

ILO PROGRAMME IMPLEMENTATION
2008-09

REPORT OF THE DIRECTOR-GENERAL

ILO PROGRAMME IMPLEMENTATION 2008-09

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Explanatory note

This document contains the report on ILO programme implementation 2008–09 as examined by the Governing Body at its 307th Session (March 2010). The report on the discussion in the Programme, Financial and Administrative Committee is attached as Appendix IX to the current document.

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Abbreviations

CEACR	Committee of Experts on the Application of Conventions and Recommendations
CEART	Joint ILO/UNESCO Committee of Experts on the Application of the Recommendations concerning Teaching Personnel
CEB	UN system Chief Executives' Board for Coordination
EIIP	Employment-Intensive Investment Programme
EPZ	export processing zone
FAO	Food and Agriculture Organization of the United Nations
GOST	technical standards maintained by the Euro–Asian Council for Standardization, Metrology and Certification of the Commonwealth of Independent States
ICLS	International Conference of Labour Statisticians
IFAD	International Fund for Agricultural Development
IFC	International Finance Corporation
IFIs	international financial institutions
ILC	International Labour Conference
IMF	International Monetary Fund
IOE	International Organisation of Employers
IOM	International Organization for Migration
IPEC	International Programme on the Elimination of Child Labour
IRIS	Integrated Resource Information System
IT	information technology
ITUC	International Trade Union Confederation
KAB	“Know About Business” programme
MDG	Millennium Development Goal
MFA	Multi-Fibre Arrangement
MNE	multinational enterprise
MOSS	Minimum Operating Security Standards
NGO	non-governmental organization
OECD	Organisation for Economic Co-operation and Development
OSCE	Organization for Security and Co-operation in Europe
OSH	occupational safety and health
POSITIVE	Participation-Oriented Safety Improvement by Trade Union Initiative
PRSP	Poverty Reduction Strategy Paper
RBSA	Regular Budget Supplementary Account
RBTC	regular budget for technical cooperation
SCREAM	Supporting Children's Rights through Education, the Arts and the Media
SIMPOC	Statistical Information and Monitoring Programme on Child Labour
SIYB	Start and Improve Your Business
SME	small and medium-sized enterprise
SPC	South Pacific Commission
TUCA	Trade Union Confederation of the Americas

UN	United Nations
UNAIDS	United Nations Joint Programme on HIV/AIDS
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children’s Fund
WHO	World Health Organization
WIND	Work Improvement in Neighbourhood Development
WISE	Work Improvement in Small Enterprises
WTO	World Trade Organization

Introduction

1. This report has two main purposes. As instrument of accountability, it describes the performance of the Office in achieving the results set by the Organization for 2008–09. As contribution to organizational learning, it identifies lessons and actions to further improve performance.
2. Two main observations can be made at the end of the 2008–09 biennium. The recognition of decent work as essential to strong, sustainable and balanced outcomes, globally, in regions and countries, continues to grow. At the same time, decent work is increasingly translated into specific policies and measures. From gender equality to social protection, from enterprise development to labour law reform, from social dialogue to rights of migrant workers, ILO results span the spectrum underpinning decent work for all working women and men.
3. The Programme Implementation Report is central to results-based management at the ILO. It describes to what extent the targets established for 2008–09 have been met. It also provides a link to the reinforced results measurement framework in the Strategic Policy Framework 2010–15.
4. The report covers a period marked by two far-reaching developments for the Organization, whose breadth and depth were unexpected at the time of planning and budgeting for 2008–09. First, the ILO Declaration on Social Justice for a Fair Globalization, adopted in June 2008, reaffirmed tripartite commitment to the constitutional objectives of the Organization and to the Decent Work Agenda with its four strategic objectives, recognizing that they are inseparable, interrelated and mutually supportive. The Declaration calls for enhanced efficiency and effectiveness and requires the Office to develop more collaborative working methods and strengthened services to Members. Second, the global economic crisis required an urgent response. Worldwide recognition of the central role of the Decent Work Agenda placed exceptional demands on the Office. In June 2009, this recognition crystallized around the adoption of the Global Jobs Pact.
5. Results information presented here is based on self-assessment. This starts with assessing performance in achieving Decent Work Country Programme outcomes, using the ILO's Integrated Resource Information System (IRIS). It is followed by assessing the performance of the Office in meeting the targets set for each outcome in the results framework for 2008–09.
6. The report begins with an Executive Overview that summarizes the main results achieved and provides an analytic context. The rest of the report is organized around the results framework for 2008–09 and provides detailed information on related results accordingly. At the end of the report, appendices provide complementary information.

Executive overview

What difference has the ILO made?

Main achievements

7. The 2008–09 Programme and Budget results framework seeks to support tripartite constituents in moving forward the Decent Work Agenda and its four strategic objectives in countries, regions and globally. Knowledge and policy development, advisory services as well as capacity building in various forms for workers, employers and governments form the key instruments of the Programme. This overview captures some of the main results achieved during the biennium.

Strong expressions of global support to the Decent Work Agenda ...

8. Reflected, among others, in:
- The Leaders statement of the G20 Pittsburgh Summit in September 2009;
 - The Leaders statement at the expanded G8 Summit in July 2009;
 - Two United Nations (UN) General Assembly resolutions, one welcoming the ILO Declaration on Social Justice for a Fair Globalization, and the other on the UN Second Decade for Poverty Eradication, both focusing on employment and decent work and a system-wide plan of action;
 - The United Nations Economic and Social Council (ECOSOC) resolution on the Global Jobs Pact and the subsequent plans for UN funds and programmes to integrate the Pact into crisis responses;
 - The first social Encyclical Letter of Pope Benedict XVI, *Caritas in Veritate*, highlighting the role of decent work in development and progress towards the common good of all peoples.

“We commit to implementing recovery plans that support decent work, help preserve employment, and prioritize job growth. In addition, we will continue to provide income, social protection, and training support for the unemployed and those most at risk of unemployment. We agree that the current challenges do not provide an excuse to disregard or weaken internationally recognized labour standards. To assure that global growth is broadly beneficial, we should implement policies consistent with ILO fundamental principles and rights at work”.

Source: Leaders' statement, The Pittsburgh Summit, 25 September 2009.

Forging effective policy partnerships around decent work with the United Nations system ...

- Fourteen UN System Chief Executives Board for Coordination (CEB) member agencies carried out self-assessments and developed action plans using the *CEB Toolkit for mainstreaming employment and decent work* (CEB Toolkit). At the country level, the Toolkit was used for the preparation of United Nations Development Assistance Frameworks (UNDAFs) or joint programmes in Argentina, Indonesia, United Republic of Tanzania, Uruguay and Viet Nam.
- The Global Jobs Pact and the Social Protection Floor – the latter an important feature of the ILO Declaration on Social Justice for a Fair Globalization – were adopted as part of the nine joint crisis response initiatives endorsed by the CEB. The ILO is the lead agency on jobs and co-lead agency, together with the World Health Organization (WHO), for the Social Protection Floor Initiative.
- The ILO's approach to post-conflict situations was mainstreamed in international forums and in the development of UN post-conflict recovery and reconstruction tools. Nineteen agencies committed themselves to the UN-wide policy to maximize the impact of employment and reintegration support to post-conflict countries.

Advancing operational partnerships in the regions around “One UN” and decent work ...

- Through its involvement in the UN Regional Directors Team, the ILO has become more engaged in the UN reform process in all regions.
- In Africa, additional resources have been mobilized for decent work initiatives in the “Delivering as One” pilot countries, and the decent work concept has been integrated into UN joint programmes.
- In the Arab States, the ILO was able to position itself strategically to support mainstreaming of the Decent Work Agenda into UN and national frameworks.
- In Asia and the Pacific, the ILO contributed to, among others, the Regional Coordinator assessment and the UNDAF quality review. In 2009, the ILO and the United Nations Economic and Social Commission for Asia and the Pacific signed a Memorandum of Understanding to promote collaboration on issues such as the social protection floor, statistics, green growth, labour migration, as well the application of the CEB *Toolkit*.
- In the Americas, a joint ILO-United Nations Development Programme (UNDP) regional study on the reconciliation of work and family life led to a UNDP plan to follow up the report’s findings and recommendations. The ILO started working with the United Nations Children’s Fund (UNICEF) on indigenous children and in support of national commissions on child labour.
- In Europe and Central Asia, the ILO co-organized a major UN-wide conference on crisis response which took place in Almaty (Kazakhstan) in December 2009. In Albania, the Decent Work Agenda was mainstreamed into the “One UN” process. This raised ILO visibility in the country and helped leverage resources.

In Africa the Regional Coordinating Mechanism, which is the mechanism for enhancing UN system-wide coherence, coordination and cooperation at the regional and subregional levels under the “Delivering as One” initiative, will incorporate employment and decent work into the activities of all clusters. The Regional Coordinating Mechanism has endorsed the Global Jobs Pact as the UN tool for supporting countries as they respond to the global economic crisis. The Regional Coordinating Mechanism sub-cluster on employment, co-chaired by the ILO and the African Union, is a key platform for following up the 2004 Ouagadougou Plan of Action on Employment Promotion and Poverty Alleviation and facilitates implementation of the Decent Work Agenda for Africa 2007–15.

Consolidating regional policy and programme partnerships ...

- Within the framework of cooperation between the ILO and the Arab Labour Organization, the tripartite delegations from 22 member States from the Arab States and Africa at the Arab Employment Forum (October 2009) endorsed a regional agenda for action based on the Global Jobs Pact. The agenda will constitute the overarching regional framework for ILO interventions, in line with the Arab Decade for Employment.
- In 2008, the ILO and the European Commission agreed to a more strategic working relationship between the two institutions. This was reflected, among other things, in the inclusion of the decent work concept in cooperation and partnership agreements of the European Union (EU) with third countries, as well as in the final declaration of the EU/Latin American Countries Summit (Lima, 2008).
- In the Americas, the ILO consolidated its partnership with the Organization of American States, especially in the framework of the Inter-American Network for Labour Administration where social dialogue, labour inspection, migration, health and safety at work and youth employment were discussed. The ILO signed a partnership agreement with the Andean Development Corporation to engage in joint activities and research to stimulate productive development and generate decent work.

Decent Work Country Programmes as the main vehicle for delivery of ILO assistance ...

- At the end of 2009, there were over 80 Decent Work Country Programmes at different stages of development in as many countries.
- Decent Work Country Programmes have helped focus on essential priorities, while allowing for the flexibility to reprioritize interventions in reaction to events, notably the global economic and financial crisis.
- In over 65 countries, Decent Work Country Programmes or drafts are aligned with specific UNDAF priorities. The Decent Work Country Programme is explicitly mentioned, alongside other development frameworks, in four of the eight “Delivering as One” pilot countries.
- As a result of capacity building and quality assurance initiatives, the second generation of Decent Work Country Programmes is more results-based, with priorities, outcomes, outputs and implementations plans.
- The involvement of the social partners in the Decent Work Country Programme process has improved. Tripartite national committees guide the implementation, monitoring and evaluation of the programme in an increasing number of countries, including Albania, Bosnia and Herzegovina, Brazil, Jordan, Kenya, Republic of Moldova, Syrian Arab Republic, Uganda, United Republic of Tanzania and Yemen.
- Decent Work Country Programmes are also the main mechanism for allocating regular budget and mobilizing extra-budgetary resources. Extra-budgetary and Regular Budget Supplementary Account (RBSA) funds remain the principal sources for Decent Work Country Programmes. In 2008, out of US\$225 million of extra-budgetary resources almost 60 per cent were directly contributing to Decent Work Country Programme outcomes. RBSA is fully aligned with Decent Work Country Programmes.

“... The current [Decent Work Country] Programme has provided valuable support to the development of Indonesia in the field of decent work, with important results and progress on key subjects. ... The Government of Indonesia through its National Planning Board ... is starting to mainstream decent work for national full employment in its development plan for the next five years. The Ministry of Manpower and Transmigration is incorporating decent work in its strategic planning that needs to include an operationalization and targets at the provincial and district level in the context of the decentralisation of Government responsibilities. ... ”

Source: Tripartite statement on the Evaluation of the ILO Decent Work Country Programme in Indonesia – September 2009.

*Countries taking action with ILO cooperation ...****For labour law, labour standards and their application:***

- Forty-two countries ratified ILO Conventions or strengthened application of ILO standards on safety and health, labour inspection and working conditions.
- Thirty-seven countries undertook labour law reform in line with international labour standards and through tripartite consultation.
- Twenty-five countries adopted new or revised legislative provisions related to the elimination and prevention of child labour, based on input and advice from the social partners and the ILO along with other UN agencies.
- Fifteen countries adopted policies on migration for employment or included legal provisions on migration for employment in labour or migration laws with ILO support.
- In all, 119 new ratifications of ILO Conventions were registered, of which 23 concerned fundamental Conventions – a major step towards the goal of universal ratification by 2015. The total number of ratifications of all ILO Conventions reached 7,651 in 2009, of which 1,316 concerned fundamental Conventions.
- A total of 117 cases of important changes in national law and practice were noted with satisfaction by the Committee of Experts on the Application of Conventions and Recommendations in 68 countries.
- In 29 countries, 73 cases of improvements in the application of freedom of association were noted following interventions by the supervisory bodies.

For employment and enterprise development policies and programmes:

- Twenty-six countries developed policies, programmes or other measures on employment-intensive investment focusing on infrastructure.
- Twenty-three countries included employment and decent work objectives in main policy or development frameworks such as national development strategies, poverty reduction strategies and UNDAFs.
- Seventeen countries developed policies, programmes or action plans on youth employment.
- Sixteen countries developed employment-centred reconstruction and recovery programmes.
- Fifteen countries developed training policies.
- Twenty-two countries developed policies or regulations focused on promoting cooperatives.
- The ILO's "Know About Business" (KAB) programme expanded its presence from 35 to 48 countries.
- Seventy-five organizations developed programmes focused on local economic development, value chain upgrading or workplace practices.
- In 44 countries, constituents and financial institutions developed policies to extend access to financing among the working poor or micro- and small enterprises.

The Employment Intensive Investment Programme (EIIP) is one of the largest technical cooperation programmes of the ILO. The programme works with ILO constituents, the private sector and community associations in orienting infrastructure investments towards job creation, while improving access to basic goods and services for the poor. Work in this area has proved to be a central element of the crisis response. Resources mobilized under the programme in 2008–09 amounted to some US\$62 million, of which about 40 per cent was funded out of the national budgets of member States requesting ILO assistance. Labour standards, social dialogue and social protection are an integral focus of the programme.

For expanding and consolidating social protection:

- Through ILO support, constituents accessed funding in five countries under round eight of the Global Fund to Fight AIDS, Tuberculosis and Malaria in 2008, and in six other countries under Round nine of the Global Fund in 2009. The Office provided guidance and technical support on HIV and AIDS in the world of work to over 80 countries, with special emphasis on Africa. HIV/AIDS issues were incorporated into almost 50 Decent Work Country Programmes.
- Fifty-one countries generated additional social security data, 16 countries developed policies focused on extending social security coverage and/or benefits, and some 40 countries took other measures to strengthen social security.
- Seventeen countries developed policies on improving working conditions, safety and health and in 23 countries constituents took measures focused on these areas.

Stronger employers' and workers' organizations:

- The ILO provided technical support and advisory services to employers' organizations in over 120 countries. This led, among other things, to employers' organizations setting up new or improving existing services for their members in some 40 countries. A new training programme to improve capacity in the design, monitoring and evaluation of Decent Work Country Programmes and results-based management was provided for the first time in 35 countries.
- The ILO provided technical support and advisory services to workers' organizations in 142 countries. Substantial progress in freedom of association and collective bargaining was achieved in 22 countries across all regions, in all of which trade unions strengthened their activities. At the regional level, cooperation with the International Conference of Arab Trade Unions focused on capacity-development initiatives on workers' rights, social dialogue and the role of trade unions in response to the crisis. The Office supported the newly created Trade Union Confederation of the Americas (TUCA) in implementing a regional campaign on freedom of association.

Expanding and sharing global knowledge ...

9. The ILO's knowledge base was expanded and more widely shared, for example through:
 - The Global Jobs Crisis Observatory web site, through which the Office began to make available information on the impact of, and responses to, the global jobs crisis, including the latest national labour market data;
 - The *Global Wage Report 2008/09* and its 2009 update, together with a global wages database covering some 80 countries;
 - The 2008 and 2009 World of Work Reports of the International Institute of Labour Studies, which provided analysis and data on globalization and the global jobs crisis.
 - The Multinational Enterprises Helpdesk, which provides advice to a variety of users, in particular company managers and workers, to foster the implementation of the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration) in company operations.
 - A newly developed diagnostic tool based on the 17 conditions of sustainability set out in the conclusions on the promotion of sustainable enterprises adopted by the Conference in 2007.

The Office developed specific tools tailored to the priorities identified by constituents in regional meetings and agendas. In Asia and the Pacific, these included: A multimedia resource kit to support the implementation of the Asian Decent Work Decade, comprising printed policy briefs and detailed reference materials in electronic form on priority themes for the ILO's work in the region; the establishment of communities of practices on youth employment, skills and green jobs under the ILO knowledge-sharing platform in Asia-Pacific, with around 500 youth employment practitioners and 350 skills and green jobs practitioners using and contributing to these knowledge hubs.

Performance

10. The results framework for 2008–09 includes 14 intermediate outcomes and 34 immediate outcomes.¹ The latter comprise 26 immediate outcomes across the four strategic objectives, five joint immediate outcomes in areas that draw from multiple technical fields and three immediate outcomes for governance, support and management. The framework includes a total of 78 indicators, of which ten under the outcomes for governance, support and management.

11. On average the results achieved for 2008–09 exceed targets by 26 per cent. For 76 per cent of the indicators (i.e. 52 out of 68 indicators), the targets were reached or exceeded. For the remaining 16 indicators, targets were not met, usually by small margins. Appendix I provides detailed information on the results achieved across the strategic objectives and joint immediate outcomes, per indicator and per region.

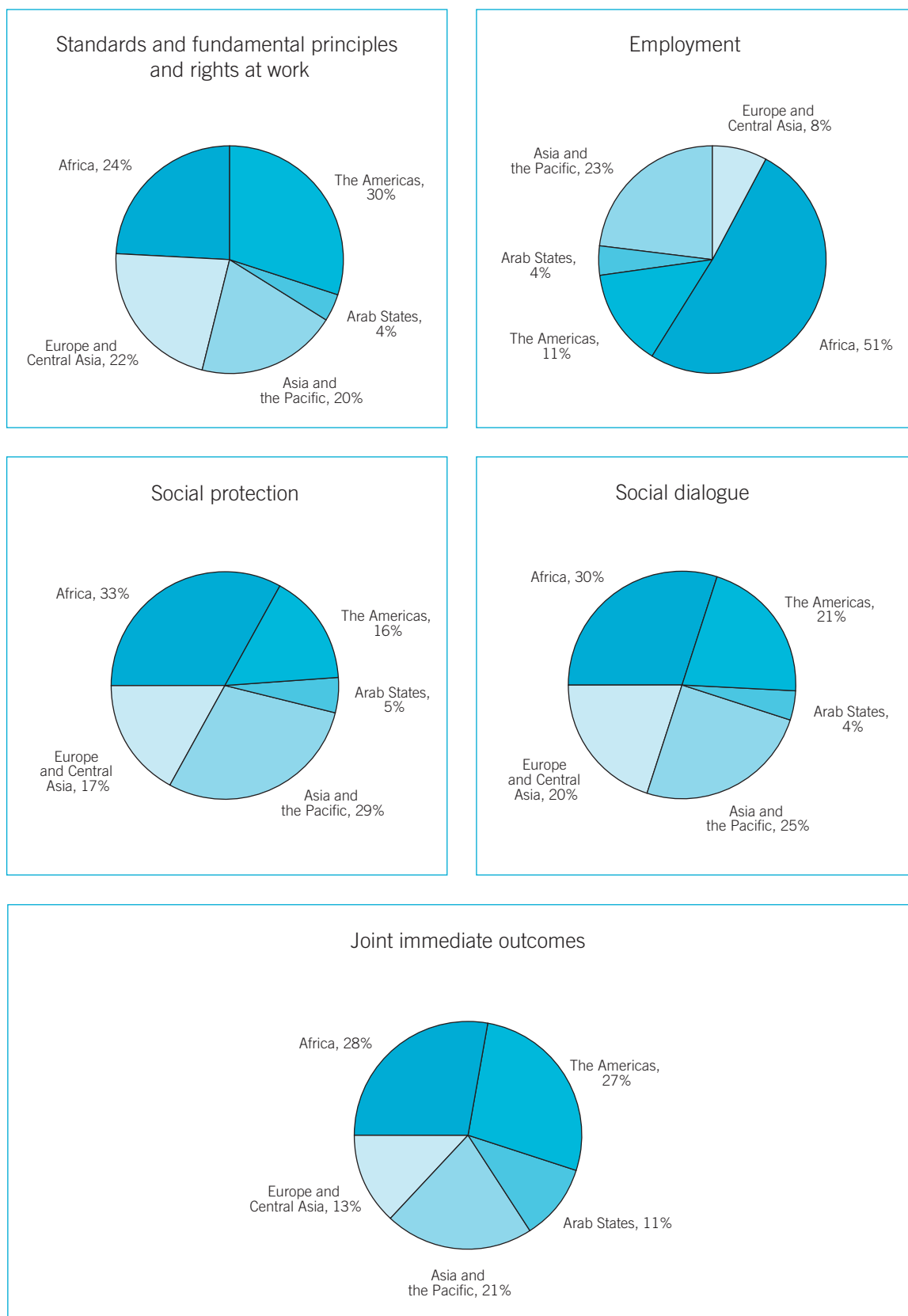
12. This information should be interpreted with caution. As the baseline exercise shows, targets under some indicators are easier to reach under the 2008–09 framework than will be the case in 2010–11.

