

**FOR DEBATE AND GUIDANCE**

FIRST ITEM ON THE AGENDA

**Implementation plan: ILO Declaration
on Social Justice for a Fair Globalization¹****Introduction**

1. The ILO Declaration on Social Justice for a Fair Globalization (the Social Justice Declaration) and its accompanying resolution² (the resolution) adopted by the International Labour Conference (the Conference) in June 2008 have wide-ranging implications for the constituents, the Office and the Organization as a whole. Read together, they require measures “to make the fullest possible use of all the means of action provided under the Constitution of the ILO to fulfil its mandate”³ as well as reform of the institutional practices and governance of the Organization. There was a clear and strong demand from the Conference that the work to enhance the capacity of the ILO start as soon as possible.
2. A preliminary implementation plan was submitted to the first meeting of the Steering Group in November 2008.⁴ The Governing Body took note of the report of the Steering Group, which was presented orally by the Chairperson of the Steering Group, H.E. Mr Z. Rapacki.⁵ There was a consensus that implementation should be on a step-by-step basis and that it would require a sustained effort over time by the Organization as a whole. It was agreed that an implementation plan (the plan) would be presented to the Steering Group and to the Governing Body at its 304th Session in March 2009.

¹ This is a revised version of the Implementation Plan presented to the Steering Group at the 304th Session (March 2009) of the Governing Body, in accordance with paragraph 18 of the oral report by the Chairperson of the Steering Group (GB.304/7).

² ILO: Resolution on strengthening the ILO’s capacity to assist its Members’ efforts to reach its objectives in the context of globalization, International Labour Conference, 97th Session, Geneva, 2008.

³ ILO Declaration on Social Justice for a Fair Globalization, annex, I (B).

⁴ GB.303/SG/DECL/2.

⁵ GB.303/10.

3. A draft of the plan was considered at the informal tripartite consultations held on 2–4 February 2009. Further to these consultations, the Office was requested to present, in the form of a roadmap, a plan designed to operationalize all elements of the Social Justice Declaration, its annex and the resolution. This paper presents such a roadmap in the appendix. It builds on the steps taken by the Office since the adoption of the Social Justice Declaration and the guidance provided during the informal tripartite consultations. The roadmap envisages the implementation of a series of concrete proposals, some to be implemented in 2009, others during the next biennium (2010–11) and others over the six year period of the Strategic Policy Framework 2010–15.
4. The roadmap systematically identifies all points on which action can be taken under the Social Justice Declaration, its annex and the resolution. It then identifies the links to the main outcomes in the Strategic Policy Framework and the Programme and Budget proposals for 2010–11 as well as providing a time frame and identifying the appropriate governance forums. Units within the Office as well as the tripartite constituents are designated as having “lead responsibility” as appropriate. “Lead responsibility” is intended to clearly signal where responsibility and accountability lie for implementation, including collaboration and coordination across the Office and with constituents.
5. The detailed and systematic overview set down in the roadmap of all proposed action points to be taken by the Office is designed to support strategic planning and the monitoring of results. It is not intended to promote, in any way, the fragmented implementation of the Declaration and the resolution. The various proposed actions are interrelated and will be implemented in a coherent manner with a view to achieving the two overriding objectives of: (i) focusing the work of the Office to support constituents’ efforts to achieve the objectives of the Declaration; and (ii) promoting a new organizational culture and new working methods to improve effectiveness and efficiency. The aim is to set in motion a process of wide-ranging change. Several specific actions mentioned in the roadmap will require greater synergies and cross-Office work.
6. The roadmap also identifies the need for further processes and decisions in key policy areas. This includes the development by the Office of two important strategies: a knowledge strategy and a new human resources strategy. Both strategies will be presented to the 306th Session (November 2009) of the Governing Body as well as a progress report on the external evaluation of the Office’s evaluation function. The Office will also implement a communications strategy to facilitate support for implementation of the Declaration and raise awareness and knowledge about it amongst the tripartite constituents, across the Office, the wider UN system as well as other audiences.
7. The Senior Management Team (SMT) is identified in several sections of the roadmap as having the “lead responsibility” for the implementation of specific action points. This does not mean that the responsibility and leadership of the SMT will be limited to these particular points. The SMT will in fact have a much wider role: it will oversee and ensure coherence in the implementation of the Declaration and the resolution and will be responsible for driving the whole process internally. The presentation of the roadmap may look like a technical and bureaucratic exercise, but behind it, there is real ambition and a vision set by the Declaration and the resolution for the Office and the Organization as a whole. Deep and wide-ranging change is required, including in the working methods of the Office, its governance and its relations with the constituents. The Declaration has opened wide the door for the ILO to demonstrate its relevance at a particularly challenging time. The roadmap has been devised as a tool to help to translate into action the responses of the ILO to the challenges of today.

