office to carry out specific tasks and assignments in response to priorities and outcomes identified in DWCPs and other (sub)regional outcomes needs to be strengthened. As explained above, this is the main task of the proposed DWTSTs. This task would be greatly strengthened with the introduction of new modalities enabling an ILO office to mobilize a particular set of technical expertise from across the Office for a specific time-bound assignment. Such expertise could be drawn from DWTSTs, irrespective of their location and region, but also from headquarters. When necessary, appropriate expertise from outside the Office could be relied upon.
48. An important means of maximizing the capacity of the Office is by working with networks of experts. This is particularly relevant for research, policy development and knowledge sharing. The ILO's technical capacity can be significantly strengthened by involving constituents more systematically in delivering expertise, tapping their knowledge and boosting their ownership of the ILO's agenda. Similarly, Turin Centre alumni can be a rich source of knowledge for the ILO. A roster of specialists could be maintained and called upon for specific tasks, including horizontal cooperation between countries. These networks would need to have continued access to ILO information and knowledge. This could form the basis of an innovative scheme for mobilizing expertise at reasonable cost.
49. Another source of mobilizing capacity is through intensifying the development of partnerships and strategic alliances with other expert organizations and networks that can and are willing to carry forward the ILO's Decent Work Agenda. The multilateral institutions of the UN system have already embarked on mainstreaming decent work in their own policies, programmes and activities. By relying on partnerships with global, regional and national institutions specialized in advocacy, research, policy development, data collection and information dissemination, the ILO can enrich its knowledge and amplify its impact beyond the bounds of its own technical capacity. It would be important to ensure strict quality control, direction and supervision of the services being delivered under such arrangements.
50. This would imply developing new methods of work of the Office and updating the competencies of staff to perform these tasks. Administrative and financial procedures

would need to be reviewed to support task and time-bound technical support, including the short-term detachment of officials from across the Office and administration of travel budgets, as well as rules and procedures for engaging with institutions, networks and partners.

## Implementing the review

51. It is proposed to proceed with this review in a carefully planned and phased manner. While a number of elements could be implemented fairly rapidly during the 2008-09 biennium and within existing resources, other elements clearly require more detailed examination and additional consultations.
52. Consultations within the management of the Office and with staff, including the Staff Union, as well as further consultations with the Governing Body will be critical for the refinement of the proposals. It is also essential that the wider policy and planning framework of the Organization be taken into account as well as external elements which may impact on how the ILO provides services to constituents.
53. Among the measures that could be targeted for immediate implementation are the following:
  - a gradual increase in the number of national coordinators in countries with a large programme of cooperation but no ILO office;
  - further decentralization of ILO technical cooperation;
  - clarification of the respective roles and functions of regional offices and country offices and the mode of operation of DWTSTs; and
  - clarification of the modalities of support from technical staff at headquarters to regions and DWCPs.
54. The reorganization of subregional offices and their evolution into DWTSTs will require more detailed analysis of administrative, financial, human resources and logistical implications. A preliminary analysis could be integrated into the preparation of the Programme and Budget for 2010–11 and the Strategic Policy Framework 2010–15. A more detailed plan implementing the proposals, including resource and staffing implications, could be prepared for submission to the Governing Body in 2009.
55. The proposed measures will respect the obligations of the Office under the Staff Regulations and the UN Common System. Any changes that might be required to the Staff Regulations would be done in consultation with the Staff Union and in accordance with established rules and procedures.
56. A detailed review of the coverage of ILO offices would require additional regional consultations before finalizing proposals. Such consultations could be carried out in 2008 with a view to submitting proposals to the Governing Body in March 2009.
57. The proposed measures to implement the review of the structure and functions of ILO external offices are summarized in the following table. A number of measures require further elaboration, including likely cost implications as well as potential for savings. Further elaboration and consultations will inform the final shape of the proposals.

Table 1. Measures and timeframe

Measures	Time frame
1. Further consultations with ILO staff in the regions and at headquarters.	In 2008 and 2009.
2. Criteria and plan to establish national coordinators.	Finalized in 2008 and phased implementation in 2008–09.
3. Further decentralization of responsibility for extra-budgetary technical cooperation.	Policy finalized in 2008 and phased implementation in 2008–09.
4. Review of administrative and financial procedures to facilitate flexible deployment of technical support to regions and countries.	Prepared in 2008 and implemented in 2009.
5. Regional consultations on geographical coverage of ILO offices.	Consultations in 2008 and proposals submitted to Governing Body in March 2009.
6. Establishment of DWTSTs with analysis of costs, composition and functions.	Initial plan included in Programme and Budget proposals for 2010–11 to be presented to Governing Body in November 2008 and March 2009. Detailed planning in 2008–09 and phased implementation over the period 2009–11.
7. New human resources strategy (2010–15) addresses and supports the field review.	First elements included in Strategic Policy Framework (2010–15) to be presented to the Governing Body in November 2008; further elaboration of strategy in 2009.
8. Deployment of IRIS to external offices supports the field review.	Overall plan included in 2010–11 Programme and Budget proposals to be presented to Governing Body in March 2009; phased implementation over 2008–11.

**58. *In the light of its discussion of the proposals presented above, the Programme, Finance and Administration Committee may wish to:***

- (a) *provide views on the overall thrust of the proposals on the structure and functions of ILO external offices; and***
- (b) *recommend to the Governing Body that it request the Office to further elaborate the proposals by carrying out analysis and consultations on their specific modalities in order to prepare a phased plan of implementation that will be reflected in the Programme and Budget proposals for 2010–11 and the Strategic Policy Framework 2010–15.***

Geneva, 18 February 2008.

*Point for decision:* Paragraph 58.