13. The ILO's results framework has since been radically simplified. The new results framework found in the Strategic Policy Framework 2010–15 and the Programme and Budget for 2010–11 has been set for the period through 2015 to allow better comparability over time. It is centred on the priorities of the Decent Work Agenda, captured in 19 outcomes. Streamlined performance indicators provide details on results and on the measurement of results. Appendix II includes baselines established under this new framework using 2008–09 results but with more rigorous measurement.

14. Figure 1 below reflects the distribution by region of results under each strategic objective and the joint immediate outcomes. For instance, of all social dialogue strategic targets, 25 per cent were achieved in Asia and the Pacific. The numbers reflect broad balance across regions. One exception is the large number of results achieved in Africa under the strategic objective on employment (51 per cent of all results). This results both from country priorities as well as donor priorities.

¹ Intermediate outcomes specify the goals of the Organization's constituents and priorities for ILO action; immediate outcomes and joint immediate outcomes state the expected direct results of the Office's interventions.

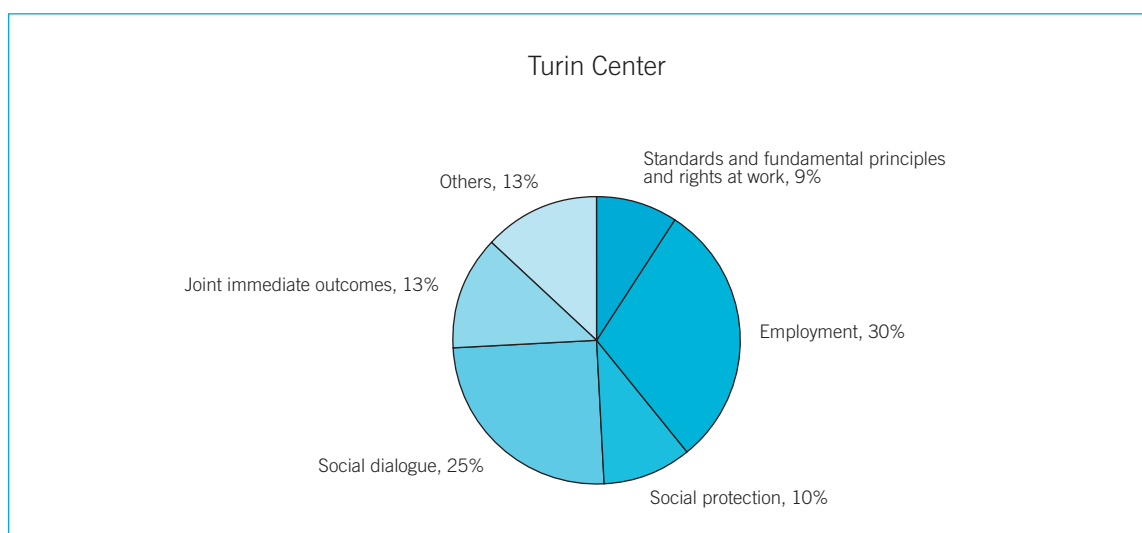
Figure 1.
Regional distribution of targets achieved under each strategic objective and joint immediate outcomes



Working through the International Training Centre in Turin (Turin Centre)

15. As shown in figure 2, out of all the Centre's training activities over the biennium (i.e. 1,037), 87 per cent (i.e. 895) were aligned with the priorities of the Decent Work Agenda, with particular emphasis on employment and social dialogue. The remaining 13 per cent related to topics such as procurement management, facilitation of learning and postgraduate programmes implemented by the Centre in collaboration with the University of Turin and other UN organizations and agencies.

Figure 2.
Percentage of training activities, by strategic objective and joint immediate outcomes



An integrated approach to resources

16. The achievement of results relied on an increasingly integrated use of all resources available to the ILO. Table 1 lists the annual average extra-budgetary contributions from the top 20 donors for the period 2006–09. The ranking is based on the annual average over a four-year period taking into account that donors award contributions to the ILO in a given year through the conclusion of project-specific or framework agreements. The contributions usually cover several years but are recorded in the year when agreements are signed.

Table 1.
Annual average extra-budgetary contributions for the period 2006–09,* top 20 contributors

Contributor	US\$ ('000)
United States	40 854
UN organizations and agencies	33 967
European Commission	28 813
Netherlands	17 921
Denmark	15 825
United Kingdom	12 196
Spain	11 388
Norway	11 292
Bill and Melinda Gates Foundation	8 555
Italy	8 249
Sweden	5 288
Ireland	5 258
France	4 714
Belgium	3 997
World Bank	3 845
Switzerland	3 444
Canada	3 010
Madagascar (Direct Trust Fund)	2 994
Luxembourg	2 861
Germany	2 577
TOTAL	227 048

* Data for 2009 is preliminary.

17. In addition, donors contributed about US\$43 million to the newly introduced RBSA. Table 2 shows all RBSA contributions received as of December 2009. Out of the total amount received in 2008–09, some US\$1 million are explicitly earmarked for activities to be conducted in 2010–11.

Table 2.
RBSA contributions received in 2008–09

Contributor	US\$ ('000)
United Kingdom	12 000
Germany	8 857
Norway	7 346
Netherlands	5 516
Spain	3 947
Italy	1 475
Kuwait	1 000
Sweden	1 000
Belgium	602
Ireland	532
Brazil	300
Poland	250
TOTAL	42 825

18. Despite some challenges faced by the Office in introducing this new funding modality and the receipt of some contributions late in the biennium, the delivery rate for programmed technical work was 77 per cent. Allocated to official development assistance-eligible countries, RBSA has been instrumental in boosting Decent Work Country Programmes, through an optimized use of resources where they are most needed. This flexible and timely funding has enabled the ILO to address high-priority issues, including those resulting from the global economic crisis. For example, RBSA has helped the Office:

- kick-start innovative programmes and activities (e.g. ILO/UNEP/ITUC/IOE Green Jobs Initiative in Asia);
- extend geographical outreach or upscale ongoing programmes (e.g. capacity building programme for national financial planning and management of social security systems in Africa);
- enhance sustainability of ILO assistance through partnerships with other UN agencies in the context of UN reform (e.g. job creation schemes in Lebanon);
- strengthen the capacity of constituents to achieve the policy goals of the Organization (e.g. pilot initiative on people with disabilities in Serbia);
- mainstream cross-cutting issues in labour policies and programmes (e.g. regional initiative on gender equality in Latin America).

In Latin America the RBSA helped set in place a regional strategy on gender equality. The activities generated under this initiative enabled the Office to reinforce ILO work on gender in 13 countries, including some where this topic had been absent for several years. RBSA resources contributed towards the following results:

- Expansion of the knowledge base on issues such as work and family, and the gender dimension of the global economic crisis.
- Stronger constituents' capacity to tackle and promote gender issues, including through the extension of the network of tripartite commissions on gender equality across the region and greater gender mainstreaming into the policies and programmes of the Ministries of Labour and of the social partners.
- Development of new tools and products that helped to position the ILO's regional strategy vis-à-vis constituents, the UN system and other partners in the region.

19. Detailed information on ILO technical cooperation, in particular through RBSA and extra-budgetary technical cooperation resources, will be provided in a separate paper during the current session of the Governing Body.

The ILO budget in perspective

20. It is useful to look at the ILO budget in the perspective of the UN budget. The total resources available to the ILO for 2008–09 have been just over US\$1 billion. This consisted of approved regular budget resources of US\$641,730 million, US\$350 million in estimated extra-budgetary expenditure and about US\$43 million in RBSA. The ILO's regular budget is equivalent to about 4.0 per cent of the total regular budget of the entire UN system. The ILO's projected extra-budgetary income for 2008–09 is 2.6 per cent of the equivalent figure for the entire UN system.²

Continuous improvements in performance: What should the ILO do differently?

21. The information gathered through this implementation reporting exercise has enabled the Office to draw a number of lessons on overall performance, on what worked and what did not work. Detailed information on lessons learned for each outcome is contained in later sections of this report. An overview is provided here.

Improving the effectiveness of ILO action

Effective Decent Work Country Programmes

22. Decent Work Country Programmes are the main vehicle for working with constituents in countries, and at times in regions. Several years of experience working through Decent Work Country Programmes are now at hand. This has continuously fed improvements in preparation and implementation of country programmes. Means of setting priorities that fully involve constituents have been strengthened. A new generation of Decent Work Country Programmes is emerging, characterized by fewer, more measurable outcomes. Outcome-based work-planning will further reinforce this trend. At the same time constituents have in most countries identified priorities that cover all four strategic objectives. Country programme outcomes often combine inputs from different technical fields, for example collective bargaining on wage policies. This requires the Office to find more flexible ways of combining technical inputs.

² A/63/185, tables 1 and 2.

Synthesizing knowledge for progress

23. Combining knowledge and action is essential to take advantage of the growing support at the highest political levels for the Decent Work Agenda, including in the context of the crisis through the Global Jobs Pact. More knowledge is being produced by the ILO on broad trends, as documented through regional and global reports. Linking goals and progress requires constant analysis of policies and programmes that work well in defined settings. More detailed analysis of country and regional experience with specific policies is required to strengthen the knowledge on how constituents can best move towards the direction in which they wish to move. This knowledge, also essential for Decent Work Country Programmes, requires more detailed analysis of the ways policies work in countries and regions. At the same time, timely research findings should be made more widely available, in friendly formats, to policy makers.

Strengthening partnerships

24. Joining forces with like minded partners is essential for the ILO to effectively assist its constituents in achieving results. In many areas of work – from child labour to youth employment, to enterprise development, to social security, to sectoral activities or gender equality – the Office is learning to make its action more effective through various types of partnerships. The ILO's tripartite constituency requires access to and support of the development community and donors, government ministries and agencies in addition to the ministry of labour, academics, parliamentarians and others. In the context of UN reform, major benefits are derived from coordinating with other agencies and participating in working groups on labour-related topics. At the same time, in many countries cooperation with UN partners has not yet triggered the expected results in terms of constituents' involvement and participation in UN priority setting and funding decisions. Further progress must be carefully monitored.

Policy coherence

25. The ILO Declaration on Social Justice for a Fair Globalization emphasizes the need for “an ILO global and integrated strategy for decent work”. It also stresses the “inseparable, interrelated and mutually supportive” nature of the four dimensions of decent work. This report illustrates progress under each of the four strategic objectives as well as progress for decent work as a whole. It bears many lessons for deepening an integrated approach for decent work. But there is tension here. Progress on one dimension of decent work can influence or be dependent on progress in other dimensions. Rates of progress can be uneven and there can be short term trade-offs. More detailed knowledge is needed on the inter-related and mutually supportive dynamics of the dimensions of decent work to inform policy-making. Increasingly, the ILO is called upon to provide responses to problems that are at crossroads of economic, social and environmental concerns – responses that inevitably will require more cross-sectoral work across the Office. Likewise, gaps identified in the application of international labour standards are more effectively addressed when the comments of the supervisory bodies are accompanied by concerted ILO efforts to support constituents in addressing those gaps, through promotional activities, technical assistance and capacity building.

Fostering organizational change

26. Fostering organizational change has been a strong concern throughout the biennium, building on prior internal reform achievements. Four achievements can be mentioned here, developed during the biennium, the full application of which will bear fruit in the coming years. These are: the new Human Resources Strategy endorsed by the Governing Body in November 2009; the new staff performance management system; the outcome-based workplans prepared for 2010–11; and the new results framework consolidated in the Strategic Policy Framework 2010–15.

Improving results monitoring and reporting

27. This programme implementation report reinforces progress towards a stronger results-based framework. Improvements include:

- A greater focus on lessons learned and implications for the design of programmes, including through the strengthening of the evaluation function.
- The establishment of baselines for most indicators for 2010–15.
- Integrated examples of country results. The aggregation of results under outcomes does not fully capture the integrated nature of results achieved in countries. More comprehensive country descriptions are included in boxes in the main part of this report. While this gives some idea of the overall results for the countries concerned more systematic country assessments should be developed for future reports.
- Reporting on the integrated use of resources across all sources of funds. Some challenges remain, such as accounting for use of staff time under the regular budget. Measures are being introduced as part of outcome-based workplanning.



STANDARDS AND FUNDAMENTAL PRINCIPLES AND RIGHTS AT WORK

Mandate

“... the ILO is the constitutionally mandated international organization and the competent body to set and deal with international labour standards, and enjoys universal support and acknowledgement in promoting fundamental rights at work as the expression of its constitutional principles.”

(ILO Declaration on Fundamental Principles and Rights at Work)



Strategic objective

*Promote and realize standards
and fundamental principles and rights at work*

INTERMEDIATE OUTCOMES



Fundamental principles
and rights at work



Child labour



International
Labour Standards

Strategic objective: Promote and realize standards and fundamental principles and rights at work

Resources for standards and fundamental principles and rights at work in 2008–09 (US\$)

Regular budget expenditure	92 516 716
Extra-budgetary expenditure*	124 366 202
Total	216 882 918

* Excluding agency costs, provision for cost increases and contingencies. And excluding the cross-cutting activities.

28. The adoption of the ILO Declaration on Social Justice for a Fair Globalization in 2008 constitutes a new achievement in terms of embedding the normative approach in the Decent Work Agenda. The Declaration created a reviewed framework for adapting reporting processes and monitoring labour standards and other instruments which is more logically integrated, focused and efficient. The Global Jobs Pact in turn is a tangible demonstration of how, in the current financial and economic crisis, a rights-based approach can be embodied in a rapid response to new circumstances.

29. The follow-up to the 1998 ILO Declaration on Fundamental Principles and Rights at Work (1998 Declaration) served well in identifying both progress and problems encountered throughout the world in the attainment of the four categories of rights. The programme for the promotion of the Declaration continued to implement projects and activities at the national and regional levels, entirely financed by extra-budgetary funds. The strategy was one of advocacy and capacity building. Projects included specific components to ensure the participation of employers' and workers' organizations. Technical cooperation was provided to both ratifying and non-ratifying member States and in response to specific needs and achievements in each country, while the baseline methodology enabled advances to be monitored from the starting point in each country. Implemented projects had separate components to which other relevant ILO departments were able to contribute. This strategy was confirmed by the ILO Declaration on Social Justice for a Fair Globalization, with its emphasis on cooperation within the Office in providing quality services to ILO Members.

30. Child labour was again a leading example of a rights-based approach. The ILO's tripartite constituents continued to make effective use of the International Programme on the Elimination of Child Labour (IPEC)'s methodologies, tools, guidelines and advocacy materials to design and implement programmes that combat the worst forms of child labour. The introduction of free basic education programmes and the greater awareness of the dangers of child labour had a positive impact on the number of children affected by child labour. A particular feature of the programme was the recognition by the social partners and other stakeholders of the need and importance of adopting a holistic approach to solving child labour problems. The constituents were asked to go beyond their traditional role and to develop strategic collaboration among ministries in order to achieve the goal of eliminating the worst forms of child labour by 2016. IPEC will continue its focus on Africa and will revise its resource mobilization strategy so that sufficient funds are made available to allow constituents to combat child labour effectively and in a coherent manner.

31. Meanwhile the normative processes marked new highs in terms of ratification of ILO Conventions, thanks to assistance provided by the Office – assistance which also continued to encourage the improved implementation of already ratified Conventions. The impact of international labour standards on other organizations – where the ILO is indeed often known principally for its normative work – exceeded expectations. Future strategy will build on these lessons.

32. One of the most important lessons learned and confirmed during this biennium was that, while the ILO's supervisory bodies set the baseline for compliance with international labour standards, the gaps identified in their application are most swiftly and surely addressed when the comments of the supervisory bodies are accompanied by a concerted effort within the Office to raise awareness of the issues, suggest possible means of addressing concerns and assist in the necessary capacity building. Where the comments of the supervisory bodies were not followed by action from the Office, there was in many cases an absence of momentum to address those concerns and the dialogue continued with

little prospect of success. Where the Office was able to work directly with the government and the social partners towards the achievement of the recommendations of the supervisory bodies, a rapid and satisfactory result was often observed. In some cases, the assistance and technical cooperation may need to be more long term, but the impact of this dual strategy (independent identification of gaps and concerted assistance) cannot be denied.

33. Another important lesson concerned the new strategy put in place by the Office to assist member States to ratify and implement ILO Conventions. In the case of the Maritime Labour Convention, 2006, a five-year action plan adopted with tripartite support to achieve its rapid and widespread ratification and effective implementation resulted in one of the two conditions for entry into force of the Convention being exceeded during this biennium, with more than 44 per cent of world gross tonnage and 50 per cent of seafarers already being covered.

Intermediate outcome 1a: Fundamental principles and rights at work are realized

Resources for intermediate outcome 1a in 2008–09 (US\$)

Regular budget expenditure	17 873 080
Extra-budgetary expenditure*	21 488 153
Total	39 361 233

* Excluding agency costs, provision for cost increases and contingencies. And excluding the cross-cutting activities.

Main achievements

34. Two landmark statements by the International Labour Conference – the ILO Declaration on Social Justice for a Fair Globalization and the Global Jobs Pact – further underlined the importance of fundamental principles and rights at work. The statement of the G20 governments, meeting in Pittsburgh in 2009, confirmed their support for these principles and rights, a support that was echoed in several statements in the UN General Assembly. At the national level the ILO's efforts were channelled in particular through technical cooperation projects and resulted in a heightened global momentum for policy development and action to respect fundamental rights at work and facilitate their promotion and realization.

35. The main vehicles for delivering the ILO's strategy were awareness-raising campaigns for the constituents and the public in general, strengthening institutional capacity through training and developing appropriate national machinery and institutions, and building national ownership to guarantee the sustainability of the results achieved.

36. A major element of the strategy was the creation of partnerships between constituents, in particular employers' and workers' organizations. In many cases new programmes were needed to assist workers' or employers' organizations to promote respect for fundamental principles and rights at work more effectively. In a number of countries governments reviewed their policies and national legislation in line with these principles and rights. In particular, a number of tripartite agreements were signed to amend labour codes in compliance with international standards or to develop national action plans on fundamental principles and rights at work.

Challenges, lessons learned, implications for the future

37. Involving employers' and workers' organizations from the earliest stages of planning is critical for building a consensus for change. In this regard, systematic cooperation between the programme for the promotion of the Declaration and the Bureaux for Employers' and Workers' Activities proved essential.

38. Advocacy of the fundamental principles and rights, publicity in national media and endorsement by influential personalities, such as political, business and civil society leaders, can be a powerful tool

in promoting their realization, as was the case in the combat against forced labour in the Plurinational State of Bolivia, Brazil, Indonesia, Paraguay and the Philippines.

39. Ensuring that research outputs and policy advice reach the decision-makers who can bring about real change at the national level was a challenge. In some instances, changes in government or key ministerial positions set back progress in policy development, while in others the information generated did not attract the attention of key decision-makers. Projects need to ensure that all stakeholders are fully involved in project outreach. Large and comprehensive projects have a more sustainable impact than small interventions. In projects that are tailored to specific requirements, the legal and practical aspects, the constraints and achievements and the various forms of intervention should be considered as a whole.

40. Fundamental principles and rights are promoted more effectively when they are taken together. The issues of non-discrimination, elimination of forced labour and human trafficking, and recognition of the right to freedom of association and collective bargaining are mutually supportive. This approach is a key feature of the ILO's strategy of support to constituents in giving effect to the 1998 Declaration, although putting this approach into practice remains a challenging task. That being so, the targets set for the indicators under this outcome proved to be inappropriate because they did not allow for reporting on results achieved across the three categories of rights for the same countries.

Prevention of vulnerability to bondage in India

In Tamil Nadu, the Government of India has recorded some significant achievements in the brick kiln industry, under an ILO project on the prevention of vulnerability implemented in close collaboration with authorities at the national, state and district level and with organizations of employers and trade unions. The project combines government welfare and social protection schemes for the benefit of vulnerable workers and their family members, and it reached out successfully to over 300 recruiting agents who provide the migrant labour force to the brick kiln owners. A sensitization programme for the agents led to a commitment to form recruitment associations and to work together with employers and workers to regulate and formalize recruitment practices. A Joint Action Forum of trade unions committed itself to a time-bound action plan to create awareness among brick kiln workers about accessing government schemes, minimum wages, union membership and collective bargaining. In March 2009, the project established partnership arrangements with the Chengalpattu Area Brick Manufacturers' Association (CABMA), under which CABMA has become a formal project partner and is making financial contributions to a range of workplace activities and improvements.

Immediate outcome 1a.1: Increase member State capacity to develop policies or practices reflecting fundamental principles and rights at work

Indicator (i): Number of member States that apply ILO products, tools or guidelines to develop new, or modify existing, laws, policies, poverty reduction frameworks, national development frameworks, or practices focused on freedom of association and collective bargaining

Target: 5 member States different from those in the other indicators.

Result: 6 member States different from those in the other indicators.