Links and coherence with the Strategic Policy Framework 2010–15 and Programme and Budget proposals for 2010–11

- 8.** The preparation of the plan coincided with the preparation of the Strategic Policy Framework 2010–15 and the Programme and Budget proposals for 2010–11. Complementarity among these instruments is critical to ensuring that they form a coherent whole. The Organization’s commitment under the Social Justice Declaration and the resolution will be implemented through the Strategic Policy Framework, successive programme and budgets and the governance mechanisms of the Conference and the Governing Body as well as regional meetings. The Strategic Policy Framework addresses the medium-term challenges which the Social Justice Declaration identifies for the Organization and charts the strategic path to be followed for the next six years. The Programme and Budget proposals for 2010–11 identify the substantive measures and corresponding resources that are necessary for the implementation of the Social Justice Declaration and the resolution. Furthermore, these proposals translate into concrete terms the demand in the Social Justice Declaration for new work methods and the strengthening of capacity to provide services to constituents.
- 9.** The roadmap is intended to be realistic in terms of sequencing and practical implementation. Some issues are not fully addressed at this stage as they will require more in-depth examination by the relevant Governing Body committees and by the Governing Body itself and this is clearly indicated in the roadmap. The plan is designed to respond to the sense of urgency demanded by the Social Justice Declaration and to take account of the current economic and social challenges. It builds on ongoing substantive work around the Decent Work Agenda and reinforces important reforms that the Office has already embarked on and that need to be continued and deepened over the period of the next biennium and beyond (e.g. in the areas of results-based management, human resources, IT systems and knowledge). But the main objective of the plan is to provide new impetus to a process of wide-ranging change that will require time, innovation and application of lessons learned.
- 10.** This roadmap is for operational purposes and provides a comprehensive overview of the proposed actions to be taken by the Organization to give effect to the Social Justice Declaration and the resolution. It makes the necessary links between the action points arising from the Social Justice Declaration, its follow-up and the resolution with the main outcomes in the Strategic Policy Framework and the Programme and Budget proposals for 2010–11. On a number of key issues (e.g. sequencing and length of cycle for recurrent item discussions and improving the working methods of the Governing Body and the functioning of the Conference), further decisions will be required by the Governing Body to enable effective follow-up to the components of the Social Justice Declaration and the resolution applicable to its functioning as well as recommendations for action by the Conference, where appropriate.
- 11.** The following paragraphs address a number of specific items on which the Steering Group may wish to provide further guidance to the Governing Body.

Introduction of a scheme of recurrent discussions by the International Labour Conference

12. The follow-up to the Social Justice Declaration requires the Organization to introduce a scheme of recurrent discussions by the Conference to be based on modalities agreed by the Governing Body without duplication of the ILO's supervisory mechanisms.
13. During its 303rd Session (November 2008), the Governing Body took the first step toward implementation of this scheme of recurrent discussions when it decided that the strategic objective of employment would be the first recurrent item to be discussed at the 99th Session (2010) of the Conference. The corresponding General Survey under article 19 of the Constitution will be carried out during 2009.
14. At the same session, the Governing Body decided that the second recurrent item, to be discussed at the 100th Session (2011) of the Conference, should be social protection. The decision on whether this will deal with social security will be taken by the Governing Body at its current session.⁶ A proposal for an article 19 questionnaire for a General Survey on social security will be considered by the Committee on Legal Issues and International Labour Standards.⁷
15. The question related to the length of the cycle was discussed during the informal tripartite consultations. Most speakers favoured a seven-year cycle. This would allow each strategic objective to be discussed at least once in a given cycle with the possibility of Employment, Social Protection and Fundamental Principles and Rights at Work being discussed twice in the same cycle. The Steering Group may wish to recommend to the Governing Body a seven-year cycle for the recurrent item discussions.
16. On the question of the follow-up to the ILO Declaration on Fundamental Principles and Rights at Work (the 1998 Declaration), a paper outlining a number of ideas was also considered during the informal tripartite consultations. Further to the guidance received, the Office has prepared a paper for the current session of the Governing Body recommending that it place the formal review of the question as an item on the agenda of the 99th Session (2010) of the International Labour Conference.⁸