Result	ILO contribution
Cambodia clarified laws relating to union representation, leading to increase in number of trade unions with bargaining agent status.	Helped revise key regulations on representativity. Provided training and awareness raising for constituents on collective bargaining techniques and procedures.
Colombia amended Labour Code to transfer power to declare a strike illegal from the administrative authorities to the judiciary. Proposed Bill to increase sentences from 17 to 30 years for murder of trade union members and impose fines of up to 300 minimum wages on employers who restrict freedom of association. Higher Judicial Council permanently institutionalized three decongestion courts to rule exclusively on violations of rights of trade unionists.	Assisted in production of guide on social dialogue, validated by members of National Commission on Wages and Labour Policies. Held training workshops for members of Commission, as well as local workers' and employers' representatives. Conducted studies and workshops on collective bargaining at all levels.
Egypt signed tripartite agreement calling for a conference on labour law reform.	Provided technical and financial assistance to constituents in the context of ongoing project on freedom of association and collective bargaining.
Georgia signed tripartite agreement setting up ad hoc tripartite committee to deal with labour law reform. Committee began drafting reforms to bring laws into compliance with international standards on freedom of association and collective bargaining.	Organized high-level round-table meetings. Provided technical assistance to constituents in drafting amendments.
Jordan approved legislative amendments extending coverage of labour law to agricultural and domestic workers. Drafted amendment extending right of migrant workers to join trade unions.	Provided technical assistance to constituents in reforming labour legislation to comply with international standards. Provided technical assistance to build constituents' capacity in collective bargaining and labour inspection.
Timor-Leste ratified Conventions Nos 87 and 98. Government created Tripartite National Labour Board to advise on labour and employment policies, industrial relations and dispute settlements, and international and national labour standards. Tripartite constituents endorsed draft Labour Code incorporating principles of ILO Conventions and Recommendations.	Provided technical assistance in drafting of new Labour Code. Provided capacity building to tripartite constituents on freedom of association and collective bargaining.

41. It should also be noted that with ILO assistance:

- **Oman:** The General Federation of Oman Trade Unions adopted its constitution and is operational.

Indicator (ii): Number of member States that apply ILO products, tools or guidelines to develop new, or modify existing, laws, policies, poverty reduction frameworks, national development frameworks, or practices focused on forced labour

Target: 5 member States different from those in the other indicators.

Result: 12 member States different from those in the other indicators.

Result	ILO contribution
<p>Armenia adopted new action plan on combating trafficking in human beings. Developed a national referral mechanism involving labour market actors and social partners. Private employment agencies organized under a business association. Confederation of Trade Unions of Armenia developed policy position on trafficking of human beings and forced labour.</p>	<p>Provided technical assistance through interagency working group meetings. Organized workshops and training for judges and prosecutors, social partners. Conducted a mapping study of private employment agencies.</p>
<p>Azerbaijan adopted new national action plan 2009–14 on forced labour and legislated a referral mechanism through Cabinet of Ministers' decrees. Thirteen private employment agencies adopted code of conduct.</p>	<p>Organized workshops and training for Government and social partners and judges and prosecutors. Provided direct support in the form of training and equipment to Victim Assistance Centre of the Ministry of Labour.</p>
<p>Bahrain modified law related to employer sponsorship (<i>Kafeel</i>) system to grant workers right to change employer without seeking consent of first employer.</p>	<p>Provided technical assistance and training to tripartite constituents on labour rights to promote fundamental principles and rights at work.</p>
<p>Plurinational State of Bolivia created Interdepartmental Council to eradicate serfdom, forced labour and slave-like practices. Developed action plan on forced labour and appointed labour inspectors in areas suffering from high incidence of forced labour. New Constitution incorporates fundamental principles and rights at work.</p>	<p>Provided capacity building for Government, social partners and indigenous leaders for elaboration of action plan on forced labour. Conducted research on discrimination against indigenous workers and its link with forced labour. Raised national stakeholders' awareness of discrimination and forced labour.</p>
<p>Brazil adopted second national action plan on forced labour. Coordinated anti-human-trafficking measures with Chile through Mercosur Centre for Coordination of Police Training.</p>	<p>Supported national campaign against forced labour. Developed atlas of trafficking in persons. Conducted study on slave labour in production chains, literacy programme for prevention of forced labour, and monitoring of the National Pact for Eradication of Forced Labour in Private Enterprises.</p>
<p>China reached inter-ministerial agreement on possible ratification of the Palermo Trafficking Protocol. Drafted action plan to combat trafficking of women and children. Provinces allocated budgets for expansion of information campaigns on forced labour, trafficking and exploitation. China Enterprise Confederation adopted code of conduct.</p>	<p>Conducted a number of promotional activities (information sharing, capacity building). Trained 150 government officials on migration management and prevention of trafficking, suggested improvements to migration laws and policies and assisted government officials in drafting of action plan. Developed code of conduct for employers.</p>
<p>El Salvador adopted Strategic Plan 2008–12 of National Committee against Trafficking in Persons.</p>	<p>Provided technical assistance in developing the Strategic Plan, in conjunction with the International Organization for Migration (IOM).</p>
<p>Indonesia set up mechanism to monitor forced labour in sending communities, notably through National Authority for the Placement and Protection of Indonesian Overseas Workers, National Women's Empowerment Committee and Provincial Government of East Nusa Tenggara.</p>	<p>Compiled international best practices and guidelines on protection of migrant workers in sending and receiving communities, for use in training and awareness-raising activities with Government and non-governmental organizations (NGOs).</p>
<p>Republic of Moldova adopted action plan on human trafficking, which was endorsed by trade unions. Ministry of Economy and Trade negotiated cooperation agreement on labour migration with Federal Migration Service of the Russian Federation.</p>	<p>Organized consultations on action plan, seminars for trade unions and training for labour inspectors on forced labour and human trafficking. Developed capacity of private employment agencies to establish association and pre-migration training programme.</p>

Result	ILO contribution
Paraguay created Commission for Promotion of Fundamental Rights and Eradication of Forced Labour.	Facilitated stakeholders' meetings, raised awareness of problem of forced labour and strengthened national capacity to deal with it.
Peru adopted national plan, launched tripartite national commission and appointed mobile labour inspectors to combat forced labour. Trade unions in Amazon executed anti-forced-labour programme for forestry industry.	Conducted capacity building for Government, social partners and indigenous leaders, as well as research and campaigns on discrimination and forced labour.
Zambia adopted new law protecting women and children from trafficking and a national policy on human trafficking.	Conducted study on forced labour and trafficking and on private recruitment practices. Provided technical assistance in implementing new law and policy and in producing appropriate tools for labour inspectors and trade unions.

42. It should also be noted that with ILO assistance:

- **Georgia** adopted a national action plan 2009–10 against trafficking in human beings and forced labour.
- **South Africa** has drafted a bill to improve the legal framework for the prevention and repression of human trafficking.

Indicator (iii): Number of member States that apply ILO products, tools or guidelines to develop new, or modify existing, laws, policies, poverty reduction frameworks, national development frameworks, or practices focused on work-related discrimination, including gender discrimination

Target: 5 member States different from those in the other indicators.

Result: 7 member States different from those in the other indicators.

Result	ILO contribution
Argentina developed a decentralization process for the Tripartite Commission on Equal Opportunity, creating a network of regional commissions in every province. The Ministry of Labour incorporated a course on gender equality and collective bargaining into its trade union training programme.	Prepared studies and held workshops to assist the creation of regional commissions. Published a manual on gender and collective bargaining for the trade union training programme.
Benin adopted action plan to combat discrimination in the workplace.	Conducted study on discrimination. Held tripartite workshop which led to adoption of action plan.
Chile approved law introducing the principle of equal remuneration for men and women into the Labour Code. Established tripartite Commission for Equality of Opportunity, which started implementing plan of work.	Provided regular technical assistance to the Commission. Prepared studies, held workshops and seminars on equal pay and supported a campaign on equal pay.
Côte d'Ivoire adopted tripartite action plan to combat work-related discrimination.	Conducted study on discrimination and inclusion of principles of Conventions Nos 100 and 111 in action plan.
Madagascar adopted action plan to combat discrimination in the workplace.	Conducted study on discrimination. Held tripartite workshop leading to adoption of action plan.
Morocco adopted new strategic plan for 2008–12 aimed at promoting rights of women, gender dimension and equal opportunity.	Funded enterprise-based pilot studies on equality in six small and medium-sized enterprises (SMEs). Conducted awareness-raising programme for tripartite constituents, including good practices guide.
Senegal adopted action plan to combat discrimination in the workplace.	Conducted study on discrimination. Held tripartite workshop leading to adoption of action plan.

43. It should also be noted that with ILO assistance:
- China expanded workplace policies to reduce discrimination and protect the employment rights of people infected and affected by HIV/AIDS in two provinces.

Intermediate outcome 1b: Targeted action progressively eradicates child labour, with a particular focus on the worst forms of child labour

Resources for intermediate outcome 1b in 2008–09 (US\$)

Regular budget expenditure	13 190 298
Extra-budgetary expenditure*	96 749 092
Total	109 939 390

* Excluding agency costs, provision for cost increases and contingencies. And excluding the cross-cutting activities.

Main achievements

44. The most extensive use of methodologies, guidelines, and materials produced by IPEC took place in Latin America and the Caribbean, with documented instances in 12 member States.
45. ILO materials were widely used for national-level observance of the World Day Against Child Labour, and two publications – *Give girls a chance: Tackling child labour, a key to future, and Education: The right response to child labour* – were referred to extensively in media reports and speeches by Heads of State, ministers of labour and education and leaders of social partner organizations.
46. Specialized guides and guidelines, such as new employers' and workers' guides on the elimination of child labour, the training resource package on the elimination of hazardous child labour in agriculture and SCREAM (Supporting Children's Rights through Education, the Arts, and the Media) teachers' kits were translated into national languages for use in training programmes.
47. Twenty-five countries adopted new or revised legislative provisions related to the elimination and prevention of child labour, based on input and advice from the social partners and the ILO along with other UN agencies.
48. Sex-disaggregated data on child labour became widely available in numerous countries, allowing a better understanding of the differences and similarities between work undertaken by girls and by boys.

Challenges, lessons learned, implications for the future

49. There are a number of countries, especially in Latin America and the Caribbean, where child labour concerns, such as hazardous work in agriculture, commercial sexual exploitation of children and economic empowerment of the families of child labourers, have been mainstreamed in national social development programmes. In Africa, where there have been advances, they appear to be linked to overall national economic and social development. In countries with very low levels of economic development, measures to assist child labourers and their families and communities are slow to get off the ground.
50. Free basic education programmes and a better awareness of the dangers of child labour are having a positive impact on the number of children affected by child labour. However, if the worst forms of child labour are to be eliminated by 2016, IPEC needs to continue to actively engage other ILO programmes (such as the programmes on occupational safety and health, skills and employability, youth employment, local economic development, social finance and employers' and workers' activities) and other UN agencies and programmes, putting together their knowledge and experience in order to achieve the goals of decent work for all and elimination of the worst forms of child labour.

51. A particular success of IPEC has been the recognition by governments, the social partners and other stakeholders of the need to adopt a holistic approach to solving child labour, including strategic inter-ministerial collaboration. Thus, more than half of the countries reporting under this indicator have undertaken more than two types of time-bound interventions. The ILO will adapt its resource mobilization strategy so that sufficient funds are made available to the African region to allow it to combat child labour coherently and effectively in the context of the global jobs crisis.

Inter-agency collaboration in Zambia for a more coordinated outreach

Under the United Nations Development Assistance Framework (UNDAF) outcome on improved basic social services, IPEC is an active participant in the Joint Programme on Human Trafficking launched in Zambia in 2008 by the ILO, the IOM and the United Nations Children's Fund (UNICEF) to put in place a comprehensive national response to human trafficking. IPEC also joined the Special Action Programme on Forced Labour in conducting research on forced labour and human trafficking in the country and on developing training materials for labour inspectors and trade union representatives.

Immediate outcome 1b.1: Increase constituent and development partner capacity to develop or implement policies or measures focused on reducing child labour

Indicator (i): Number of cases in which constituents or development partners apply ILO products, toolkits, guidelines or methodologies to take measures that are included in the Global Monitoring Plan of the International Programme on the Elimination of Child Labour (IPEC)

Target: 10 cases in the Africa region, 15 cases across all other regions.

Result: 16 cases in the Africa region, 43 cases across all other regions.

52. The ILO–IPEC Global Monitoring Plan identifies, among other things, a number of key knowledge products to provide technical assistance and guidance to ILO constituents in areas such as statistical methodologies for estimating the level and types of child labour within a country and good practices and effective models of interventions for combating the worst forms of child labour. This Plan formed the basis on which actions were conducted as follows:

- Twenty-two member States and Kosovo³ increased their awareness of the dangers of the worst forms of child labour through the organization of national awareness campaigns and the integration of the ILO-developed SCREAM methodologies into school and after-school activities and curricula: Albania, Benin, Plurinational State of Bolivia, Bulgaria, Burkina Faso, Chile, Kazakhstan, Mali, Republic of Moldova, Pakistan, Panama, Paraguay, Peru, Romania, Senegal, Sri Lanka, United Republic of Tanzania, Togo, Uganda, Ukraine, Viet Nam and Zambia, as well as Kosovo.
- Fourteen member States increased their knowledge and understanding of the incidence of child labour at the national level through the use and implementation of ILO–IPEC Statistical Information and Monitoring Programme on Child Labour (SIMPOC) methodologies: Benin, Cameroon, Côte d'Ivoire, Ecuador, Fiji, Honduras, Jordan, Kyrgyzstan, Madagascar, Mongolia, Papua New Guinea, Peru, Sri Lanka and Viet Nam.
- Twenty-one member States and Kosovo demonstrated increased capacity to eliminate the worst forms of child labour through the integration of ILO–IPEC guidelines, toolkits and knowledge products into their programmes: Albania, Belize, Bulgaria, Cambodia, Chile, Costa Rica, Ecuador, Ethiopia, Guatemala, India, Kyrgyzstan, Morocco, Nicaragua, Pakistan, Romania, Sudan, Tajikistan, Thailand, Ukraine, Uruguay and Zambia, as well as Kosovo.

³ Used throughout this report as defined in UN Security Council resolution No. 1244 of 1999. All activities were done in close cooperation with the UN Mission in Kosovo (UNMIK).

53. Specific examples for this indicator include:

Result	ILO contribution
Bulgaria: State Agency for Child Protection integrated use of Manual for Professionals on Child Labour Monitoring Systems into its procedures and protocols for collaborating with institutions to eliminate the worst forms of child labour. UN Association of Bulgaria uses SCREAM package (translated into Bulgarian and adapted) for training of teachers under their project on Teachers' Awareness of Children's Rights.	Provided training on how to use SCREAM methodologies and how to integrate child labour concerns into monitoring systems of other agencies, based on ILO manuals and tools.
Costa Rica: Ministry of Health and National Foundation for Children are using models of care for child victims of commercial sexual exploitation in their interventions.	Contributed to development of models and provided training to constituents on their use.
Ethiopia: The National Child Labour Steering Committee developed its national action plan as well as procedures, protocols and guidelines for identification of children in the worst forms of child labour and their withdrawal, rehabilitation and reintegration.	Provided technical assistance to the Steering Committee on elements of effective national action plan and advocated adoption of a tripartite approach by constituents to developing the plan in line with the IPEC Manual for Action Planning.
Honduras: National Institute of Statistics included in the biennial multiple-purpose household survey a child labour module that collects accurate data on the child labour situation.	Provided technical and financial assistance in designing child labour module in line with ILO methodologies.
India incorporated key ILO messages in its major campaign on the elimination of child labour. Government of Gujarat developed and implemented State Action Plan for Elimination of Child Labour.	Provided training to key officials on use of IPEC materials and manuals. Provided technical assistance on the development of Gujarat's Action Plan. Developed training and promotional material.
Kosovo: Social Work Centres in municipalities of Gjiilan, Glogovc, Mitrovica, Obiliq, Pristina and Prizren introduced the ILO methodology to manage cases of victims of the worst forms of child labour.	Provided technical assistance in developing case management manual on the worst forms of child labour and training.
Mali: ILO constituents identified good practices and developed new strategies for enrolling girls in school, based on special report for the 2009 World Day Against Child Labour.	Provided support for organization of round table attended by 50 stakeholders including tripartite constituents.
Morocco: Ministry of Labour integrated child labour guidelines and procedures into training programme for labour inspectors. Ministry of Education expanded to new regions the use of the IPEC methodology on early childhood education as means of preventing child labour.	Provided training of trainers for key government officials using IPEC manuals on how to include child labour issues in regular labour inspections. Provided training to teachers on early childhood education in rural settings to prevent child labour.
Pakistan: Education departments of North-West Frontier, Sindh and Punjab provinces used <i>Child labour: An information kit</i> and SCREAM teachers' kit to sensitize primary and secondary school teachers and parent-teacher councils to combat child labour.	Provided training to Education Department officials in provinces concerned.
Senegal: Coordinating committee for trade union action against the worst forms of child labour developed awareness-raising campaign and mobilization strategy using SCREAM methodology.	Provided training to trade union organizations on SCREAM methodology and advocated its use in planning campaign and strategy.

Result	ILO contribution
Sri Lanka: Department of Census and Statistics enhanced its knowledge and understanding of child labour data collection techniques through a national child activity survey that used a SIMPOC questionnaire.	Provided training on the use of the SIMPOC questionnaire.
Uruguay: Chamber of Industry and National Chamber of Commerce and Services enhanced knowledge of how to combat child labour.	Organized training workshop for employers' organizations on the use of ILO guides for employers on eliminating child labour.
Ukraine: Public Employment Service used ILO information kit on career counselling in its training activities. It also used ILO material to promote youth employment.	Provided training for Public Employment Service and advocated use of training manual on promotion of youth employment to combat child labour.

Indicator (ii): Number of member States that, with ILO technical assistance or support, take at least 2 measures that are consistent with the principal characteristics of time-bound programmes

Target: 16 member States in the Africa region, 24 member States across all other regions.

Result: 9 member States in the Africa region, 24 member States and Kosovo across all other regions.

54. The ILO–IPEC Global Monitoring Plan also identifies four types of key measures that together comprise effective time-bound actions in line with the ILO's Worst Forms of Child Labour Convention, 1999 (No. 182). This Plan formed the basis on which actions were conducted as follows:

- Twenty-five member States and Kosovo adapted their legal framework to the international standards, including the definition of a list of hazardous occupations for children: Albania, Brazil, Burkina Faso, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, India, Indonesia, Kenya, Madagascar, Mali, Malawi, Republic of Moldova, Mongolia, Nicaragua, Panama, Romania, United Republic of Tanzania, Uganda, Ukraine, and Zambia, as well as Kosovo.
- Twenty-four member States and Kosovo formulated worst forms of child labour-specific policies and programmes that took into account the special situation of the girl child and set time-bound targets: Albania, Brazil, Cambodia, Colombia, Costa Rica, Dominican Republic, El Salvador, Fiji, Guatemala, Honduras, Indonesia, Kazakhstan, Kenya, Madagascar, Republic of Moldova, Mongolia, Morocco, Nicaragua, Pakistan, Panama, South Africa, United Republic of Tanzania, Thailand, and Ukraine, as well as Kosovo.
- Twenty-three member States and Kosovo included child labour concerns, considering the special situation of the girl child, in relevant development, social and anti-poverty policies and programmes: Albania, Brazil, Bulgaria, Chile, Costa Rica, El Salvador, Guatemala, India, Kenya, Madagascar, Malawi, Republic of Moldova, Mongolia, Nicaragua, Pakistan, Panama, Romania, South Africa, United Republic of Tanzania, Thailand, Uganda, Ukraine, and Zambia, as well as Kosovo.
- Nineteen member States collected and analysed data on the child labour situation: Benin, Burkina Faso, Cambodia, Costa Rica, Ecuador, El Salvador, Fiji, Guatemala, Honduras, Kazakhstan, Madagascar, Malawi, Mongolia, Morocco, Nicaragua, Pakistan, Panama, Ukraine and Zambia.
- Ten member States and Kosovo established credible and comprehensive child labour monitoring and reporting mechanisms: Albania, Bulgaria, Costa Rica, Honduras, India, Madagascar, Malawi, Mali, Romania and United Republic of Tanzania, as well as Kosovo.

55. Specific examples for this indicator include:

Result	ILO contribution
Albania	
■ <i>Legal change:</i> Approved law providing for sanctions for child abuse, including trafficking, child labour, pornography, and maltreatment.	Provided technical advice on appropriate clauses to include.
■ <i>Setting time-bound targets:</i> Approved national anti-trafficking strategy for 2008–12.	Provided technical advice during the drafting process.
■ <i>Mainstreaming:</i> Approved National Strategy for Social Inclusion 2007–13.	As a member of drafting group, mainstreamed child labour in the national strategy.
■ <i>Monitoring system:</i> System is being implemented and reinforced in Berat, Elbasan, Korca, Shkodra and Tirana.	Provided support in design and implementation of the system.
Brazil	
■ <i>Legal change:</i> Approved National Plan for the Eradication of Trafficking in Persons. Maranhão State increased protection for children and prohibited exploitation of child labour by public servants. Law No. 11.829 reinforced the fight against production, commercialization and distribution of child pornography and criminalized its possession.	Provided advice during drafting of National Plan.
■ <i>Setting time-bound targets:</i> Extended to the whole country the Integrated Action Programme, a multidisciplinary assistance programme targeting children and adolescents who have suffered sexual violence.	Developed methodology of Integrated Action Programme. Provided support to the Ministry of Employment.
■ <i>Mainstreaming:</i> Access to resources of National Fund for Basic Education made dependent on child labour indicators. The “More Education” programme was developed to provide vocational training for those in the targeted age group entering the job market.	Advocated inclusion of child labour indicators among criteria for access to the Fund.
Burkina Faso	
■ <i>Legal change:</i> Promulgation of Presidential Decree listing forbidden hazardous work for children. Adoption of law against human trafficking and assimilated practices. Introduction of child labour monitoring scheme.	Provided advice, support and comments during drafting process.
■ <i>Data collection:</i> Collection of data on child labour in agriculture in Cascades, Hauts Bassins and Boucle du Mouhoun regions.	Provided technical support for the design of the data collection process.
El Salvador	
■ <i>Legal change:</i> Established National Secretariat for Children, Youth and Family to strengthen comprehensive protection system for children and adolescents.	Advocated establishment of the National Secretariat.
■ <i>Setting time-bound targets:</i> Road map to make El Salvador a child labour-free zone officially adopted by the highest representatives of Government, employers’ and workers’ organizations and civil society.	Supported the development of the roadmap and facilitated its approval through tripartite social dialogue.