Working methods of the Governing Body and functioning of the Conference

17. The Social Justice Declaration and the resolution address the need for the effective governance of the Organization, particularly the working methods of the Governing Body and the functioning of the Conference. The introduction of the recurrent item discussions will impact directly on the work of the governing organs including the manner in which items are selected by the Governing Body for the Conference agenda, and in an enhanced role for the Conference in setting the priorities for the Organization arising out of the recurrent item discussion as well as a more strategic role for the Governing Body in setting priorities and allocating resources to respond to those priorities.

⁶ GB.304/2/2.

⁷ GB.304/LILS/5.

⁸ GB.304/2/1.

18. During the informal tripartite consultations, there was agreement in principle on the need to establish a working party of the Governing Body to consider how the governance functions of the Governing Body and the Conference could be improved. The Steering Group may wish to recommend the establishment of such a working party to the Governing Body. The terms of reference, composition and time frame for the work of such a group would be determined by the Governing Body at a later date.

Future of the Steering Group and reporting on implementation

19. At its 302nd Session (June 2008), the Governing Body constituted, on a temporary basis, a Steering Group on the Follow-up to the Social Justice Declaration. It held its first meeting in November 2008 to consider a preliminary implementation plan.
20. At the informal tripartite consultations, a number of proposals were made in relation to the future role of the Steering Group including retaining the option of convening the Steering Group at a later stage to review the experience and lessons learned from the organization of the first recurrent item discussion on the strategic objective of employment. This question is also linked to the proposal in paragraph 15 above concerning the possible establishment of a working party on improving the governance functions of the Governing Body and the Conference. The Steering Group may wish to provide further guidance to the Governing Body on its future.
21. The follow-up to the Social Justice Declaration envisages an evaluation by the Conference, from time to time, of its impact, particularly in contributing to the pursuit, among Members, of the strategic objectives.⁹ The timing and frequency of such evaluations should take into account Governing Body decisions in relation to the frequency and sequencing of the recurrent item discussions introduced at the Conference as well as decisions in relation to other Conference agenda items, along with the other elements identified in section III(B) of the annex of the Social Justice Declaration. During the informal consultations, there was a suggestion that the first such evaluation should not take place before the end of the first cycle.
22. Progress on the implementation of the Organization's commitments under the Social Justice Declaration and the resolution is inextricably linked to delivery of the outcomes as identified in the Strategic Policy Framework and successive programme and budgets. Over time, those outcomes will be adjusted, as necessary, in relation to the Members' own efforts to achieve the four strategic objectives. Therefore, implementation of the Organization's assistance to its Members under the Social Justice Declaration and resolution, and the measures taken to that end, will be monitored by the Governing Body through the implementation report submitted by the Office covering each biennium period. This information will in turn contribute to the report for the periodic evaluation by the Conference on the impact of the Social Justice Declaration as envisaged in its follow-up.

Geneva, 25 February 2009.

Submitted for debate and guidance.

⁹ See Social Justice Declaration, annex, section III.

Appendix

ILO DECLARATION ON SOCIAL JUSTICE FOR A FAIR GLOBALIZATION ROADMAP

1. Social Justice Declaration

Section/paragraph	Action	Time frame	Main SPF/P&B outcomes	Governance forums	Lead responsibility
<i>Preambular considerations</i>					
Paragraphs 1 to 6	General framework that will inform all activities of the ILO	Ongoing	All outcomes	GB ILC Regional meetings	SMT
Paragraph 3	Specific action required on examining international economic and financial policies in the light of the fundamental objective of social justice	Ongoing	Outcome 17 Strengthening knowledge-base	ESP WP/SDG	SMT INTEGRATION