Result	ILO contribution
<ul style="list-style-type: none"> ■ <i>Mainstreaming:</i> Issue of child labour successfully included in Ministry of Education textbooks to be used by teachers and students in all public schools. ■ <i>Data collection:</i> Child labour module incorporated in household survey. The indicators and information system for Latin America and the Caribbean to monitor the international commitments regarding the prevention and elimination of commercial sexual exploitation of children and adolescents (DevInfoLAC CSE) was installed in the subregion. 	<p>Advocated the use of IPEC materials.</p> <p>Technical guidance provided on how to integrate the child labour module into the household survey.</p>
India	
<ul style="list-style-type: none"> ■ <i>Legal change:</i> Updated list of hazardous occupations has become official. ■ <i>Mainstreaming:</i> Finalized protocol on migration and trafficking of child labourers for exploitation. Government of Uttar Pradesh introduced a conditional cash transfer scheme under which child workers below 14 years of age, one of whose parents has died or is suffering from chronic disease or a disability, are entitled to financial assistance to complete five years of schooling. ■ <i>Monitoring systems:</i> Tamil Nadu and Maharashtra have begun implementing child labour monitoring system. 	<p>Supported tripartite drafting of the list and provided technical guidance on hazards faced by child labourers.</p> <p>Provided comments and suggestions on drafting of protocol.</p> <p>Provided technical guidance and support to develop and implement the system.</p>
Indonesia	
<ul style="list-style-type: none"> ■ <i>Legal change:</i> West Java endorsed a district regulation on prevention of trafficking in women and children. North Sumatra endorsed a district regulation on elimination of the worst forms of child labour. ■ <i>Setting time-bound targets:</i> Central Java launched provincial action plan on elimination of the worst forms of child labour. Minister of Home Affairs issued guideline on establishment of regional action committees, development of regional action plans and community empowerment to eliminate the worst forms of child labour. 	<p>Provided comments and technical advice on drafting of regulation.</p> <p>Provided technical advice and support during the development process.</p>
Madagascar	
<ul style="list-style-type: none"> ■ <i>Legal change:</i> Adopted law reinforcing criminal provisions against trafficking in human beings and sexual tourism. ■ <i>Setting time-bound targets:</i> Organized public forum (Dialogue présidentiel) which set quantifiable indicators to prevent 12,000 children from entering child labour and withdraw 6,000 from the sector and to reduce overall incidence of child labour from 23 to 10 per cent by 2012. ■ <i>Mainstreaming:</i> Adopted national plan of action on violence against children. Development plan of Majunga Province includes component on exploitation of children. 	<p>Played advocacy role in adoption of new law.</p> <p>Assisted organization of the public forum.</p> <p>Provided support and advised inclusion of child labour component in plans.</p>

Result	ILO contribution
<ul style="list-style-type: none"> ■ <i>Data collection:</i> Findings from national child labour survey disseminated and made available online. ■ <i>Monitoring systems:</i> System was validated by national counterparts and is being implemented in two pilot regions. 	<p>Provided technical and financial support for the national survey.</p> <p>Supported validation of the system by tripartite partners.</p>
Republic of Moldova	
<ul style="list-style-type: none"> ■ <i>Legal change:</i> Promulgated law on prevention of family violence and approved Labour Force Migration Act requiring citizens working abroad to submit document certifying that a record is kept of their children. Child labourers are covered by the occupational safety and health (OSH) law on specific workplaces hazards. ■ <i>Setting time-bound targets:</i> Approved national plan of action to prevent and combat violence against children, which provides for higher penalties for parents and adults who violate children's rights, sets quality standards for delivery of assistance and criteria for identification of cases of child labour, abuse and neglect, and includes a national awareness campaign on fight against child labour. ■ <i>Mainstreaming:</i> National plan on creation of an integrated social services system entered into force, providing for diversification of social services for disabled persons, elderly people and victims of trafficking, violence and worst forms of child labour (street work). 	<p>Provided comments on draft laws to ensure integration of child labour issues in final Act.</p> <p>Provided inputs to national plan.</p> <p>Participated in inter-departmental group meetings drafting the national plan.</p>
Thailand	
<ul style="list-style-type: none"> ■ <i>Setting time-bound targets:</i> Approved national plan and policy establishing targets for elimination of worst forms of child labour by 2015. ■ <i>Mainstreaming:</i> Operational guidelines to combat trafficking in labour containing specific provisions relating to trafficking in children came into force. 	<p>Provided technical and financial support for national plan and policy.</p> <p>Provided training and technical advice to tripartite partners.</p>
Zambia	
<ul style="list-style-type: none"> ■ <i>Legal change:</i> Adopted new policy on human trafficking and amended criminal code to make relevant legislation more operational. ■ <i>Mainstreaming:</i> Ministry of Education expanded financial support for vulnerable children. Child labour and labour force indicators were updated in the UN database for monitoring Millennium Development Goal (MDG) indicators. Zambia Congress of Trade Unions adopted policy on child labour. ■ <i>Data collection:</i> Data and information about the child labour situation in Zambia were expanded through a 2009 inter-agency study on understanding children's work. Understanding of child labour in mining was enhanced by a rapid assessment survey. 	<p>Provided advice during drafting of new policy.</p> <p>Advocated expansion of financial support to cover vulnerable children and assisted trade unions in developing their policy.</p> <p>Provided technical support for and comments on the study and survey.</p>

Intermediate outcome 1c: International labour standards are broadly ratified and significant progress is made in their application

Resources for intermediate outcome 1c in 2008-09 (US\$)

Regular budget expenditure	61 453 338
Extra-budgetary expenditure*	6 128 957
Total	67 582 295

* Excluding agency costs, provision for cost increases and contingencies. And excluding the cross-cutting activities.

Main achievements

56. The ratification of international labour standards continued to move ahead steadily during the biennium, albeit at a slower pace, owing, in part, to the economic crisis. In all, 119 new ratifications were registered, of which 23 concerned fundamental Conventions – a major achievement towards the goal of universal ratification by 2015.

57. There were significant results in specific areas. With regard to OSH, the strategic management systems approach advocated in the Occupational Safety and Health Convention, 1981 (No. 155), and the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187), started to develop into a powerful tool for coherent action. The paradigm shift initiated by Convention No. 155 gained momentum, as exemplified by the 38 ratifications of OSH Conventions registered during the biennium and the 40 or so countries considering ratifying either Convention No. 155 or No. 187. With regard to the Maritime Labour Convention, 2006, by November 2009 all the targets established to achieve its rapid and widespread ratification and effective implementation had been achieved. The Convention had by then been ratified by five member States representing more than 44 per cent of world gross tonnage and nearly 50 per cent of the world's seafarers.

58. As noted by the Committee of Experts on the Application of Conventions and Recommendations (CEACR), the application of ratified Conventions showed positive results. In its report to the Conference in 2009, the Committee of Experts identified 48 instances in which important measures had been taken in 38 countries to apply a range of Conventions.

59. At the country level, the UN reform process provided ample opportunities for strengthening the impact of international labour standards by means of common guidelines and practices governing UN country teams. In parallel, the global and regional harmonization of measures relating to OSH, social security and seafarers contributed significantly to the global impact of international labour standards. Similarly, the harmonization of international development cooperation through the 2005 Paris Declaration on Aid Effectiveness proved to be an important vehicle for including international labour standards in the universally accepted human rights-based approach.

60. The steadfastness of the supervisory system and the regular dialogue developed through the reporting on ratified Conventions brought significant results, although in several cases these were the product of an ongoing process lasting for a decade or two.

Challenges, lessons learned, implications for the future

61. The priority given by member States to the ratification of ILO Conventions continues to pose a challenge; this was particularly the case at a time when national parliaments needed to respond urgently to the economic crisis. One of the important lessons learned is that the Office must not only assist countries in the process but also help them to fulfil their obligations under the Conventions they ratify. There is a need for a clear strategy, with the allocation of appropriate resources, to enable member States to put in place the necessary legislative framework and build their capacity to enforce implementation. An example of this approach is the action plan submitted to the Governing Body in November

2009 for promoting the universal ratification and effective implementation of the four governance instruments (Conventions Nos 81, 122, 129 and 144).

62. In the area of OSH, the ILO developed a coherent strategic framework for the continuous improvement of the working environment at the global level. As a follow-up to the 2003 Global Strategy on OSH, Convention No. 187 and the conclusions of the Conference discussion on the General Survey on OSH, the Office is engaging in cross-sectoral collaboration to develop an integrated action plan for the coherent promotion and implementation of Convention No. 155, its Protocol of 2002 and Convention No. 187. Supervision of the application of Convention No. 187 will be initiated during the next biennium and will include monitoring of national indicators of progress in this area.

63. The work of the supervisory bodies is a powerful tool for prioritizing and directing ILO technical assistance to member States which need to address gaps in law and in practice in the implementation of ratified Conventions. In 2009 the CEACR identified 119 instances in 67 countries where such assistance would be necessary.

64. The success in promoting ILO standards on indigenous and tribal peoples (Convention No. 169) in policies, tools and processes at the global, regional and country levels illustrates the advisability of combining the ILO's normative role, the supervisory system and focused technical cooperation. Moreover, it highlights the advantage of pursuing a global agenda by applying appropriate policies and tools at the regional and country levels simultaneously. This type of standards-related technical cooperation is given priority in the Programme and Budget for 2010–11, which sets targets for the inclusion of international labour standards in development assistance frameworks and other major initiatives. This will call for the elaboration of a series of global products relating to standards that can serve as vehicles for achieving the targets at the country level.

Recognizing the rights of indigenous peoples in Bangladesh

Further to the 1997 peace accord between the indigenous peoples of the Chittagong Hill Tracts and the Government of Bangladesh, the ILO engaged in dialogue with the Government and supported a series of capacity-building initiatives to improve the situation of the indigenous population. Building on this foundation, the 2008 national Poverty Reduction Strategy Paper (PRSP) explicitly recognized the need to preserve the social and cultural identity of the indigenous peoples and to ensure the exercise of their rights. The PRSP also recommended the ratification of the Indigenous and Tribal Peoples Convention, 1989 (No. 169). The ILO therefore initiated a large-scale national programme that will enhance institutional capacity, strengthen monitoring and reporting mechanisms for ratified ILO Conventions and develop procedures for dialogue and coordination between government institutions and the indigenous peoples.

Immediate outcome 1c.1: Increase member State capacity to ratify and apply international labour standards

Indicator (i): Number of cases in which member States apply ILO targeted technical assistance to ratify international labour Conventions

Target: 50 cases.

Result: 79 cases (out of 119 total ratifications).

65. The following member States ratified international labour Conventions with ILO technical assistance:

- **Freedom of association, collective bargaining and industrial relations:** Samoa, Timor-Leste (Nos 87 and 98).
- **Forced labour:** Samoa (Nos 29 and 105); Timor-Leste (No. 29).
- **Equality of opportunity and treatment:** Kiribati, Lao People's Democratic Republic, Samoa (Nos 100 and 111); Kyrgyzstan, Philippines (No. 97).
- **Elimination of child labour and protection of children and young persons:** Brunei Darussalam, Kiribati, Timor-Leste (No. 182); Haiti (No. 138); Samoa, Uzbekistan (Nos 138 and 182).
- **Tripartite consultation:** Viet Nam (No. 144).
- **Labour administration and inspection:** Iceland (Nos 81 and 129); Luxembourg (No. 129 and Protocol to Convention No. 81); Romania (No. 150).
- **Employment policy and promotion:** Bulgaria (No. 122); India (No. 142).
- **Wages:** Slovenia (No. 95).
- **Occupational safety and health:** Bahrain (No. 155); Cuba, Cyprus, Czech Republic, Denmark, Finland, Spain, Sweden, United Kingdom (No. 187); Fiji (Nos 155 and 184); India (No. 174); Kazakhstan (No. 167); Republic of Korea (Nos 155 and 187); Luxembourg (Nos 115, 119, 120, 127, 136, 139, 148, 161, 162, 167, 170, 174, 176, 184, and Protocol to Convention No. 155); Niger (Nos 155, 161, 187); Peru (Nos 127 and 176); Serbia (Nos 167 and 187); Syrian Arab Republic (No. 155 and Protocol to Convention No. 155).
- **Social security:** Brazil, Bulgaria, Uruguay (No. 102).
- **Seafarers:** Bahamas, Norway, Panama (Maritime Labour Convention, 2006); Indonesia (No. 185).
- **Indigenous and tribal peoples:** Chile (No. 169).

66. Specific examples for this indicator include:

Result	ILO contribution
Bahamas, Norway, Panama ratified Maritime Labour Convention, 2006.	Provided policy advice and technical assistance for ratification. Held a series of seminars (Norway). Held consultations with Ministry of Labour and Social Affairs, maritime authority and social partners (Panama).
Brunei Darussalam ratified Convention No. 182.	Provided technical assistance as part of the ratification campaign on fundamental Conventions.
Luxembourg ratified Conventions Nos 115, 119, 120, 127, 129, 136, 139, 148, 149, 161, 162, 167, 170, 171, 174, 176, 183, 184, and Protocol to Conventions Nos 81 and 155.	Conducted promotional activities on key OSH Conventions. Held national consultations on ratification of Conventions on labour administration and inspection.
Niger ratified Conventions Nos 155, 161, 187.	Promotional activities as part of coherent ILO strategy on key OSH Conventions. Held national workshop.
Samoa, Timor-Leste ratified Conventions Nos 29, 87, 98, 182; Samoa also ratified Conventions Nos 100, 105, 111, 138.	Supported capacity building of government officials on international labour standards through the Turin Centre. Held a series of workshops on fundamental Conventions. Provided comments on revised Labour Code.

Indicator (ii): Number of cases in which member States apply ILO targeted technical assistance to develop, or modify, national legislation or practice in line with international labour standards

Target: 100 cases.

Result: 117 cases (noted with satisfaction by the CEACR).

67. The following important changes in national law and practice were noted with satisfaction by the CEACR:

- **Freedom of association, collective bargaining and industrial relations:** Australia (Convention No. 98), Plurinational State of Bolivia (Conventions Nos 87 and 98), Colombia (Conventions Nos 87 – two cases – 98, and 154), Denmark (Convention No. 87), El Salvador (Conventions Nos 87 and 151), Gambia (Convention No. 98), Liberia (Convention No. 87), Malaysia (Convention No. 98), Netherlands (Convention No. 98), Nicaragua (Convention No. 98), Panama (Convention No. 98 – two cases), Spain (Convention No. 87), United Kingdom (Guernsey) (Convention No. 98) and (Isle of Man) (Convention No. 151), Uruguay (Convention No. 151).
- **Forced labour:** Cyprus (Convention No. 105), Gabon (Convention No. 105), Greece (Convention No. 29), Liberia (Convention No. 105), Jordan (Convention No. 29), Mauritius (Convention No. 105), Nicaragua (Convention No. 105), Saint Vincent and the Grenadines (Convention No. 105), United Republic of Tanzania (Convention No. 105), Uganda (Convention No. 105).
- **Equality of opportunity and treatment:** Belgium (Convention No. 111), Plurinational State of Bolivia (Convention No. 100), Botswana (Convention No. 111), Djibouti (Convention No. 100), Kenya (Conventions Nos 100 and 111), Lesotho (Convention No. 111), Romania (Convention No. 100), Slovakia (Convention No. 100).
- **Elimination of child labour and protection of children and young persons:** Argentina (Convention No. 138), Brazil (Convention No. 182), Central African Republic (Convention No. 182), Côte d'Ivoire (Convention No. 182), Ecuador (Convention No. 138), Georgia (Convention No. 138), Honduras (Convention No. 138), Kenya (Convention No. 138), Madagascar (Convention No. 138), Mauritius (Convention No. 138), Mongolia (Convention No. 138), Mozambique (Convention No. 182), Nicaragua (Convention No. 138), Senegal (Convention No. 6), Spain (Convention No. 138), Sri Lanka (Convention No. 182), United Republic of Tanzania (Convention No. 182), Turkey (Convention No. 138), Uganda (Convention No. 182), United Arab Emirates (Convention No. 182), Zambia (Convention No. 138).
- **Labour administration and inspection:** Algeria (Convention No. 81), Hong Kong (China) (Convention No. 81), Denmark (Conventions Nos 81 and 129), Finland (Convention No. 150), France (Convention No. 81), Greece (Convention No. 81), Jordan (Convention No. 81), Latvia (Convention No. 81), Slovenia (Convention No. 129), Sweden (Convention No. 129), Switzerland (Convention No. 81), United Kingdom (Convention No. 81).
- **Employment security:** Australia (Convention No. 158), France (Convention No. 158).
- **Wages:** Mauritius (Conventions Nos 26 and 94).
- **Working time:** Bulgaria (Convention No. 106), Kuwait (Convention No. 106), Malta (Convention No. 132), Romania (Convention No. 14), Portugal (Convention No. 132).
- **Occupational safety and health:** Afghanistan (Convention No. 139), Brazil (Convention No. 115), Croatia (Convention No. 162), Mexico (Convention No. 155), Portugal (Convention No. 115), Senegal (Convention No. 120), Slovenia (Convention No. 148), Sweden (Convention No. 167), Syrian Arab Republic (Convention No. 139), Uruguay (Convention No. 155), Viet Nam (Convention No. 155).
- **Social security:** Australia (Convention No. 42), Bahamas (Convention No. 17), Barbados (Conventions Nos 102 and 128), Finland (Conventions Nos 128 and 130), Rwanda (Convention No. 17), Uganda (Convention No. 17).
- **Maternity protection:** Burkina Faso (Convention No. 3), Bahamas (Convention No. 103), Germany (Convention No. 3), Netherlands (Convention No. 103), Portugal (Convention No. 103), Romania (Convention No. 183).
- **Migrant workers:** Hong Kong (China) (Convention No. 97).

- **Seafarers:** Greece (Conventions Nos 147 and 180), Japan (Convention No. 147), United Kingdom (Isle of Man) (Convention No. 180).
 - **Dockworkers:** Brazil (Convention No. 152), Netherlands (Convention No. 152).
 - **Indigenous and tribal peoples:** Plurinational State of Bolivia (Convention No. 169), Norway (Convention No. 169).
68. Specific instances where the supervisory bodies expressed their satisfaction, following one or more previous comments prepared with the assistance of the secretariat, include:
- **Australia** (Convention No. 42): Amendments to the Workers' Compensation and Injury Management Act to recognize the occupational nature of anthrax infection in trades and occupations involving the loading, unloading or transport of merchandise.
 - **Burkina Faso** (Convention No. 3): Adoption of a new Labour Code prohibiting employers from employing a woman, even with her agreement, during the six weeks following her confinement, thereby guaranteeing the compulsory nature of postnatal leave.
 - **Cyprus** (Convention No. 105): Repeal of national legislation that granted the Council of Ministers discretionary power to prohibit strikes in services considered to be essential and to impose restrictions on the termination of employment in such services, subject to penalties of imprisonment involving compulsory labour.
 - **Colombia** (Convention No. 87): Amendment to the Labour Code to provide that the legality or illegality of a collective work suspension or stoppage shall be declared by the judicial authorities in a priority procedure.
 - **Denmark** (Convention No. 81): Establishment of a procedure to ensure rational and effective management of the human resources and means of the labour inspection services for monitoring the situation of enterprises with regard to occupational safety and health.
 - **Djibouti** (Convention No. 100): Adoption of a new Labour Code, which provides that an equal salary is due for work of equal value, irrespective of a worker's origin, sex, age, status or religion.
 - **Germany** (Convention No. 3): Amendment of national legislation to ensure that maternity cash benefits are paid entirely out of social insurance funds (previously, large enterprises were held directly liable for part of maternity benefits due to women employed by them).
 - **Kenya** (Convention No. 100): Adoption of a new Employment Act, which gives legislative expression to the principle of equal remuneration for work of equal value.
 - **Jordan** (Convention No. 29): Repeal of national legislation which provided that prisoners might carry out work for an officer or member of the army with the authorization of the Minister of Defence.
 - **Mauritius** (Convention No. 94): Amendment to the Public Procurement Act (2006) to give effect to the insertion of labour clauses in public procurement contracts.
 - **Nicaragua** (Convention No. 138): Adoption of a ministerial agreement containing a detailed list of hazardous types of work drawn up in consultation with employers' and workers' organizations as well as civil society.
 - **Panama** (Convention No. 98): Amendments to national legislation to protect public servants against acts of anti-union discrimination and establish the right of association of public servants to collective bargaining.
 - **Turkey** (Convention No. 138): Repeal of 1973 regulations on hazardous and arduous work, which were not in conformity with the Convention.
 - **Uganda** (Convention No. 17): Adoption of national legislation respecting workers' compensation.

Indicator (iii): Number of cases in which other organizations and bodies apply ILO advice to incorporate labour standards and ILO supervisory bodies' comments in their own policies

Target: 5 cases.

Result: 14 cases.

69. Results were achieved in the following areas:

International labour standards

Result	ILO contribution
Office of the United Nations High Commissioner for Human Rights: Committee on Economic, Social and Cultural Rights and Committee on the Rights of the Child issued general comments on labour standards in line with principles developed by ILO supervisory bodies. Universal Periodic Review reflected ratification of fundamental Conventions and comments of supervisory bodies.	Provided inputs to the general comments and to the Review.
United Nations Development Group (UNDG) approved revised UNDAF Common Country Assessment (CCA) guidelines emphasizing labour standards and reached agreement to establish an inter-agency human rights mechanism to promote complementarity of UN and ILO standards.	Participated in working group on programming issues and provided inputs to inter-agency consultations on UN human rights mainstreaming policies.

Forced labour

Result	ILO contribution
United Nations: Special Rapporteur on contemporary forms of slavery, its causes and consequences referred in reports to ILO Conventions and publications on forced labour.	Held a series of meetings with UN Special Rapporteur.

Occupational safety and health

Result	ILO contribution
United Nations: The Globally Harmonized System of Classification and Labelling of Chemicals (GHS), based on Convention No. 170, established cooperation with other parts of the UN system, inter alia, on the creation of international chemical safety cards and the labelling of chemicals.	Took part in development of GHS with other agencies.
World Health Organization (WHO) adopted a global plan of action on workers' health, which included collaboration with the ILO and supported promotion of Convention No. 187.	Provided ongoing collaboration.

Social security

Result	ILO contribution
Council of Europe carried out bilateral technical assistance with the ILO on European Code of Social Security. Revised Strategy for Social Cohesion cited close cooperation with the ILO, in particular on labour standards and social security instruments.	Collaborated in the supervision of the Code by the CEACR.
European Committee of Social Rights referred to comments of the ILO supervisory bodies, in particular Convention No. 102, in its monitoring of the European Social Charter.	Provided ongoing collaboration.

Seafarers

Result	ILO contribution
European Union: Directive 2009/13/EC of February 2009 integrated certain provisions of the Maritime Labour Convention, 2006, into European Community law.	Undertook promotional activities.
United Nations: General Assembly adopted resolution (A/RES/63/111) inviting member States to ratify or accede to the Maritime Labour Convention and Convention No. 185, to implement them and to provide appropriate technical assistance.	Undertook promotional activities.

Indigenous peoples

Result	ILO contribution
African Commission on Human and People's Rights adopted an overview report on the situation of indigenous peoples in Africa, based on 24 country studies.	Collaborated in the conduction of studies.
Inter-American Commission on Human Rights: Inter-American human rights system and Latin American domestic courts made significant references to Convention No. 169.	Provided tools and training opportunities to judges, lawyers, technical advisers, indigenous leaders, governments, etc. with relation to Convention No. 169.
International Fund for Agricultural Development (IFAD): Policy on indigenous peoples included comments from the ILO.	Provided comments on policy.
UNDG highlighted labour standards in guidelines on indigenous peoples.	Provided technical inputs.
United Nations developed indicators based on ILO standards to monitor implementation of indigenous people's rights and proposed their adoption by the Conference of the Parties to the Convention on Biological Diversity in 2010.	Participated in the development of the indicators.

70. It should also be noted that:

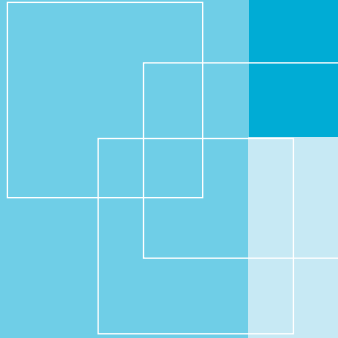
- The **International Maritime Organization** is revising the International Convention on Standards of Training, Certification and Watchkeeping (STCW), to align its relevant parts with the Maritime Labour Convention.
- The **Paris Memorandum of Understanding on Port State Control**, which coordinates the inspection of foreign ships in European and North American ports, is adjusting its port State control guidelines to comply, inter alia, with the requirements of the Maritime Labour Convention, and to align them with the ILO's guidelines for port State control officers carrying out inspections.

Indicator (iv): Number of cases where improvements in application of freedom of association standards are noted following interventions by the supervisory bodies

Target: 60 cases.

Result: 73 cases (in 29 countries).

- Seven cases in March 2008: Argentina, El Salvador, Greece, Peru, Poland (two cases), United Kingdom.
 - Eleven cases in June 2008: Argentina, Canada, Chile, Estonia, Islamic Republic of Iran, Japan, Philippines, Sri Lanka (two cases), Thailand, Ukraine.
 - Fifteen cases in November 2008: Argentina, Brazil, Benin (two cases), Colombia (four cases), Djibouti, Guatemala (two cases), Mauritius (two cases), Philippines, United States.
 - Twelve cases in March 2009: Argentina, Australia, Brazil (two cases), Canada, Colombia, Greece, Republic of Korea, Pakistan, Turkey, Uruguay, Bolivarian Republic of Venezuela.
 - Eleven cases in June 2009: Canada, Chile (two cases), Colombia (three cases), Guatemala, Islamic Republic of Iran (two cases), Japan, Pakistan.
 - Seventeen cases in November 2009: Argentina, Colombia (seven cases), El Salvador, Guatemala, Panama, Pakistan (three cases), Peru, Ukraine, Bolivarian Republic of Venezuela.
71. Examples of action taken on the recommendations of the Committee on Freedom of Association and/or following ILO technical assistance:
- **Argentina, Peru, Thailand, Guatemala, Chile:** Reinstated trade union officials.
 - **Benin, Islamic Republic of Iran, Mauritius:** Withdrew charges against, or acquitted, trade union officials.
 - **Brazil, Chile:** Provided redress and settlement in relation to anti-union dismissals and harassment and concluded a new collective agreement.
 - **Canada, Greece, Pakistan, Sri Lanka, United Kingdom:** Took steps to bring the law into greater conformity with principles of freedom of association.
 - **Colombia, Pakistan:** Registered trade unions or granted collective bargaining rights in accordance with the Committee's recommendations.
 - **Guatemala:** Cancelled a trade union official's transfer.
 - **Japan:** A number of developments took place in respect of industrial relations at the workplace, including the resolution of disputes over facilities to be provided to trade unions.



EMPLOYMENT

Mandate

“We strongly support fair globalization and resolve to make the goals of full and productive employment and decent work for all, including for women and young people, a central objective of our relevant national and international policies as well as our national development strategies, including poverty reduction strategies, as part of our efforts to achieve the Millennium Development Goals.”

(2005 United Nations World Summit Outcome)



Strategic objective

*Create greater opportunities for women and men
to secure decent employment and income*

INTERMEDIATE OUTCOMES



Coherent policies for economic growth,
employment generation and poverty reduction



Skills development
and employment services



Sustainable enterprises

Strategic objective: Create greater opportunities for women and men to secure decent employment and income

Resources for employment in 2008–09 (US\$)

Regular budget expenditure	144 817 158
Extra-budgetary expenditure*	137 403 403
Total	282 220 561

* Excluding agency costs, provision for cost increases and contingencies. And excluding the cross-cutting activities.

72. The ILO Declaration on Social Justice for a Fair Globalization expresses the contemporary vision of the ILO's mandate in the era of globalization. It brings to the forefront the important role of full and productive employment in economic and social policies, giving new impetus to the Global Employment Agenda. The current global financial and economic crisis and the outcome of the several G20 meetings held since it began brought added urgency to this realization.

73. While the areas of intervention under the strategic objective remained relevant, the intensity of the crisis in 2008–09 and the way in which it affected constituents' needs in the area of employment called for adjustments in the *modus operandi* of the Office.

74. The central importance of employment featured highly in the Global Jobs Pact, which contains a range of crisis response and recovery measures that cover all four strategic objectives. In November 2009 the Office introduced special management arrangements to deliver integrated assistance to constituents. But even before that, the Office's response to the crisis had been intense – at the country level in its handling of specific requests, at the regional level in its advisory and capacity-building activities, and globally in its engagement with the UN and other multilateral institutions and with the G20.

75. Partly as a result of these efforts, employment came to be widely perceived as a key strategy for recovery in response to the crisis and for poverty reduction in the longer term. At the same time, constituents increasingly turned to the ILO for practical guidance on how to act and what action to take. The Office's ability to provide that guidance was supported by improved diagnostic tools, intensified high-level dialogue, better evaluation of impact and attention to the quality of employment in terms of aspects such as access to social protection and decent working conditions.

76. To further this progress, the Office initiated a structured process of reviewing employment policies systematically, developing diagnostic tools on employment, conducting research into employment targeting and devising appropriate policy and programme frameworks. A comprehensive set of gender policy briefs on employment issues was launched to promote gender equality mainstreaming, *inter alia*, in the rural dimension. This latter aspect was the outcome of intensified collaboration with IFAD and the Food and Agriculture Organization (FAO).

77. The biennium also saw increasing recognition that workers' rights do not have to be the antithesis of job creation; after years of debate, the World Bank's International Finance Corporation (IFC) acknowledged that the Employing Workers Indicator in its annual *Doing Business* report was potentially inappropriate. In its *Progress Report April 2008–October 2009*, the UN Secretary General's High-level Task Force on the Food Security Crisis also explicitly recognized that decent work is a key element of food security.

78. Monitoring the actual impact of policies on job creation became easier after the MDGs were expanded to include a new target for employment with four employment indicators, thereby recognizing that decent and productive work for all is central to addressing poverty and hunger.

79. The extent to which the ILO is responding to the needs and expectations generated by the ILO Declaration on Social Justice for a Fair Globalization will be discussed under the first recurrent item on the agenda of the International Labour Conference in June 2010. Preparing the report for that item triggered a process of internal stocktaking, which enabled the Office to seek opportunities to increase its effectiveness, notably through new working methods. Task forces involving specialists from technical fields across sectors at headquarters and in the regions addressed areas that require coordination,

such as the interlinkages across the four strategic objectives and constituents' needs and priorities under these objectives. In keeping with the Declaration's call for normative and technical work to be better aligned, the General Survey submitted to the Conference in 2009 covered six employment-related standards providing greater opportunity for policy reviews to take into account the comments of the ILO's supervisory bodies.

Intermediate outcome 2a: Coherent policies support economic growth, employment generation and poverty reduction

Resources for intermediate outcome 2a in 2008–09 (US\$)

Regular budget expenditure	77 598 827
Extra-budgetary expenditure*	67 088 836
Total	144 687 663

* Excluding agency costs, provision for cost increases and contingencies. And excluding the cross-cutting activities.

Main achievements

80. The biennium witnessed significant progress in the recognition of the central role played by employment in economic and social policies at the national level. With the Global Employment Agenda guiding implementation, the ILO responded to a significant number of countries' requests for support in establishing and improving labour market analysis and national employment policy development. Particular progress was made in helping Africa focus on its priorities. Other regions made strides that reflect the comparative strength of the ILO's presence in Asia, Eastern Europe, and Latin America.

81. Productive employment and decent work issues have acquired prominence in many national development frameworks. This is particularly evident in labour market monitoring, poverty diagnostics, sectoral strategies and the increased focus on employment-intensive infrastructure. Capacity building to empower constituents to engage in the formulation of employment policy and national development frameworks has adopted a more evidenced-based strategic approach.

82. Increasingly, as illustrated in the box at the end of the following section, countries have adopted national policies promoting employment-intensive approaches and set up institutional arrangements to promote the link between infrastructure investment and employment. ILO tools were widely used in the design and monitoring of infrastructure investments in various economic sectors (e.g. local, rural and urban public works, transport, agriculture, education, environment). The continued job crisis, aggravated by the economic crisis, prompted a strong revival of public works programmes in economies across the world. EIIP remains one of the largest technical cooperation programmes in the ILO. Resources mobilized in 2008–09 amounted to some US\$62 million, of which about 40 per cent was funded out of the national budgets of member States requesting ILO assistance.

83. With regard to youth employment, by the end of 2009 youth employment priorities were specified in over half of the existing Decent Work Country Programmes. The main achievements included an increase in the number of countries that assigned priority to youth employment in their national framework and the identification of innovative youth development projects in Latin America through partnerships involving international and regional organizations. Excellent progress was also achieved in UN inter-agency programming, notably under the UNDP–Spain MDG Achievement Fund with the ILO as main implementing agency in 13 out of the 14 approved joint programmes on youth employment and migration.

Challenges, lessons learned, implications for the future

84. There is increased demand from constituents for technical and capacity-building assistance in developing national labour market monitoring that produces and analyses the critical information required to generate high-quality inputs for national policies and strategies. To respond effectively, the ILO needs to increase both human and financial resources and to make a concerted effort to consolidate experience in establishing fundamental monitoring mechanisms as well as new diagnostic tools.

85. Given the impact of the economic crisis, it has become more urgent than ever to establish and expand the ILO's knowledge base and advisory work on the employment content of growth strategies. Moreover, sector-specific employment targets for the growth-driving sectors and for target groups of workers should be promoted.

86. The integration of productive employment in country-level macroeconomic and investment analysis remains a key challenge, as does building better monitoring and evaluation systems for assessing the impact of national employment policies.

87. Regarding infrastructure investments, the major challenges were as follows: (i) the ministries perceived to be responsible for employment creation (labour, planning, etc.) do not have sufficient governance over decisions influencing employment content in investments; and (ii) the ministries undertaking the work do not necessarily own the "problem" of creating employment. Similarly, as part of the crisis response for public works programmes, countries are faced with the challenge of delivering a timely and sizable response (enough job opportunities) and of providing skills that are transferable and improve longer term employability (generic and life skills, technical skills and entrepreneurial capacities) for a large number of unemployed people to facilitate their integration into the labour market once the crisis is over. The ILO is providing technical assistance to intensify the employment assessments with appropriate institutional arrangements and to develop capacities for scaling up the employment-intensive investment programmes. A renewed challenge facing the ILO is to help with the design and backstopping of a large number of the new targeted employment programmes, given the lack of adequate specialized staff in that area. This is being addressed through the development of a policy guide and a special course with the Turin Centre.

88. The growing volume of requests for assistance in the field of youth employment confronts the Office with the need to develop integrated and innovative approaches based on shared knowledge and organizational resources to provide integration. A distance-learning programme and a knowledge-sharing mechanism will be made available to constituents in the next biennium. The ILO approach to developing plans of action on youth employment has proven effective in building consensus and shaping concerted action across a wide spectrum of line ministries, government agencies and the social partners. Currently, 31 countries are engaged in the development or implementation of such plans.

89. In many countries, however, institutional sustainability remains a serious challenge. Overall, there is a need to strengthen national capacity to develop policies and national action plans on youth employment and to monitor and evaluate the measures envisaged therein. In the next biennium the Office will design a training programme and material to support constituents in developing effective monitoring and evaluation systems. In line with the recommendations of an evaluation conducted in 2009, specific tools and management systems should be developed to reduce the high transaction costs associated with the expanding multi-agency processes.

Employment-intensive investment in Cameroon

In a short period of three years, the Government of Cameroon piloted and demonstrated efficient job creation with decent working conditions in the provision of infrastructure. Public investment and procurement are being strategically adapted as employment policy tools to integrate economic and social development. The main achievements included the following:

- At the upstream policy level, the Ministries of Employment and Economic Planning and the Public Contract Regulatory Agency are coordinating government departments in order to mainstream employment criteria in the planning and programming work of main users of public investments.
- At the sectoral operational level, the national rural access roads programme funded by the Government and an urban sanitation programme funded by the African Development Bank are now building capacity for the large-scale application of the EIIP strategies.

The ILO is working with responsible partners on creating new domestic markets for sustainable SMEs as well as more jobs, which contribute greatly to the local economy by increasing the demand for goods and services.

Immediate outcome 2a.1: Increase constituent capacity to develop policies and policy recommendations focused on job-rich growth, productive employment, and poverty reduction

Indicator (i): Number of member States that apply Global Employment Agenda-related research, tools or guidelines in an integrated way to develop employment and labour market policies

Target: 9 member States in the Africa region, 9 member States across all other regions.

Result: 13 member States in the Africa region, 15 member States and Kosovo, 1 territory, 1 region, 1 subregion, across all other regions.

Result	ILO contribution
Bosnia and Herzegovina, Costa Rica, India, Jordan, Montenegro, Nicaragua, Peru, Serbia, Yemen and occupied Palestinian territory, as well as Kosovo, developed and validated national employment policy with tripartite support that included components of the Global Employment Agenda.	Provided policy advice and technical and financial support for policy background analysis. Strengthened constituents' capacities and facilitated tripartite consultations to set employment priorities.
Burkina Faso, Cameroon, Ethiopia, Madagascar, Niger, Nigeria, United Republic of Tanzania, Togo developed national employment policies endorsed by the social partners that included components of the Global Employment Agenda, and moved towards action planning.	Provided background analysis, developed policy options and facilitated tripartite consultation to determine employment priorities.
Cambodia, Democratic Republic of the Congo, Liberia, Egypt, Morocco, Pakistan, Uganda, Uruguay completed rapid assessments of impact of crisis on employment and designed employment-focused programmes to mitigate it.	Provided methodological guidance, and financial and technical support. Facilitated tripartite consultations and review of findings, including field testing of the ILO's country-level rapid employment impact assessment guide (Liberia and Uganda).
Chile made policy proposals on impact of crisis on employment of women and strengthened social partners' knowledge on this matter.	Provided analytical support (e.g. policy reviews and recommendations) focusing on employment of women during crisis.
China adopted Employment Promotion Law and established Employment Promotion Fund and stimulus package.	Provided technical advice on the drafting of the law. Supported school-to-work transition survey in four provinces.

Result	ILO contribution
Mexico adopted National Agreement on Labour Productivity and redesigned National Quality Award.	Continuing participation in working groups for National Agreement and Quality Award.
Arab States region adopted Declaration to implement Global Jobs Pact at regional level.	Supported high-level tripartite Arab Employment Forum to exchange experiences of crisis responses and agree to common plan of action.
Economic Community of West African States (ECOWAS) adopted policy document on labour and employment at Second Conference of Labour Ministers (April 2009).	Provided technical support to finalize regional policy document, which includes principles of Global Employment Agenda and decent work.

90. It should also be noted that with ILO assistance:

- **Argentina, Azerbaijan, Kazakhstan, and Republic of Moldova**, as well as Kosovo moved into the implementation of policies approved under their action plans.
- **Cambodia, Nepal, Pakistan, Sri Lanka and Viet Nam** completed analytical work for drafting of the national employment policy.
- **Cameroon, Central African Republic, Democratic Republic of the Congo, Gabon, Liberia, Senegal, Sierra Leone, Zimbabwe** undertook background analysis for drafting of the national employment policy.

Indicator (ii): Number of member States that apply ILO research, tools or products to explicitly include productive employment and decent work objectives in main policy or development frameworks such as national development strategies, poverty reduction strategies and UNDAFs

Target: 6 member States in the Africa region, 18 member States across all other regions.

Result: 17 member States in the Africa region, 6 member States across all other regions, one territory.

Result	ILO contribution
Afghanistan, Honduras, Iraq, Paraguay, as well as occupied Palestinian territory , integrated employment issues in national plans; in some instances undertook to establish national employment agencies.	Provided technical assistance for institutional capacity assessment, as well as technical analysis for tripartite constituents.
Burkina Faso, Cameroon, Democratic Republic of the Congo, Ethiopia, Liberia, Madagascar, Mali, Nigeria, Rwanda, Sierra Leone, Zambia, Zimbabwe explicitly included productive employment and decent work in national development strategies.	Provided policy advice, research and training on employment indicators. Provided capacity building for constituents and facilitated tripartite dialogue. Supported sector-specific review of employment potential (Cameroon, Madagascar).
Burundi, Gabon, Malawi, Mozambique, United Republic of Tanzania , aligned their Decent Work Country Programmes on UNDAF and ensured centrality of employment in those frameworks.	Supported joint UN programming to ensure that employment and labour policies feature in UNDAFs and are agreed priority of Decent Work Country Programmes. Played a leadership role in UNDAF formulation.
Indonesia mainstreamed employment in the new Mid-Term Development Plan 2010–14 and in economic stimulus package, including labour-market baseline analysis.	Supported technical review of employment strategy and policy discussions on financial crisis. Issued two labour and social trend reports. Completed joint assessment with the World Bank and the UN.
Timor-Leste agreed on UNDAF to guide UN priority assistance, focusing on employment creation.	Involved tripartite partners in drafting Decent Work Country Programme and in UNDAF formulation process.

Indicator (iii): Number of member States in which constituents and financial institutions apply ILO tools or products to develop policies focused on increasing access to financing among the working poor, youth, women, or micro- and small enterprises

Target: 5 member States in the Africa region, 5 member States across all other regions.

Result: 19 member States in the Africa region, 25 member States across all other regions.

Result	ILO contribution
<p>Armenia, Bangladesh, Benin, Plurinational State of Bolivia, Brazil, Burkina Faso, Cameroon, China, Colombia, Comoros, Côte d'Ivoire, Ecuador, Egypt, El Salvador, Ethiopia, Ghana, Guinea, Kenya, Haiti, India, Indonesia, Jordan, Lebanon, Mali, Mexico, Mongolia, Namibia, Nepal, Nicaragua, Pakistan, Peru, Philippines, Senegal, South Africa, Sri Lanka, Swaziland, United Republic of Tanzania, Uganda, Viet Nam, Zambia: Financial institutions introduced new mechanisms that give the poor increased access to insurance products.</p>	<p>Provided technical support to enable financial institutions to introduce pilot microinsurance plans.</p>
<p>Bulgaria, Romania: Through partnerships among themselves, local authorities tested financial support mechanisms for persons seeking self-employment.</p>	<p>Assisted local institutions in setting up mechanisms to provide financial services for persons seeking to create enterprises. Supported pilot testing in six municipalities.</p>
<p>Lebanon: Microfinance institutions and local institutions created partnerships to provide access to finance for working poor affected by the conflict in South Lebanon and provide them with financial resources for enterprise creation or growth.</p>	<p>Provided technical advice in shaping partnership mechanism to ensure due consideration of interests of working poor and financial sustainability of the scheme.</p>
<p>Republic of Moldova adopted policies and action plans for SME development and migration that include provisions related to remittance management and to guaranteeing remittance users better access to financial services.</p>	<p>Provided technical advice on integration of provisions on remittances in policy documents, as well as technical assistance to financial institutions on development of new financial services geared to remittance users.</p>
<p>Senegal: National Confederation of Workers improved mechanisms to provide access to health insurance, credit and savings for its informal economy members.</p>	<p>Supported management training for Mutuelle d'Épargne et de Crédit pour la Solidarité Ouvrière.</p>
<p>Serbia reformed legislative environment to enable financial system to take into account the need to create an inclusive financial system.</p>	<p>Facilitated dialogue between policy-making authorities and microfinance institutions to ensure recognition of non-bank financial institutions. Conducted studies of financial gaps and obstacles hindering access of micro-enterprises to finance.</p>

Indicator (iv): Number of regional and international partnerships, including with multilateral organizations and Bretton Woods institutions, that apply ILO research, tools or products to develop policy recommendations on productive employment and decent work

Target: 5 regional or international partnerships.