I. Scope and principles

A.	Coherent implementation of the ILO mandate based on the four equally important strategic objectives	Ongoing	All outcomes	GB	SMT
A. (i)	Specific initiatives Operationalized in SPF and P&B 2010–11 proposals	2009 2010–15	Outcomes 1, 2, 3, 9, 10, 16	PFAC ESP ILC	ED/EMP Regional Directors
A. (ii)	Specific initiatives Operationalized in SPF and P&B 2010–11 proposals	2009 2010–15	Outcomes 4, 5, 6, 7, 8, 9, 10, 16	PFAC ESP ILC	ED/PROTECT Regional Directors
A. (iii)	Specific initiatives Operationalized in SPF and P&B 2010–11 proposals	2009 2010–15	Outcomes 9, 10, 11, 12, 13, 14, 16	PFAC ESP ILC	ED/DIALOGUE Regional Directors
A. (iv)	Specific initiatives Operationalized in SPF and P&B 2010–11 proposals	2009 2010–15	Outcomes 9, 10, 14, 15, 16	PFAC LILS	ED/NORM Regional Directors

Section/paragraph	Action	Time frame	Main SPF/P&B outcomes	Governance forums	Lead responsibility
B.	Operationalized in SPF and P&B 2010–11 proposals Action by Members at national/international level	2010–15	All outcomes	GB ILC Regional meetings	SMT Tripartite constituents
C.	Action by Members at national/international level	Ongoing	All outcomes	GB ILC Regional meetings	Tripartite constituents

II. Method of implementation

A. (i)	<i>First recurrent item on employment</i>				
	Decision to place item on agenda of the 99th Session (2010) of the ILC	November 2008		GB	ED/NORM
	Article 19 questionnaire for a General Survey	November 2008		LILS GB	ED/NORM
	Office-wide endeavour to prepare report	November 2008– December 2009	Outcomes 1, 2, 3, 9, 10, 16, 17	ESP	ED/EMP
	Conference discussion and adoption of a plan of action	June 2010	Outcomes 1, 2, 3, 9, 10, 16, 17	Technical committee ILC	ED/EMP
	Operationalization of plan of action	November 2010	All outcomes	GB committees GB	SMT
	<i>Second recurrent item on social protection (possibly social security)</i>				
	Decision to place item on agenda of the 100th Session (2011) of the ILC	March 2009		GB	ED/NORM
	Proposed article 19 questionnaire for a General survey	March 2009		LILS GB	ED/NORM

Section/paragraph	Action	Time frame	Main SPF/P&B outcomes	Governance forums	Lead responsibility
	Office-wide endeavour to prepare report	March 2009–December 2010	Outcomes 4, 9, 10, 16, 17	ESP	ED/PROTECT
	Conference discussion and adoption of a plan of action	June 2011	Outcomes 4, 9, 10, 16, 17	Technical committee ILC	ED/PROTECT
	Operationalization of plan of action	November 2011	All outcomes	GB committees GB	SMT
	Decision on length of cycle and sequencing of recurrent items	March 2009		SG/DECL GB	ED/NORM
	Review of 1998 Declaration follow-up procedures	March 2009		GB	ED/NORM
A. (ii)	Field structure review to strengthen ILO capacity to assist its Members	March 2009	Strengthening operational capacity	PFAC GB	SMT Regional Directors
	Strengthening resource mobilization and TC appraisal procedures: new resource mobilization strategy	November 2009	Strengthening operational capacity	TC GB	PARDEV
	Support to country programmes for decent work, including tripartite participation in these programmes	2010–15	All outcomes	PFAC GB	Regional Directors Tripartite constituents
A. (iii)	Empirical analysis and tripartite discussion on country experiences: three or four pilot country studies	2009–10	Strengthening knowledge-base	GB	INST Technical sectors
	New round of studies based on lessons learned	2010–11	Strengthening knowledge-base	GB	INST Technical sectors
A. (iv)	Developing a knowledge base on bilateral/multilateral agreements	2009–10	Strengthening knowledge-base	GB	PARDEV INTEGRATION
A. (v)	Definition of a strategy to develop new partnerships with multinational enterprises and trade unions operating at the global level	2009–10	Outcomes 9, 10, 13, 14	MNE STM	ED/DIALOGUE

Section/paragraph	Action	Time frame	Main SPF/P&B outcomes	Governance forums	Lead responsibility
B.(i) to (vii)	Actions by Members at national/international level	Ongoing	All outcomes	GB ILC Regional meetings	Tripartite constituents
B. (ii)	<i>Providing a methodology to establish appropriate indicators or statistics and evaluate progress made in the implementation of the Decent Work Agenda at national level</i>				
	Five pilot Decent Work Country Profiles	2009	Strengthening knowledge-base	GB	INTEGRATION
	Six-year programme for roll-out to all ILO member States	2010–15	Strengthening knowledge-base	GB	INTEGRATION
C.	Other organizations will be invited to promote decent work	Ongoing	Outcome 17	WP/SDG GB	SMT
	Evaluation of trade and financial market effects on employment	Ongoing	Strengthening knowledge-base	ESP WP/SDG	ED/EMP

III. Final provisions

A.	Communication by Director-General to Heads of State, Ministers of Labour, the UN and UN system organizations	August–October 2008		GB	DG
	Governments, Employers' and Workers' Organizations make the Social Justice Declaration known	Ongoing		GB	Tripartite constituents
B.	Modalities of implementation of Part II of Social Justice Declaration	Ongoing	All outcomes	GB ILC	DG GB
C.	Review of impact of Social Justice Declaration	To be determined	All outcomes	GB ILC	DG GB

2. Annex: Follow-up to the Declaration

Section/paragraph	Action	Time frame	Main SPF/P&B outcomes	Governance forums	Lead responsibility
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I. Overall purpose and scope

B.	Adaptation of existing modalities of application of article 19, without increasing reporting	Ongoing	Outcome 16	LILS	ED/NORM
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II. Action by the Organization to assist its Members

Administration, resources and external relations

A. (i)	Introduction of a new work culture linked to results in delivering decent work and collaboration across lines of authority	Ongoing	All outcomes	GB	SMT Executive Directors Regional Directors
	SPF has been designed to encourage joint Office-wide action within framework of limited number of outcomes	2010–15	All outcomes	PFAC GB	SMT PROGRAM
	Promotion of enhanced teamwork through several initiatives, including four thematic projects, training and staff development and more flexible arrangements	2009–11	All outcomes GSM outcome 1	PFAC ESP GB	SMT HRD
A. (ii)	Development of a comprehensive results-based knowledge strategy	November 2009	Strengthening knowledge-base	GB	INST Executive Directors
	Review of ILO field structure	March 2009	Strengthening operational capacity	GB	SMT
	Establish a plan for building the capacity of constituents	2009–10	Building capacity of constituents	GB	ITC
A. (iii)	Rigorous application of results-based management principles and methods in SPF	2010–15	All outcomes	PFAC GB	SMT PROGRAM

Section/paragraph	Action	Time frame	Main SPF/P&B outcomes	Governance forums	Lead responsibility
A. (iv)	New human resources strategy 2010–15	November 2009	GSM outcome 1	PFAC GB	HRD
	Proposal to establish a working party on more effective governance structures	March 2009	GSM outcome 2	GB	ED/NORM
	Measures to improve external and internal governance	2010–15	GSM outcome 2	PFAC GB	SMT
A. (v)	Implementation of a plan to promote decent work in all UNDAFs and a training programme implemented	2009	Strengthening operational capacity	TC GB	PARDEV
A. (vi)	Implementation of a plan for identification, updating and promotion of the list of standards that are the most significant from the viewpoint of governance	November 2009	Outcome 16	LILS	ED/NORM

Understanding and responding to Members' realities and needs

B. (i) and (ii)	Introduction of a scheme of recurrent discussions by ILC: <i>see steps proposed in this roadmap on the Social Justice Declaration II. A.(i).</i>	2010–16	All outcomes	ILC GB	SMT
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Technical assistance and advisory services

C. (i)	Proposals on field structure review to strengthen ILO capacity to assist its Members	March 2009	Strengthening operational capacity	PFAC GB	SMT
	Concentration of resources in line with the objectives of the Social Justice Declaration on limited number of strategic technical cooperation programmes	2010–11	P&B priorities	TC PFAC GB	SMT PARDEV
	Development of a new resource mobilization strategy	November 2009	Strengthening operational capacity	TC PFAC GB	PARDEV