Result: 11 regional or international partnerships.

Result	ILO contribution
African Development Bank, African Union, Arab Labour Organization and the ILO formulated joint policy recommendations on impact of economic crisis and follow-up to the Global Jobs Pact.	Contributed technical papers and research and co-organized meeting in four regions.
Following agreements with the ILO, African Development Bank, Andean Development Corporation, Asian Development Bank, Inter-American Development Bank, European Union, World Bank reflected the ILO approaches in their infrastructure programmes.	Provided inputs on employment and decent work in the design and delivery of infrastructure programmes.
Asian Development Bank, UK Department for International Development and ILO undertook a “growth constraints diagnostic” for Nepal, the results of which were presented to the National Planning Commission.	Organized an enterprise survey jointly with Federation of Nepalese Chambers of Commerce and Industry. The results provided rankings of the main constraints to growth in Nepal.
Council of Europe and the ILO developed joint policy recommendations reflecting employment and decent work issues in the context of peer reviews of employment policies in seven countries of south-eastern Europe.	Provided technical support to peer review. Organized tripartite and training workshops.
UN Commission for Social Development , in partnership with the ILO, expanded MDGs to include new target for employment and four new employment indicators.	Provided technical assistance, including developing a Guide in four languages, provided training for 24 African countries on new MDG employment indicators.
United Nations Industrial Development Organization (UNIDO) and Youth Employment Network Secretariat partnered with the ILO in developing and implementing the Multi-stakeholder Programme for Productive and Decent Work for Youth in the Mano River Union countries (West Africa).	Provided technical assistance to design the Programme. Held consultations. Conducted studies.

91. It should also be noted that:

- The European Commission and the ILO have embarked on a partnership to expand the knowledge base on employment and decent work in Mediterranean countries with a view to policy discussions and decisions in the countries concerned.

Indicator (v): Number of member States that apply ILO technical assistance to develop or refine key labour market indicators, or to develop or refine analysis of employment and labour market trends

Target: 10 member States, across 4 regions.

Result: 19 member States, across 2 regions.

Result	ILO contribution
Botswana, Ethiopia, Ghana, Liberia, Malawi, Namibia, Nigeria, Rwanda, Sierra Leone, Somalia, United Republic of Tanzania, Uganda, Zambia strengthened statistical and analytical knowledge.	Built capacity in producing and analysing decent work indicators and MDG employment indicators. Country studies of employment indicators are completed or in progress in Botswana, Lesotho, Ghana, Mozambique and United Republic of Tanzania.
Cambodia, India, Nepal, Sri Lanka, Pakistan, Viet Nam undertook strengthening of labour market information systems.	Provided financial, technical and capacity-building support on data generation, labour market information and analysis.

Immediate outcome 2a.2: Increase member State and development partner capacity to develop and implement policies and programmes on employment-intensive investment focusing on infrastructure

Indicator (i): Number of member States that apply ILO tools or methodologies to increase the share of public or private investment programmes that goes to employment-intensive investments

Target: 10 member States in the Africa region, 5 member States across other regions.

Result: 10 member States in the Africa region, 8 member States across other regions.

Result	ILO contribution
Cambodia, Cameroon, Ethiopia, Ghana, Madagascar, Mozambique, Paraguay, Philippines, Rwanda, South Africa designed and monitored infrastructure investments in support of local, rural and urban public works, transport, agriculture, education and environment, based on ILO tools and methodologies.	Developed improved employment impact assessment tools and promoted assessment of employment potential in public infrastructure investments. Provided technical assistance in designing, monitoring and evaluating impact of infrastructure components of public investment programme. Held open courses for government officials and social partners at Turin Centre.
Cameroon, Ghana, Indonesia, Madagascar, Paraguay, South Africa adopted national policy promoting employment-intensive approaches and set up institutional arrangements for dialogue on analysis and realization of link between investment and employment.	Facilitated development of sector strategies in national planning and budgeting. Implemented programmes at request of governments and social partners for technology development, demonstration purposes and capacity building.
India, Indonesia, Kenya, Liberia, Nepal, Pakistan, Sierra Leone, Timor-Leste designed and monitored infrastructure components of public employment programmes and employment guarantee schemes, based on ILO tools and methodologies.	Assisted with design, monitoring and evaluation of impact of public employment programmes and employment guarantee schemes.

92. It should also be noted that with ILO assistance:

- **Benin, Cameroon, Madagascar, Mali and Paraguay** are in the process of adapting national laws to integrate employment issues and labour standards in public procurement.

Indicator (ii): Number of member States that demonstrate the technical, operational and economic feasibility of employment-intensive infrastructure programmes

Target: 6 member States in the Africa region, 6 member States across other regions.

Result: 10 member States in the Africa region, 6 member States across other regions.

Result	ILO contribution
<p>Azerbaijan, Côte d'Ivoire, Kenya introduced job placement concepts for unemployed youth through development of rural/urban infrastructure in public (short-term) and private (long-term) initiatives.</p> <p>Cameroon, Democratic Republic of the Congo, Côte d'Ivoire, Ethiopia, Haiti, Indonesia, Kenya, Lao People's Democratic Republic, Liberia, Madagascar, Mali, Paraguay, Philippines, Somalia, South Africa: Private and public partners demonstrated technical, operational and economic effectiveness of EIP approaches in infrastructure development, through:</p> <ul style="list-style-type: none"> ■ appropriate technology choice for rural and urban infrastructure development using local resources for infrastructure provision, increased employment, restoration of productive environments and improved livelihoods; ■ good governance in contracting and procurement practices including employment concerns and labour standards; ■ capacity to ensure that quality and production requirements are met in their dealings with private consultants and contractors. 	<p>Promoted participatory local development strategies for employment creation, livelihood improvement and infrastructure development for rural and urban men and women.</p> <p>Assisted in demonstrating employment creation in infrastructure programmes benefiting women, men and youth where technically feasible and economically viable. Developed technical manuals, guidelines and training materials and built capacities of government agencies, private sector operators and communities in respect of technology choice and appropriate local resource-based technical solutions, and operational, managerial and economic issues.</p>

93. It should also be noted that with ILO assistance:

- **Cambodia, Ghana, Indonesia, Lesotho, Madagascar, Nicaragua, South Africa, Uganda and Zambia** are reviewing contracting strategies for infrastructure provision to increase access to public contracts for SMEs and ensure decent working conditions.

Immediate outcome 2a.3: Increase member State capacity to develop policies or programmes focused on youth employment

Indicator (i): Number of member States that apply ILO technical assistance, data, training, tools or methodologies to develop policies, national action plans or programmes that promote productive employment, rights at work, and/or adequate social protection for young women and men

Target: 7 member States in the Africa region, 8 member States across all other regions.

Result: 10 member States in the Africa region, 7 member States across all other regions.

Result	ILO contribution
<p>Benin, Côte d'Ivoire, Mali, Indonesia, Lesotho developed targeted national youth employment programmes to improve employment of young people.</p>	<p>Provided technical assistance in design and implementation of programmes targeting disadvantaged women and men, and in reform of national agency for youth employment (Mali).</p>

Result	ILO contribution
Botswana, Democratic Republic of the Congo, Egypt, Peru, Serbia, Timor-Leste, Viet Nam, Zimbabwe adopted national action plans to promote decent work for youth through inter-institutional coordination and policy coherence.	Provided technical support to government institutions and social partners to identify priorities within policy areas falling under mandate of ministries responsible for economic, labour and social policies. Helped to strengthen capacity of labour administration to achieve youth employment policy objectives and to foster social dialogue on youth employment.
Jordan, Liberia, Paraguay, Sierra Leone mainstreamed youth employment in national development frameworks or national employment policy.	Provided technical assistance and policy advisory services to develop youth employment priorities, targets, outcomes and indicators in national development frameworks and employment policies.

Intermediate outcome 2b: Workers, employers and society benefit from the wider availability of relevant and effective skills development and employment services

Resources for intermediate outcome 2b in 2008–09 (US\$)

Regular budget expenditure	27 019 625
Extra-budgetary expenditure*	17 717 709
Total	44 737 334

* Excluding agency costs, provision for cost increases and contingencies. And excluding the cross-cutting activities.

Main achievements

94. The conclusions concerning skills for improved productivity, employment growth and development, adopted by the Conference in 2008, set priorities for ILO research, technical assistance and advocacy work.

95. The conclusions call for integrating skills development in national and sector development strategies, which guided the Office's research agenda: linking skills to technology development and green jobs, upgrading informal apprenticeship systems, use and impact of components of skills systems in developing countries, such as qualifications frameworks, and training and retraining programmes and employment services to reduce job loss and speed re-employment of displaced workers during economic crises. This research made a substantial contribution to expanding the ILO's knowledge base in this area and its findings are informing policy advice and services to constituents.

96. The economic and financial crisis brought renewed attention to the role of national public employment services. The Office's efforts to help national public employment services extend their job-matching, counselling and training services to new jobseekers and to connect enterprises to programmes that can help them avoid lay-offs proved timely and successful in many countries. *The Guide to worker displacement: Some tools for reducing the impact on workers, communities and enterprises* was updated and reissued, supplemented by a set of analytical country case studies. The Office worked closely with the World Association of Public Employment Services to focus its 2009 Congress on crisis response and helped implement a membership survey to identify good practices.

97. Inter-agency collaboration on vocational training was reinvigorated with the United Nations Educational, Scientific and Cultural Organization (UNESCO), regional development banks and the European Training Foundation to identify good practices and improve coherence in policy guidance across agencies. New training courses were delivered through the Turin Centre on skills policy and systems, disability equality training, and regulating the activities of private employment agencies.

98. The 2008 conclusions also called on the Office to coordinate support for skills development at the country level under the “Delivering as One” initiative. Results achieved in this respect included: the adoption of a declaration on disability inclusion by the Zambian Parliament, with a UN task force on disability to support its implementation throughout the UN system; local programmes on upgrading informal apprenticeship as part of the One UN joint programme on employment and economic empowerment in the United Republic of Tanzania; and technical and vocational education and training reform programmes in Iraq.

Challenges, lessons learned, implications for the future

99. Many regions are placing increasing priority on the need for decent work in rural areas. The effectiveness in many countries of Training for Rural Economic Empowerment, the ILO’s programme connecting community-based training to entrepreneurship and market opportunities, has raised demand for similar programmes in Africa, the Pacific Island countries and South Asia. A generic manual for programme managers and national policy-makers, including new modules on gender and on disability, was developed to help the speedy development of new technical cooperation projects.

100. One emerging lesson is the importance of having basic services in place before a crisis, and this is increasing the number of requests for longer term capacity-building support. Meeting the burgeoning requests to strengthen public employment services requires mobilizing funds for multi-country programmes, particularly in Africa and the Arab States. This will provide greater opportunities to use existing tools and expertise effectively.

101. Another challenge is to continue to enhance the local relevance and coherence of research and tool development across regional programmes, with the Turin Centre and the Inter-American Centre for Knowledge Development in Vocational Training (CINTERFOR) and with technical cooperation projects in skills development and related projects on youth employment, local economic development, child labour and migration.

102. As illustrated in the box below, the successful formulation of a national skills development policy requires coordination among many ministries and with workers’ and employers’ organizations. The Office will seek to strengthen institutions for inter-ministerial and stakeholder partnerships that can help member States integrate skills development into national and sectoral development strategies, expand access to training and employment services to young women and men, people in rural communities and people with disabilities, and develop a policy environment conducive to workplace and life-long learning.

National skills development policy in India

In February 2009 the Government of India adopted the national skills development policy as a framework for securing a skilled workforce that meets the needs of employers, boosting training capacity to over 10 million trainees a year, and increasing participation in the labour market of traditionally excluded groups. The policy is the result of collaboration between the Ministry of Labour and Employment, Ministry of Human Resource Development and other line ministries, the Planning Commission, state governments, trade unions, employers’ organizations, academics, training providers, UN agencies and training practitioners. The ILO facilitated multi-stakeholder consultations, shared international experience and advocated the use of international labour standards as benchmarks for formulating the national policy. Work with constituents has now shifted to upgrading the skill level of the workforce.

Immediate outcome 2b.1: Increase member State and constituent capacity to develop or implement training policies

Indicator (i): Number of member States in which constituents develop new, or modify existing, training policies to make them more responsive to the labour market or technical development, and to make them more accessible to those discriminated against in the labour market

Target: 9 member States in the Africa region, 9 member States across all other regions.

Result: 5 member States in the Africa region, 10 member States across all other regions, 1 subregion and 1 region.

Result	ILO contribution
<p>Azerbaijan, Kyrgyzstan: The labour ministries introduced practical tools and methodologies on vocational and entrepreneurship training, especially targeting young people and other vulnerable groups.</p>	<p>Provided competency-based training and modular skills training, as well as technical support for a regional skills training platform and distance learning system. Developed modular training packages with local training institutions.</p>
<p>Bangladesh established a National Skills Development Council to formulate skills development policy and support necessary for institutions to link trainers and industry. Industrial skills councils participated in policy discussions and preparation of qualification frameworks to match training with labour market needs. A Memorandum of Understanding was signed by the Government with the NGO Grameen Shakti for the training of solar technicians.</p>	<p>Assisted the National Skills Development Council by facilitating tripartite consultations, providing capacity building for high-level policy-makers, training tripartite constituents in collaboration with the Turin Centre and piloting methods to link training institutions and employers in four industrial sectors.</p>
<p>Burkina Faso, Niger implemented pilot training programme that directly benefited some 240 women in selected communities in rural areas. Policy-makers supported extending the approach through national policies targeting rural development and larger technical cooperation programmes.</p>	<p>Adapted Training for Rural Economic Empowerment approach to circumstances in West African countries and pilot tested the approach to extend access to vocational training in rural areas, especially targeting poor women.</p>
<p>China: The Disabled Persons Federation and Ministry of Finance introduced policies and regulations relating to programmes and services for persons with mental health and intellectual disabilities.</p>	<p>Supported national research on situation of people with mental health difficulties with respect to access to training and employment, as well as with regard to broader human rights.</p>
<p>Egypt established an inter-ministerial and donor subgroup under coordination of technical and vocational education and training programme to reform existing apprenticeship scheme. Five Ministry Committee drafted new strategy and changed governance mechanisms on technical and vocational education and training, to address rights at work of persons with disabilities.</p>	<p>Evaluated dual apprenticeship project and conducted research on use of informal apprenticeship system. Designed apprenticeship scheme for child labour project. Provided technical support to drafting and design of joint UN Programme on Disability.</p>
<p>Ethiopia adopted a new Proclamation concerning persons with disabilities.</p>	<p>Provided training on employment-related rights of persons with disabilities for design of new legislation.</p>
<p>Grenada established a training agency to coordinate training.</p>	<p>Conducted a series of promotional and training activities.</p>
<p>India approved national skills development policy following a year-long process of tripartite consultations that had built up support among ministries, academics, UN agencies and NGOs.</p>	<p>Facilitated national consultation and provided technical support to each of four technical committees that contributed to the draft policy.</p>

Result	ILO contribution
Indonesia: The Ministry of National Education adopted the KAB training package in its teacher training programme and in career counselling services in six provinces. Three vocational training institutions and 25 trainers applied new competency-based training methods.	Trained Ministry of Labour staff in competency-based training, in collaboration with the Turin Centre. Conducted skills mapping for employment services and professional upgrade training.
Philippines: Department of Education improved entrepreneurship content of national secondary curriculum year. The Presidential Task Force on Education uses ILO skills assessment as a basis for its own planning.	Supported reformulation of secondary school curriculum under ILO/UNICEF/IOM/UNFPA programme.
Serbia adopted a law on professional rehabilitation and employment of persons with disabilities, including provisions on training. The social partners have identified specific plans of action to implement the new law.	Provided information on appropriate legislation, its implementation and monitoring, in collaboration with the Turin Centre.
Sudan: The Government in southern Sudan adopted a new technical and vocational education and training policy. Government and social partners set priorities for technical and vocational education and training system reform in northern Sudan.	Promoted Recommendation No. 195 and Conference conclusions in tripartite settings. Assessed the training system and provided training to upgrade managerial staff of the Supreme Council for Vocational Training and Apprenticeship.
Timor-Leste established National Labour Force Development Institute to improve the national skills training system, managed by a tripartite Executive Board. The Council of Ministers approved national skills development strategy.	Assisted in design of the strategy (staff training, background studies and analysis of industrial skills gaps). Supported institutional capacity building and policy-making, following engagement of constituents in projects targeting skills, entrepreneurship and youth employment.
Central America: Vocational training institutions in the subregion adopted 20 labour standards. In Costa Rica, Dominican Republic and Guatemala, vocational training institutions established information and communication technology units. Guatemala established skills certification unit to adjust training courses to market requirements.	Organized 158 virtual courses and two regular courses and established three information technology (IT) platforms for 17,800 trainees. Provided capacity building to vocational training institutions in training methodologies, through partnership with the Aula Mentor programme in Spain.
Americas region: Institutions of the ILO/CINTERFOR network adopted new training policies.	Provided training institutions with technical assistance, produced research and studies.

103. It should also be noted that with ILO assistance:

- In **Barbados** the Technical and Vocational Education and Training Council reviewed its work in the context of Recommendation No. 195 and of the discussion on skills at the Conference in 2008.
- **Saint Lucia** launched a review of its technical and vocational education and training policy.
- **Trinidad and Tobago and Saint Lucia** are institutionalizing the involvement of the social partners technical and vocational education and training in policy-making.
- **United Republic of Tanzania**, following advocacy work with the Association of Tanzania Employers, has started upgrading informal apprenticeship with local government and employers in two selected areas.
- In **Yemen** the Ministry of Technical and Vocational Education and Training established a Girls Training and Education Department. Technical and vocational education and training providers have been trained and a media campaign has been undertaken.
- **Zimbabwe** is developing a national skills policy through a multi-ministerial process and is integrating it in the employment policy framework.

Immediate outcome 2b.2: Improve member State capacity to develop or implement employment services

Indicator (i): Number of member States that improve public employment services or the regulatory environment of private employment services to make them more responsive to the labour market or more accessible to those discriminated against in the labour market

Target: 3 member States in the Africa region, 3 member States across other regions.

Result: 2 member States in the Africa region, 5 member States across other regions.

Result	ILO contribution
Albania ratified Conventions Nos 88 and 122 and designed a monitoring and evaluation system to assess relevance and impact of employment and training programmes. Public employment services improved their capacity to design, target, administer and monitor active labour market policies and job counselling.	Assisted public employment services in design of guidelines and procedures for the delivery and evaluation of programmes and services. Introduced a system to measure the net impact of programmes. Organized training on design, monitoring and evaluation of these policies for employment service counsellors.
Argentina launched an employment service network to strengthen 282 municipal employment offices.	Strengthened management capacity of Minister of Labour. Developed material and conducted training for staff of employment offices.
China strengthened the capacity of its employment service to implement employment programmes for various target groups.	Provided technical support for workshops on subcontracting and career guidance in public employment services and on their management. Provided assistance to national employment service in the wake of the earthquake in Sichuan Province.
Egypt: The Ministry of Manpower and Migration established pilot youth units in public employment service offices in five governorates.	Provided technical and financial support to the public employment service offices. Translated ILO manuals on career guidance for use of staff and jobseekers.
Indonesia: East Java improved its employment services using findings of ILO skills mapping and job index. Schools in six provinces use ILO career counselling manual.	Developed a career counselling manual, trained school counsellors and assessed local labour markets.
Liberia established Employment Service Division and is upgrading National Bureau of Employment.	Conducted a national public employment service assessment. Provided advice on staff restructuring and training. Held consultations with key employers and worker groups on adapting employment services.
Republic of Moldova: The National Employment Service began implementation of long-term strategy on gender-sensitive employment programmes, targeting disadvantaged groups.	Trained public employment service staff to conduct local labour market analysis, profile jobseekers, introduce proactive measures for disadvantaged groups and improve working procedures.

Intermediate outcome 2c: Sustainable enterprises generate productive jobs

Resources for intermediate outcome 2c in 2008–09 (US\$)

Regular budget expenditure	40 198 706
Extra-budgetary expenditure*	52 596 858
Total	92 795 564

* Excluding agency costs, provision for cost increases and contingencies. And excluding the cross-cutting activities.

Main achievements

104. The conclusions on the promotion of sustainable enterprises, adopted by the Conference in 2007, guided the work of the Office during the biennium. The main achievements in this area included the following:

- A newly developed diagnostic tool based on the 17 conditions of sustainability set out in the 2007 conclusions was tested in two member States and is contributing to the improved capacity of constituents to assess the situation and participate in reforms aimed at creating an enabling environment for sustainable enterprises.
- Constituents in Africa, Asia and Europe increasingly recognized entrepreneurship education as an important strategy for addressing youth employment issues. The ILO's KAB programme expanded its presence from 35 to 48 member States.
- Integrated and systemic approaches to value-chain upgrading and integrated local economic development based on good practices regarding the creation of more and of better jobs were adopted by five ILO field programmes, three "One UN" programmes and a number of local employment recovery strategies.
- Another achievement was the recognition by the World Bank/IFC that the ILO's technical critique of the methodology behind the Employing Workers Indicator in its annual *Doing Business* report was well founded, and the indicator thus potentially inappropriate. The indicator had raised considerable controversy because of the way in which it is calculated and used, one implication being that a "better" score could be achieved at the expense of workers' rights.
- The establishment of the ILO Helpdesk providing advice to users, including company managers and workers, was an important step towards implementing the MNE Declaration in company operations. By the end of 2009 the Helpdesk had answered more than 80 queries since its launch in March 2009.