Section/paragraph	Action	Time frame	Main SPF/P&B outcomes	Governance forums	Lead responsibility
C. (ii)	Providing general expertise and assistance which each Member may request for the purpose of adopting a national strategy	2010–15	All outcomes	GB Regional meetings	SMT ITC
	Exploring innovative partnerships for implementation of national strategies for decent work	2010–11	Strengthening operational capacity	GB	PARDEV
C. (iii)	Development of appropriate tools for evaluating progress made (Decent Work Country Profiles)	2009–15	Strengthening knowledge-base	GB	INTEGRATION
	Development of appropriate tools for assessing the impact that other factors and policies may have on the Members' efforts	November 2009	Strengthening knowledge-base	GB	INTEGRATION
C. (iv)	Development of a new resource mobilization strategy to address the special needs and capacities of developing countries and of the representative organizations of workers and employers	November 2009	Strengthening operational capacity	TC PFAC GB	PARDEV

Research, information collection and sharing

D. (i)	Three or four pilot country studies	2009–10	Strengthening knowledge-base	GB	INST Technical sectors
	New round of studies based on lessons learned	2010–11	Strengthening knowledge-base	GB	INST Technical sectors
D. (ii)	Establishment of schemes such as peer reviews at the request of Members	To be determined		GB	Tripartite constituents

III. Evaluation by the Conference

A.	Evaluation of impact of the Social Justice Declaration by the Conference	To be determined		ILC	GB
B.	Report on evaluation of impact of the Social Justice Declaration	To be determined		ILC	Office

Section/paragraph	Action	Time frame	Main SPF/P&B outcomes	Governance forums	Lead responsibility
C.	Opportunity given to multilateral organizations to participate in evaluation of impact and discussion	To be determined		ILC	GB
	Invitation of other entities to attend and participate in discussion on impact	To be determined		ILC	GB
D.	Conclusions from evaluation and opportunity of any appropriate course of action	To be determined		ILC	ILC

3. Resolution on strengthening the ILO's capacity to assist its Members' efforts to reach its objectives in the context of globalization

Section/paragraph	Action	Time frame	Main SPF/P&B outcomes	Governance forums	Lead responsibility
1.	No duplication with existing supervisory mechanism and no increase in reporting obligations of member States	Ongoing		LILS GB	ED/NORM
2.	Implementation plan	November 2008– March 2009	All outcomes	SG/DECL GB	ED/MAS
2. (a)	<i>See corresponding sections of this roadmap on the Social Justice Declaration and Annex</i>				

2(b) I. Capacity and governance issues

(a)	Development of a comprehensive results-based knowledge strategy	November 2009	Strengthening knowledge-base	GB	INST Executive Directors
	<i>Empirical analysis and tripartite discussion on country experiences</i>				
	Three or four pilot country studies	2009–10	Strengthening knowledge-base and research capacity	GB	INST Technical sectors
	New round of country studies based on lessons learned	2010–11	Strengthening knowledge-base and research capacity	GB	INST Technical sectors
	<i>Decent Work Country Profiles (statistics and indicators)</i>				
	Five pilot country profiles	2009	Strengthening knowledge-base	GB	INTEGRATION
	Six-year programme for roll-out to all ILO member States	2010–15	Strengthening knowledge-base	GB	INTEGRATION

Section/paragraph	Action	Time frame	Main SPF/P&B outcomes	Governance forums	Lead responsibility
	Annual <i>World of Work Report</i> : Interactions between financial policies and four pillars of Decent Work Agenda (2009)	Ongoing	Strengthening knowledge-base	ESP GB	INST
	Biennial <i>Global Wage Report</i> (next report 2010)	Ongoing	Strengthening knowledge-base	ESP GB	ED/PROTECT
	Development of a collaborative workplan between ITC, INST and research/knowledge components of technical units.	2009–10	Strengthening knowledge-base	Boards of INST and ITC	INST ITC
(b)	Review of ILO field structure	March 2009	All outcomes	GB	SMT
(c)	Strengthening the coherence and cooperation within the Office: <i>see section of this roadmap on follow-up II. A. (i)</i>				
(d)	New human resources strategy 2010–15	November 2009	GSM outcome 1	PFAC GB	HRD
(e)	Revision and updating of evaluation mechanisms	2009	GSM outcome 2	PFAC GB	EVAL
	External evaluation of the Office's evaluation function, on the basis of which the current strategy will be refined	2010–11	GSM outcome 2	PFAC GB	EVAL
(f)	Proposal to establish a working party on improvement of working methods of Governing Body and functioning of ILC	March 2009	GSM outcome 2	SG/DECL GB	ED/NORM
(g)	Implementation of an Office-wide change management and capacity-building programme	2010–15	GSM outcomes 1 and 2	PFAC GB	SMT HRD
	Continued initiatives to improve transparency and accountability in the ILO	Ongoing	GSM outcomes 1 and 2	PFAC GB	ED/MAS

Section/paragraph	Action	Time frame	Main SPF/P&B outcomes	Governance forums	Lead responsibility
(h)	Several evaluations of Decent Work Country Programmes	2009–11	GSM outcomes 1 and 2	PFAC GB	EVAL
	All Decent Work Country Programmes either self-evaluated or subject to independent evaluation	2010–15	GSM outcomes 1 and 2	PFAC GB	EVAL
	Review of the current Decent Work Country Programmes and finalization of those under preparation	2009–10	All outcomes	PFAC GB	Regional Directors Tripartite constituents
(i)	Progress made in implementation of results-based management reflected in SPF and Programme and Budget proposals for 2010–11	2010–15	All outcomes	PFAC GB	PROGRAM
	Development of electronic “dashboards” for management support and improved transparency	2009	GSM outcome 1	GB	ITCOM PROGRAM
	Deployment of IRIS in the regions	2010–11	GSM outcome 1	ICTS GB	ED/MAS Regional Directors
	Introduction of new IT technologies, including the Electronic Document Management System and Plone	Ongoing	GSM outcome 1	ICTS GB	ITCOM DOSCOM

2(b) II. Recurring items on the agenda of the International Labour Conference

(a)	Decision on length of cycle and sequencing of recurrent items	March 2009		SG/DECL GB	ED/NORM
(b)	Review of follow-up of 1998 Declaration	June 2010		ILC	ED/NORM
(c)	Priorities defined in the recurrent item discussions taken into account in subsequent P&Bs	Ongoing		PFAC GB	SMT
(d)	<i>See section of this roadmap on Social Justice Declaration II. A. (ii)</i>				
(e)	Tripartite consultations with a view to consolidating and streamlining of reporting by Members and the Office.	2010–11	Outcome 16	LILS	ED/NORM

2(b) III. Partnerships

Section/paragraph	Action	Time frame	Main SPF/P&B outcomes	Governance forums	Lead responsibility
	<i>See roadmap for Social Justice Declaration II. A. (v) and follow-up II. A. (v)</i>				
	Development of inter-agency research proposals	2009–10	Outcome 17	GB	INTEGRATION
	Development of a communications strategy	November 2009	Strengthening operational capacities	ICTS	DCOMM
2. (c)	Ongoing consultations with constituents	2010–15	All outcomes	GB	SMT
3.	Establishment of Steering Group on Follow-up to the Social Justice Declaration	June 2008		GB	GB
4.	Reflected in P&B proposals for 2010–11	2010–11	All outcomes	PFAC GB	SMT
5.	Evaluation of steps taken to give effect to the resolution	To be determined		ILC	GB

Acronyms

DCOMM	Department of Communication and Public Information	IRIS	Integrated Resource Information System
DG	Director-General	ITC	International Training Centre of the ILO, Turin
DOSCOM	Communications and Files Section	ITCOM	Information Technology and Communications Bureau
ED/DIALOGUE	Executive Director, Social Dialogue	LILS	Committee on Legal Issues and International Labour Standards
ED/EMP	Executive Director, Employment	MNE	Subcommittee on Multinational Enterprises
ED/MAS	Executive Director, Management and Administration	PARDEV	Department of Partnerships and Development Cooperation
ED/NORM	Executive Director, Standards and Fundamental Principles and Rights at Work	PFAC	Programme, Financial and Administrative Committee
ED/PROTECT	Executive Director, Social Protection	P&B	Programme and Budget
ESP	Committee on Employment and Social Policy	PROGRAM	Bureau of Programming and Management
EVAL	Evaluation Unit	SG/DECL	Steering Group on the Follow-up to the Social Justice Declaration
GB	Governing Body	SMT	Senior Management Team
GSM	Governance, support and management	SPF	Strategic Policy Framework
HRD	Human Resources Development Department	STM	Committee on Sectoral and Technical Meetings and Related Issues
ICTS	Information and Communications Technology Subcommittee	TC	Committee on Technical Cooperation
ILC	International Labour Conference	UNDAF	United Nations Development Assistance Framework
INST	International Institute for Labour Studies	WP/SDG	Working Party on the Social Dimension of Globalization
INTEGRATION	Policy Integration and Statistics Department		