105. The main achievements in the ILO's employment-centred response to the crisis included the following:

- The ILO's approach to post-conflict situations was mainstreamed in international forums and in the development of UN post-conflict recovery and reconstruction tools. Nineteen agencies committed themselves to the UN-wide policy to maximize the impact of employment and reintegration support to post-conflict countries. This gave the ILO a leading role in the design and implementation of coherent post-conflict decent work frameworks, as well as in the elaboration of UN Integrated Disarmament, Demobilization and Reintegration Standards and training material for the socio-economic reintegration of ex-combatants.
- Similar initiatives were carried out in the area of disaster risk management to incorporate decent work concerns for livelihoods and employment recovery. The Inter-Agency Standing Committee's Cluster Working Group on Early Recovery and the International Recovery Platform provided the ILO with a channel to further the Decent Work Agenda.
- Collaboration with the World Bank's Global Facility for Disaster Reduction and Recovery opened the way for the participation of the ILO in post-disaster damage, loss and needs assessments undertaken in collaboration with the UN. The ILO was able to reflect the impact on employment and income in four assessment reports (Bangladesh, Haiti, Madagascar, Myanmar) presented to

governments and international donors, which in turn expanded the opportunity for negotiations on post-disaster recovery programmes.

- The ILO was active in expanding its preventive programmes in Asia and in assisting SMEs most at risk of being affected by the avian flu and the H1N1 epidemic. With regard to the food security crisis, the ILO joined the UN High-level Task Force on the Global Food Security Crisis and provided analysis and data to its revised Comprehensive Framework for Action.

Challenges, lessons learned and implications for the future

106. The ILO continued to make progress in the application and development of tools for enterprise promotion, inter alia, in the context of the crisis response. By strengthening collaboration and partnerships, the Office was able to increase the effectiveness and outreach of its advisory services, technical assistance and training for constituents.

107. However, implementation of the 2007 Conference conclusions on the promotion of sustainable enterprises proved difficult at times. Demands for services on enabling conditions rose to the level of those for enterprise and entrepreneurship development. Similarly, while the ILO Helpdesk on the MNE Declaration proved useful and relevant, full reporting is limited by the confidentiality feature of the service.

108. Experience confirmed the increasing demand for coherent policies and integrated strategies to promote sustainable enterprises and decent work in practice. Improved methodologies are needed to identify economic sectors and value chains with a high potential for enterprise development and employment creation. In the area of cooperative development, there is an opportunity for the ILO to help institutions increase the capacity of cooperatives to create more and better jobs, particularly in rural areas. Another lesson is that work on multiple levels is more effective, as illustrated in the box at the end of this section. Promotional activities and policy changes need to be complemented by technical assistance and capacity building to help sustainable enterprises meet environmental, economic and social development challenges.

109. Looking ahead, changes in the architecture of aid provide an opportunity to improve the position of the ILO's work on sustainable enterprises. Technical cooperation is increasingly field-led and multi-dimensional, addressing enterprise support and policy issues as part of the same effort. Environmental concerns and climate change are more and more present in requests for assistance on the greening of enterprises and the creation of green jobs. The Office will tap into these resources to provide constituents with strengthened services in line with the 2007 Conference conclusions. The Green Jobs Programme will be part and parcel of the Office response to growing demand for assistance with environmental sustainability.

110. In terms of crisis response, experience has shown that in countries where a sudden-onset crisis occurs, and even in countries affected by prolonged crises (conflicts, drought, etc.), governments and social partners are not systematically engaged in crisis response, because of their lack of capacity, awareness or resources. In order to continue enhancing preparedness, the ILO needs to develop further the capacities of constituents, ILO staff and, in some cases, partner organizations at the national and international levels to participate effectively in crisis response.

111. Another lesson is that ILO involvement at the initial stages of a crisis makes it easier to form a coherent and comprehensive strategy for mainstreaming decent work in crisis recovery and reconstruction. This constitutes a window of opportunity that the ILO should not pass up. This calls for stepping up efforts to make crisis prevention and preparedness a regular feature of Decent Work Country Programmes and broader development frameworks such as the PRSP and UNDAF.

Poverty reduction through the cooperative movement in Africa

The ILO Cooperative Facility for Africa (COOP^{AFRICA}), promotes cooperative development in Botswana, Ethiopia, Kenya, Lesotho, Rwanda, Swaziland, United Republic of Tanzania, Uganda and Zambia. Halfway into its implementation, the programme has achieved the following results:

- At the *macro* level, the cooperative approach is a key element in national poverty reduction strategies, joint assistance frameworks, UNDAFs and Decent Work Country Programmes, as well as in regional and subregional programmes and strategies. In addition, cooperative policies and laws have been revised in eight countries and are in the process of revision in another five, thereby improving the policy and legal environment.
- At the *meso* level, local cooperatives make use of high-quality organizational support and business development and monitoring services provided by competent cooperative support structures.
- At the *micro* level, the capacity of local cooperatives to create jobs, generate income, reduce poverty, provide protection and give people a voice in civil society is improved. The Challenge Fund, which allocates funding through a competitive process, has been an efficient instrument in this respect. First indicative results show that around 181,300 people have benefited from the programme and its centres of competence, 104,300 self-employment opportunities have been made more productive and over 1,100 jobs have been created.

Immediate outcome 2c.1: Increase the capacity of constituents and other organizations to develop policies or regulations that generate more and better jobs in sustainable enterprises and cooperatives

Indicator (i): Number of constituents and other organizations that apply ILO technical assistance, training or tools to develop policies or regulations focused on promoting small enterprises and cooperatives

Target: 10 member States, 25 organizations across all regions.

Result: 22 member States.

Results	ILO contribution
Benin, Burkina Faso, Cameroon, Central African Republic, Chad, Comoros, Côte d'Ivoire, Democratic Republic of the Congo, Equatorial Guinea, Gabon, Guinea, Guinea-Bissau, Mali, Niger, Senegal, Togo adopted a uniform cooperative law in line with Recommendation No. 193, to complement laws adopted in the framework of the Organization for the Harmonization of Business Law in Africa. The law marks a change towards an autonomous cooperative system and will contribute to cross-border economic development.	Commented on several draft texts since 1999. Provided technical assistance to constituents throughout the process.
Colombia: Constituents developed an action plan for the existing tripartite-plus cooperative organization to avoid registration of "bogus cooperatives" circumventing labour standards.	Provided technical assistance to developing the action plan. Held tripartite-plus meeting.
Kenya adopted a Financial Cooperatives Act.	Organized workshops on cooperative and policy law.
Lesotho adopted policy on financial cooperatives.	Provided technical and financial assistance in developing the policy.
Mozambique, Uruguay adopted new cooperative laws.	Provided technical and financial support to drafting the laws, in cooperation with International Cooperative Alliance (Uruguay).
United Republic of Tanzania submitted the first cooperative development policy for Zanzibar to Cabinet for approval.	Held national cooperative convention.

112. It should also be noted that with ILO assistance:

- **Ethiopia** has decided to formulate a federal policy for cooperative development and to replace the Cooperative Proclamation by a Federal Cooperative Societies Act.
- **Kenya** is in the process of drafting an SME policy that takes into account the views of SME stakeholders.
- **Liberia and Zambia** drafted decent work Acts that provide for the empowerment of micro- and small enterprises.
- The **occupied Palestinian territory** made a commitment to develop national legislation on SMEs in line with international labour standards.
- **Turkey** drafted a cooperative policy that respects cooperative values and principles as embodied in Recommendation No. 193.

Immediate outcome 2c.2: Increase the capacity of constituents and other organizations to develop programmes for local economic development and upgrading value chains and enterprises that generate more and better jobs

Indicator (i): Number of constituents and other organizations that apply ILO tools or methodologies to develop programmes focused on local economic development, value-chain upgrading or improving workplace practices

Target: 75 old organizations and 25 new organizations, across all regions.

Result: 75 organizations,⁴ of which 29 new organizations, across all regions.

Result	ILO contribution
<p>Youth entrepreneurship and advocacy: Organizations increased their capacity to adopt entrepreneurship and business creation as a business model. KAB was included in national educational curriculum in more than 20 member States.</p> <p>30 organizations distributed as follows: Azerbaijan (g), Cape Verde (g), China (g, e), Indonesia (g), Lao People's Democratic Republic (g), Mali (g, e), Mongolia (g, e), Morocco (g), Mozambique (g, o), Nigeria (g), Oman (g), Philippines (g, o), Russian Federation (g), Senegal (g), Sri Lanka (g), Syrian Arab Republic (g), United Republic of Tanzania (g, w), Timor-Leste (g), Tunisia (g, o), Viet Nam (g, e) and Caribbean islands (g, e).</p> <p>Example: In Oman, the Ministry of Manpower for Labour Affairs and the Technical and Vocational Training Centre established a national association of entrepreneurship education.</p>	<p>Adapted KAB to local conditions and trained trainers. Provided technical assistance through policy and advisory services. Pilot tested and assessed programmes.</p>

⁴ Types of organizations are abbreviated hereafter as follows: government (g), employers' organizations (e), workers' organizations (w), other organizations (o).

Result	ILO contribution
<p>Local economic development: Constituents applied ILO tools and methodologies to local economic development programmes adapting value-chain and business development strategies to support the needs of local business sectors.</p> <p>20 organizations distributed as follows: Argentina (g), Cameroon (o), Cape Verde (g), China (g, e), Ghana (g), Indonesia (g), Kyrgyzstan (g, e, o), Nepal (g, o), Philippines (g, o), Sri Lanka (g), Uruguay (g, e, w), Viet Nam (g, e).</p> <p>Example: In Nepal, the Government and local partners supported value-chain upgrading in crops, tourism, incense production and the crafts sectors, resulting in better workplaces, increased employment and income opportunities in deprived rural areas. Infrastructure development was linked to productive sectors, benefiting around 280 households, 300 workers and generating 26,000 paid workdays.</p>	<p>Provided technical assistance, capacity building on development of skills and local economy. Engaged in promotional activities, including awareness-raising campaigns on gender equality.</p>
<p>Women's entrepreneurship: Governments, social partners, business development service providers and NGOs used ILO tools and methodologies to develop programmes strengthening the capacity of women entrepreneurs.</p> <p>14 organizations distributed as follows: Cambodia (g, o), Ethiopia (g, o), Kenya (g, o), Mali (e), United Republic of Tanzania (g, w, o), Uganda (g, o), Zambia (g, o).</p> <p>Example: The Federation of Women Entrepreneur Associations (FEWA) was set up as an umbrella body for an enabling business environment for women's entrepreneurship in Kenya. The Federation increased women's representation in trade bodies.</p>	<p>Provided technical assistance, advisory services and capacity building through development of employment promotion strategies and innovative tools to assist women entrepreneurs.</p>
<p>Enterprise and entrepreneurship development: Governments, employers' organizations and business providers promoted and delivered SME promotion programmes through strengthened technical, managerial and organizational capacity.</p> <p>11 organizations distributed as follows: Cape Verde (g), Mali (g), Mongolia (g, e), Papua New Guinea (g, o), Senegal (g), Solomon Islands (g, o) and Vanuatu (g, o).</p> <p>Example: The Ministry of Labour and the Ministry of Youth in the Solomon Islands financed a business plan competition for Start and Improve your Business (SIYB) graduates and established a mentoring service to support them in their business development.</p>	<p>Provided technical assistance to build capacity of local organizations to promote and deliver Start and Improve your Business (SIYB) training. Adapted manuals and tools, conducted trainings of trainers.</p>

Indicator (ii): Number of organizations and multinational enterprises that apply ILO technical assistance or training to integrate the principles of the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy within their programmes, operations or organizational policies

Target: 30 organizations.

Result: 47 organizations.

Results	ILO contribution
<p>Argentina, Brazil, Chile, Paraguay, Uruguay: Government, employers' and workers' organizations enhanced the capacity of their staff to apply principles of the MNE Declaration.</p> <p>15 organizations (5 g, 5 e, 5 w)</p>	<p>Organized, with the Ministry of Labour of Argentina, a Mercosur subregional forum which included group discussions and capacity-building workshops on the MNE Declaration. Brought together 50 multinational enterprises from the participating countries to exchange experiences and learn about the ILO's approach to corporate social responsibility.</p>
<p>Argentina, Ghana: Government, employers' and workers' organizations created tripartite country-level dialogue structures for addressing the policy implications of the MNE Declaration.</p> <p>14 organizations (10 g, 2 e, 2 w)</p>	<p>Provided technical assistance to constituents to develop a dialogue platform. Organized capacity-building workshop with nine government agencies (Argentina).</p>
<p>Belgium, Finland, Norway, Switzerland, Zambia: Bilateral development financial institutions (in Belgium, Finland, Norway, Switzerland), a multilateral development financial institution and ten local banks (in Zambia) enhanced the knowledge of their investment officers on how to apply ILO tools to integrate principles of the MNE Declaration into their investment decisions.</p> <p>15 organizations (5 g, 10 o)</p>	<p>Developed training and tools and trained lending officers on how to integrate the principles of the MNE Declaration in their lending practices. Ongoing technical assistance as needed is under way.</p>
<p>One multinational enterprise based in Germany and one based in Norway modified their global personnel policies, and one from the United Kingdom modified its supply-chain management policy to bring them into line with the MNE Declaration.</p> <p>3 organizations (3 multinational enterprises)</p>	<p>Through the Helpdesk, provided technical advice on how to strengthen multinational enterprises' policies.</p>

113. It should also be noted that with ILO assistance:

- In **Brazil, China, France, Germany, Italy, Jamaica, Japan, Norway, Pakistan, Russian Federation, South Africa, Spain, Sweden, Uruguay, United Kingdom, United States**, staff who conduct internal social audits in multinational enterprises based in these countries were trained to integrate the principles contained in the MNE Declaration in their work.
- In **Côte d'Ivoire, Guinea, Liberia, Sierra Leone**, Government, employers' and workers' organizations as well as multinational enterprises operating in these countries have been engaged in awareness-raising activities on the MNE Declaration, which will lead to policy recommendations.

Immediate outcome 2c.3: Increase the capacity of member States to develop post-crisis recovery programmes

Indicator (i): Number of member States in crisis situations that apply a coordinated package of ILO technical assistance, tools or approaches to develop employment-centred reconstruction and recovery programmes

Target: 10 member States.

Result: 16 member States (3 countries recorded results under more than one area).

114. Seven member States developed employment-centred reconstruction and recovery programmes in response to post-conflict situations: Democratic Republic of the Congo, Iraq, Lebanon, Liberia, Sierra Leone, Sri Lanka, Sudan.

115. Eight member States developed employment-centred reconstruction and recovery programmes in response to natural disasters and other crises: Bangladesh, Cambodia, China, Indonesia, Haiti, Pakistan, Peru, Philippines.

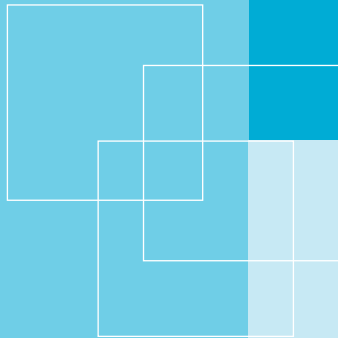
116. Four member States developed employment-centred reconstruction and recovery programmes for the reintegration of ex-combatants: Burundi, Democratic Republic of the Congo, Liberia, Sri Lanka.

117. Specific examples for this indicator include:

Result	ILO contribution
Bangladesh, Haiti, Philippines developed programmes based on post-disaster needs assessments.	Provided technical and financial assistance for assessments and initial employment recovery measures.
China implemented programme which established or re-established 2,400 SMEs, which created 14,107 jobs within one year following the 2008 earthquake in Sichuan Province. The programme approach is to be replicated in other areas by local government.	Provided continuous technical assistance to the programme. Managed programme evaluation.
Democratic Republic of the Congo launched Programme <i>Appui à la Réinsertion Économique Durable des Démobilisés</i> (ARED) II for economic reintegration of demobilized combatants, which received funding from the World Bank.	Provided technical inputs on the basis of the reintegration component of the UN Integrated Disarmament, Demobilization and Reintegration Standards.
Indonesia: Local government adopted EIIP strategies in Aceh and Nias provinces through Tsunami reconstruction activities.	Provided technical advice and training to local government institutions.
Lebanon implemented local economic recovery and development programme to create job opportunities in Palestinian refugee camps; established emergency employment offices in Nahr El Bared and Beddawi camps.	Provided technical assistance for establishment of emergency employment centre managed by the United Nations Relief and Works Agency for Palestine Refugees in the Near East. Provided short-cycle training for unemployed youth, as well as business management training, equipment and access to microfinance.
Liberia implemented an employment recovery programme.	Provided technical assistance and capacity building to establish Liberian Emergency Employment Programme.
Peru reoriented post-earthquake programme towards economic and employment recovery.	Provided technical advice to Government on the basis of other ILO disaster responses.
Sri Lanka adopted national framework and national action plan for restoration of civilian life in Sri Lanka.	Provided technical advice on the national framework and action plan. Held tripartite consultations.

118. It should also be noted that with ILO assistance:

- **Burundi and Sierra Leone** are starting roll-out of the UN Policy for Post-Conflict Employment Creation, Income Generation and Reintegration developed under the co-leadership of the ILO and the UNDP.



SOCIAL PROTECTION

Mandate

“... the solemn obligation of the International Labour Organisation to further among the nations of the world programmes which will achieve (...) the extension of social security measures to provide a basic income to all in need of such protection and comprehensive medical care.”

(ILO Constitution, Declaration of Philadelphia)



Strategic objective

*Enhance the coverage and effectiveness
of social protection for all*

INTERMEDIATE OUTCOMES



Social security



Safety and health
and working conditions



Labour migration



HIV/AIDS

Strategic objective: Enhance the coverage and effectiveness of social protection for all

Resources for social protection in 2008–09 (US\$)

Regular budget expenditure	95 913 776
Extra-budgetary expenditure*	53 925 774
Total	149 839 550

* Excluding agency costs, provision for cost increases and contingencies. And excluding the cross-cutting activities.

119. The global economic crisis has increased the recognition of the role of stabilizers played by social protection systems. For example, member States have variously extended the entitlement period or coverage of unemployment benefits (Brazil, Canada, Chile, Costa Rica, Portugal, United States) and their cash benefit schemes (Argentina, China, India, Nepal). In response to the crisis, the Global Jobs Pact provides a blueprint to strengthen synergies further with the other strategic objectives, especially that on securing decent employment. It highlights emergency priority measures to protect the most vulnerable groups, not least in the informal and rural economy.

120. In line with the spirit of the ILO Declaration on Social Justice for a Fair Globalization and of the Global Jobs Pact, efforts to achieve the strategic objective were integrated into Office-wide initiatives, and global partnerships and policy dialogue with other international, regional and national institutions were intensified across the range of social protection concerns.

121. Cross-cutting work on the informal economy focused on improving statistics on social protection, better understanding linkages between social transfers and employment policies, linking workplace improvements and productivity, and increasing labour market access for people affected by HIV/AIDS.

122. New research undertaken by the Office demonstrated the feasibility of the Social Protection Floor, which is an integral component of the Global Jobs Pact. The concept was adopted as one of the nine joint crisis initiatives endorsed by the CEB, in which the ILO and WHO were chosen as co-lead agencies. As the ILO's Tripartite Meeting of Experts on Strategies for the Extension on Social Security Coverage confirmed, the social transfer component of the Floor was also an essential dimension of the ILO's Global Campaign on Social Security and Coverage for All and of national social protection strategies and plans.

123. The Office provided guidance and technical support on HIV and AIDS in the world of work in over 80 countries. HIV/AIDS issues were incorporated into almost 50 Decent Work Country Programmes. The likely development of a new international labour standard recognizing HIV/AIDS as an occupational disease will advance a wide range of social protection issues.

124. Efforts were intensified to assist member States in implementing OSH policies based on the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187), and the global strategy on occupational safety and health. Partnerships with governmental and non-governmental organizations were developed to promote OSH standards and strengthen national prevention capacities.

125. A *Global Wage Report 2008/09* and its 2009 update, and a new global wages database covering 80 countries, provided the foundation for policy advice to constituents in China, Costa Rica and Philippines, among others. A policy brief on work sharing for the 2009 Session of the Conference generated substantial interest in working time arrangements as a job preservation strategy, as was reflected by their inclusion in the Global Jobs Pact.

126. The ILO continued to support countries in developing gender-sensitive labour migration policies drawing on principles of the Multilateral Framework on Labour Migration. Work in this area focused on the promotion of the ILO's rights-based approach, strengthening links between migration policy and other decent work dimensions through Office-wide collaboration, and furthering partnerships with other international organizations.

Intermediate outcome 3a: More people have access to better managed social security benefits

Resources for intermediate outcome 3a in 2008–09 (US\$)

Regular budget expenditure	33 727 328
Extra-budgetary expenditure*	13 275 435
Total	47 002 763

* Excluding agency costs, provision for cost increases and contingencies. And excluding the cross-cutting activities.

Main achievements

127. The biennium saw increasing relevance of ILO policy on the extension of social security and social health protection owing to the financial and economic crisis. The role of international social security standards in guaranteeing rights-based social security was reinforced, with Brazil and Bulgaria ratifying Convention No. 102 and Parliament in Romania and Uruguay adopting a law on its ratification. The need for a minimum level of social security guarantees in the form of a social protection floor was built into the priorities identified by national and global social policy discussions and decisions.

128. At the global level, the concept of a social protection floor was highlighted in the ILO Declaration on Social Justice for a Fair Globalization, in the Global Jobs Pact and as one of the nine joint crisis response initiatives endorsed by the CEB. The ILO was chosen, together with the WHO, as the co-lead agency for the CEB Social Protection Floor Initiative. Under this co-leadership, the first version of a manual and strategic framework for joint country programmes was developed by the cooperating agencies and development partners.

129. At the national level, countries incorporated elements of the social protection floor in their Decent Work Country Programmes, social protection strategies and social development plans. The ILO also provided its support to the social dialogue process. Burkina Faso started setting up a universal health insurance system, China and India extended social health protection, and Zambia began to introduce basic old-age pensions nationwide.

130. Capacity building for constituents in financial planning and management of social security systems was reinforced through the QUATRRAIN Americas programme and the RBSA-financed QUATRRAIN Africa programme. The knowledge base was strengthened and a global output was developed to support the ILO's technical advisory services to constituents: *Extending social security to all: A review of challenges, present practice and strategic options*. A second output, Social security around the world – Facts and figures, will be finalized in January 2010.

Challenges, lessons learned, implications for the future

131. A prerequisite for implementing a social protection floor in developing countries is that governments and stakeholders themselves appreciate that the economic cost entailed does not have to be prohibitive. The Office accordingly continued to focus on defining the concept itself, demonstrating the fiscal and financial feasibility of universal basic protection in low-income countries and providing technical support and advocacy to constituents (Burkina Faso, Mozambique, Sri Lanka, Zambia).

132. Experience has shown the relevance of comprehensive technical assistance provided by the Office, ranging from support for national social policy development to support for good governance of social security systems and the enhancement of the capacity of constituents. Technical support which was provided in conjunction with capacity building of national officials and follow-up assistance laid the basis for country ownership of programmes and tools. However, this requires major follow-up assistance and support over months and sometimes years.

133. Experience also confirmed that partnerships are vital to move the social security agenda forward and to mobilize additional resources and technical capacity. Specific cases in point included the extension and reinforcement of international and regional partnerships, such as the GTZ-ILO-WHO Consortium on Social Health Protection in Developing Countries, the Providing for Health (P4H) Initiative, and the Executive Secretariat of the Community of Portuguese-Speaking Countries.

134. Among the factors that affected the ILO's work and will influence future work are the financial and economic crisis and its consequences and the wide-ranging support for the Social Protection Floor Initiative. In Mozambique the ILO's programme Strategies and Tools against Social Exclusion and Poverty is leading the One UN response to the food crisis. The crisis, coupled with the ILO Declaration on Social Justice for a Fair Globalization and the Global Jobs Pact, called for a reorientation of the focus of advisory services, with requests from constituents for the development of individual components of the social protection floor (Burkina Faso, Ecuador, Mozambique, Sri Lanka) and of unemployment insurance schemes (Nepal, Sri Lanka). The challenge is now to make available a mechanism to guide improvements in social security coverage in member States.

135. As co-lead agency of the CEB joint crisis initiative on the social protection floor, the ILO provided support by organizing the first joint UN agency and donor agency meeting, which developed a manual on the strategic framework for joint UN country operations. Future advisory services to constituents on the social protection floor will need to be integrated in a joint UN framework. Ensuring coherent policy coordination across UN agencies on this matter remains a challenging task. A clear focus on innovative capacity-building and knowledge-dissemination activities will be essential to expand the outreach of the campaign on social security and coverage for all.

Basic health care within the framework of the social protection floor in Burkina Faso

In the context of reforms for the extension of social security, the Government of Burkina Faso, with ILO assistance, introduced a universal health insurance scheme in 2008. The design of the scheme integrates various management specificities in order to take into account the special needs of workers in the formal and informal economy. Financed by a mix of taxes and contributions, the scheme will promote access to basic health care within the framework of the social protection floor and will rely on cooperation across UN agencies and development partners.

Immediate outcome 3a.1: Increase member State capacity to develop policies focused on improving social security systems

Indicator (i): Number of member States that apply ILO technical assistance to generate comprehensive social security data

Target: 50 member States.

Result: 51 member States.

Result	ILO contribution
Argentina, Australia, Azerbaijan, Bangladesh, Barbados, Belize, Bhutan, Brazil, Burkina Faso, Burundi, Cambodia, Canada, Chile, China, Cyprus, Fiji, Hungary, India, Indonesia, Israel, Japan, Jordan, Republic of Korea, Lao People's Democratic Republic, Macedonia, Malaysia, Maldives, Malta, Mauritius, Mexico, Republic of Moldova, Mozambique, Namibia, Nepal, New Zealand, Pakistan, Philippines, Poland, Senegal, South Africa, Saint Kitts and Nevis, Sri Lanka, United Republic of Tanzania, Thailand, Tunisia, Ukraine, Uzbekistan, Viet Nam, Zambia, Zimbabwe generated social security statistics for inquiry on social security.	Collected and disseminated social security data through the ILO's social security inquiry for national policy formulation.
Rwanda set up a system of management (database) of health mutual schemes.	Provided technical assistance for analysis of information and decision-making.

Indicator (ii): Number of member States that apply ILO technical assistance to develop social security policies that extend coverage to more people and/or increase the level or range of benefits

Target: 15 member States.

Result: 16 member States, and 1 subregion.

Result	ILO contribution
<p>Benin: Inter-ministerial committee in charge of implementing universal health insurance adopted a system which will cover formal and informal economies and will implement social transfers. Trade unions adopted a strategy within the framework of a tripartite policy for the extension of social protection to the informal economy.</p>	<p>Provided technical assistance in drafting document on universal health insurance (principles, mechanisms, etc.) and on country experiences (schemes, lessons learned, etc.). Provided capacity building of trade unions on the extension of social protection and universal health insurance.</p>
<p>Brazil adopted law on micro- and small enterprises and improved efficiency of social security system, which led to an increase in formal employment and hence an increase in number of workers covered by social security.</p>	<p>Signed a Memorandum of Understanding with Ministry of Social Security to increase social security coverage by 20 per cent by 2015. Provided technical assistance and institutional support for creation of working group to design policies to close gaps in social protection coverage.</p>
<p>Burkina Faso: Council of Ministers adopted a project for a universal health insurance system, which is the first step in implementation of social protection floor. Appointed an inter-ministerial committee on universal health insurance that includes representatives of the social partners and civil society. Established permanent secretariat in charge of monitoring the project.</p>	<p>Provided support in designing universal health insurance system. Drafted technical note and various studies on the system. Provided technical support to permanent secretariat and for resource mobilization.</p>
<p>Cambodia implemented an employment injury insurance scheme from November 2008 in the region of Phnom Penh, Kandal and Kampong Speu.</p>	<p>Provided technical assistance and organized tripartite workshop and fellowship training on employment injury insurance for tripartite constituents. Provided in-depth technical advice to Cambodian Federation of Employers and Business Associations (CAMFEBA) in Phnom Penh.</p>
<p>Cameroon: Three new mutual health schemes were created in women's savings and credit cooperatives in Douala, Sa'a and Yaoundé – a potential membership of 13,000 persons.</p>	<p>Provided technical and financial assistance for feasibility study and its implementation. Provided capacity building on ILO tools for operation and management of the schemes.</p>
<p>China implemented policies on the extension of social security coverage and achieved universal health insurance coverage. Three health insurance schemes were established: health insurance for urban employees, health insurance for urban residents, and new medical care insurance for farmers.</p>	<p>Provided comments on draft national social insurance law and held tripartite workshop. Made contribution to unified UN recommendations on health sector reform. Provided technical assistance on actuarial practice for the public social security sector to reinforce financial governance of public social security system. Made recommendation on policy, legal framework and effective social security coverage of internal migrant workers.</p>
<p>Democratic Republic of the Congo set up five mutual health systems which became operational.</p>	<p>Provided capacity building to governing board and administrators of the systems. Provided technical support to mutual health schemes and for the drafting of law on mutual health schemes.</p>
<p>Ecuador reformed constitutional texts with respect to social security, focusing on universal social security by extending coverage of family health insurance to children of the insured (up to age 6).</p>	<p>Provided technical support in designing and drafting legal texts. Helped the Social Security Institute to promote universal access to basic pensions and health care.</p>

Result	ILO contribution
<p>Guinea-Bissau: Ministry of Women, Family and Social Cohesion and Fight against Poverty developed a strategic and operational plan on social protection.</p>	<p>Provided technical support for development of the plan and capacity building for Ministry staff.</p>
<p>Honduras developed national social security strategy and implementation plan. Board of directors endorsed increase of maximum ceiling for contributions. Improved coverage and protection through system of notification and registration of employment injuries and sickness. Extended coverage to independent workers of central market of Tegucigalpa through special scheme and progressive affiliation with Social Security Institute.</p>	<p>Provided technical support in drafting the national social security strategy and implementing the plan. Provided technical assistance to board of directors and prepared actuarial studies on pensions and health. Made proposal regarding system of notification and registration of employment injuries and sickness, as well as legal, operational and policy proposals for improving the special scheme and for progressive affiliation.</p>
<p>India enacted Unorganized Workers' Social Security Act and set up national health insurance scheme for families below poverty line.</p>	<p>Provided technical assistance on drafting the Social Security Act, the national health insurance scheme, and the social security report and final report of the National Committee on Enterprises in Unorganized Sector. Carried out training and case studies on social security and began study of maternity protection coverage.</p>
<p>Jordan developed new social insurance bill aimed at extending social security coverage (inclusion of workers in small enterprises, introduction of maternity benefit scheme).</p>	<p>Provided technical assistance on actuarial matters and on design of maternity insurance branch.</p>
<p>Mozambique developed national basic social protection strategy and strengthened capacity of National Institute for Social Action to implement, manage, monitor and evaluate social protection programmes.</p>	<p>Provided training in basic principles of social protection and technical assistance on draft strategy and held consultations. Collaborated with partners on a paper on social protection. Held public discussions on the impact of the economic crisis on the most vulnerable segments of the population.</p>
<p>Peru: Social health insurance scheme (ESSALUD) and National Coffee Board signed agreement on inter-institutional cooperation which increased coverage by 42,000 families (more than 200,000 people), thereby reaching more than 500,000 persons in urban districts of Lima.</p>	<p>Provided technical assistance to ESSALUD and National Coffee Board. Helped social partners to promote a non-contributive pension scheme for poor and elderly, and published a study on the subject.</p>
<p>Senegal: Under guidance of Ministry of Health and Ministry of Transport, workers from road transport sector set up mutual health insurance (<i>TransVie</i>) covering primary and secondary health care (4,000 beneficiaries in July 2009).</p>	<p>Provided technical assistance for implementation of <i>TransVie</i>. Trained technical experts and members of the scheme and supported computerization of management.</p>
<p>Viet Nam prepared implementation decrees for Social Insurance Act. Unemployment Insurance Decree entered into force.</p>	<p>Provided technical assistance on preparing implementation decrees under the Act. Provided capacity building on unemployment insurance legislation and administration of the new scheme. Drafted manual on implementation of unemployment insurance.</p>
<p>Western Africa subregion: Council of Ministers of West African Economic and Monetary Union (UEMOA) adopted regulations on social mutual organizations (Dakar, June 2009).</p>	<p>Provided technical assistance to the UEMOA on the regulations, for presentation to the Sectoral Council of Ministers and for implementation.</p>

136. It should also be noted that with ILO assistance:

- **Argentina:** The Central Federation of Argentine Workers (CTA) is deploying a national information campaign on workers' right to social protection and on ratification of Convention No. 102.
- **Plurinational State of Bolivia** has drafted a Bill on comprehensive reform of the social security system.
- **Chile:** The Single Federation of Workers (CUT) endorsed the process of social security reform.
- **Malawi:** A national social support policy has been submitted to Cabinet for approval.
- Nepal drafted a bill on national social security organization and a new Unemployment Insurance Act.
- **Serbia:** Efforts to build nationwide consensus on pensions are being pursued through a working group to develop pension reform policy.
- **Sri Lanka:** The National Tripartite Committee on Social Security, reconvened under the auspices of the Ministry of Labour Relations and Manpower, formulated proposals for establishing a national employment insurance scheme.

Immediate outcome 3a.2: Improve member State capacity to manage social security schemes and to implement policies focused on improving social security systems

Indicator (i): Number of member States that either apply ILO technical assistance or tools to give effect to the principles of ILO standards of social security or use ILO tools to increase administrative efficiency, effectiveness and financial sustainability

Target: 10 member States.

Result: 18 member States.

Result	ILO contribution
Angola, Brazil, Cape Verde, Guinea-Bissau, Mozambique, Portugal, Sao Tome and Principe, Timor-Leste utilized Information Centre on Social Protection to implement social security policies.	Created and updated the Information Centre on Social Protection web site, in partnership with Community of Portuguese-speaking Countries.
Cape Verde established an Actuarial and Statistics Unit in the National Social Security Institute and strengthened its capacity to carry out quantitative studies.	Prepared working plan and terms of reference for the Unit, created statistical information and data exploitation tools, provided support for implementation of work procedures, and provided training for National Social Security Institute staff.
Cape Verde, Mozambique, Portugal used Learning and Resources Centre on Social Inclusion platform to support policy implementation and training of national actors.	Developed the Learning and Resources Centre on Social Inclusion, an Internet-based platform that provides documentation and facilitates collaborative work and knowledge sharing on social protection and social inclusion.
Cyprus: Department of Social Insurance completed actuarial valuation of social insurance scheme.	Conducted peer review of actuarial valuation.
Ecuador: Governing Board of Ecuadorian Social Security Institute approved regulations on affiliation and collection of contributions.	Conducted evaluation of social security system and provided technical assistance to the Ecuadorian Social Security Institute on management of affiliation, contribution collection, monitoring and inspection.

Result	ILO contribution
Ghana: Social Security and National Insurance Trust improved financial governance of pension system, based on actuarial valuation using ILO pension model. Financial governance of health insurance system improved through planning of expenditures and financing for the entire health-care system in the medium term, using ILO health budget model.	Provided technical assistance and conducted peer review of actuarial valuation. Trained officials from Ministry of Health and National Health Insurance System. Designed framework for delivery of cash benefits to indigent and poor pregnant women and mothers with children under the age of 5 in district of Dangme West.
Greece: National Actuarial Authority undertook actuarial valuation of pension schemes to improve financial governance and enhanced staff's capacity to conduct actuarial valuations.	Provided technical assistance in organizing data collection, analysis and preparation of actuarial model, valuation and capacity building.
Nicaragua: National Social Security Institute used ILO actuarial model on employment injury and sickness and on pensions.	Developed actuarial model. Provided technical assistance and capacity building for actuarial valuation of pension system and employment injury scheme.
Romania, Uruguay adopted law on ratification of Convention No. 102.	Provided technical assistance for ratification process. Prepared report on ratification of Convention No. 102 to tripartite constituents, social security institution and Senate (in Uruguay).
Saint Lucia: National Insurance Fund undertook actuarial valuation to improve financial governance and enhanced staff's capacity to conduct actuarial valuations of pension scheme.	Provided training for Fund staff and technical assistance for actuarial valuation. Formulated recommendations on improving benefits and financial governance.
United Republic of Tanzania adopted new legislation for a pension regulator that incorporates recommendations by the ILO.	Provided technical advice on formal social security schemes. Prepared social protection expenditure and performance review and social budget report.
Thailand: Ministry of Health improved financial management of health-care system. Trade unions enhanced knowledge and capacity.	Provided technical advice on governance of health-care system. Published 12 reports and organized workshop for trade union leaders.

137. It should also be noted that with ILO assistance:

- **Brazil, Bulgaria, Uruguay** ratified Convention No. 102.
- **Nicaragua** drafted a proposal for reform of the pension system that will be used in the social dialogue process.
- **Zambia** developed a proposal on extending social protection coverage which took into account findings and recommendations of social protection expenditure and performance review and social budget report. It also generated discussion among ministries and donor agencies, including UN agencies, on the introduction of a universal old-age pension and child benefits. Child benefits will be introduced in some districts.

Indicator (ii): Number of member States in which officials trained by the ILO for good governance, planning and management of social security, enter, or remain in, the employment of social policy-making bodies

Target: 15 member States.

Result: 26 member States.

Result	ILO contribution
Albania strengthened management capacity of tripartite social security board.	Organized tripartite workshop on social security administration and governance.
China enhanced capacity of staff of Social Insurance Administration.	Provided technical assistance for development of actuarial model, management of health insurance schemes and capacity building.
Ghana enhanced capacity of ministry and health insurance scheme to use ILO health budget model as diagnostic tool for governance and policy design.	Provided technical support, tools training.
Kazakhstan enhanced capacity and understanding of tripartite social partners regarding conclusion of bilateral agreement on social security.	Organized training on bilateral agreement.
Lesotho, Mozambique, Namibia, Nigeria, Sierra Leone, Zambia: Members of tripartite governing bodies (trustees, directors, etc.) and pension fund regulators and supervisors were trained in financial governance of social security schemes.	Provided capacity building through QUATRAN Africa programme
South Africa: Capacity of pension planners, managers, government officials and workers' organizations to design and manage pension schemes was enhanced.	Organized workshop on pension schemes for planners, managers and staff from Department of Social Development and Congress of South African Trade Unions.
Syrian Arab Republic established national inter-ministerial task force on social security statistics and enhanced capacity of government officials and social partners in respect of social security matters.	Provided capacity building for government officials and social partners in respect of pension policies, social security financing, social security statistics and self-monitoring.
United Republic of Tanzania, Zambia: Ministries of Labour established network of experts on social protection. Capacity of national officials was enhanced.	Provided training on social budget and social protection expenditure and performance review.
Thailand enhanced capacity of Ministry of Health and related agencies to manage health-care system.	Provided training under ILO/University of Maastricht Masters Course on Social Policy Financing and Social Policy Development.
Caribbean islands (Anguilla, Antigua and Barbuda, Aruba, Barbados, Belize, Bermuda, Dominica, Guyana, Jamaica, Saint Kitts and Nevis, Saint Lucia, Suriname): Enhanced knowledge of actuarial methods and social security financing among non-specialists from national insurance offices, social security offices, governments and employers' and workers' organizations.	Under QUATRAN programme, organized tripartite workshop in Jamaica for participants from nine countries and three territories, in collaboration with Turin Centre and University of the West Indies.

Intermediate outcome 3b: Safety and health and working conditions in workplaces are improved

Resources for intermediate outcome 3b in 2008–09 (US\$)

Regular budget expenditure	43 327 954
Extra-budgetary expenditure*	7 125 545
Total	50 453 499

* Excluding agency costs, provision for cost increases and contingencies. And excluding the cross-cutting activities.

Main achievements

138. In the area of occupational safety and health, significant progress was made as follows:

- development of a systematic and strategic approach to OSH provided for in the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187) – developing OSH profiles, policies and programmes;
- adoption of ILO OSH management systems and improved labour inspection practices;
- ratification of Convention No. 187 and other OSH Conventions;
- adoption or drafting of new OSH laws;
- improvements in OSH and working conditions, particularly in agriculture, construction and SMEs;
- support to international OSH events and products, such as the World Congress on Safety and Health at Work, the Seoul Declaration on Safety and Health at Work, the World Day for Safety and Health at Work, and the International Conference on Implementing Occupational Safety and Health Standards Globally, held in Düsseldorf, as well as the revision of the *Encyclopaedia of Occupational Health and Safety*, and the International Occupational Safety and Health Information Centre (CIS) global network system.

139. The strategies that contributed to the achievements in the various member States were based on the provisions of Convention No. 187 and on the principle that global competition should not lead to a lowering of OSH standards. Gender dimensions of OSH programmes were identified. Social dialogue was crucial to the development of national strategies; policies and programmes were developed through tripartite consultation. The constituents, especially workers' and employers' organizations, benefited from being able to offer OSH services to members and to improve OSH conditions at workplaces through training on risk management, and by applying tools such as Work Improvement in Small Enterprises (WISE) and Work Improvement in Neighbourhood Development (WIND).

140. With regard to working conditions, the main achievements were as follows:

- The ILO expanded and consolidated its knowledge base on wages. A number of new products became available, including the *Global Wage Report 2008/09* and its 2009 update, a global wages database covering 80 countries and a new training course on wage policies that was incorporated into the Turin Centre's regular activities. These actions generated a series of advisory missions, resulting in some countries reforming their minimum wage fixing mechanisms.
- The Office produced innovative and more user-friendly tools as part of its effort to provide enhanced services to constituents. To that effect, a streamlined and more easy-to-use database of laws on conditions of work and employment was launched. A new policy brief, *Work sharing: A strategy to preserve jobs during the global jobs crisis*, paved the way for providing policy and technical advice to constituents in selected countries that are implementing or considering work-sharing programmes.
- While gender was mainstreamed in all working conditions activities, linking maternity protection at work to the MDGs was a significant achievement and an important policy gain. The ILO worked with other UN agencies both globally and at the country level to link maternity protection at work

to MDG 3 (gender equality), MDG 4 (reducing child mortality) and MDG 5 (improving maternal health). In 2008 ratification of the Maternity Protection Convention, 2000 (No. 183), was included among the indicators of the UN's Countdown to 2015 global initiative, which monitors health systems and policy environments with a view to improving maternal, newborn and child health.

- Expanded collaboration with other regional international organizations enabled the Office to mainstream the ILO's approach to working conditions in the policies, products and operations of other institutions. Work with the European Foundation for the Improvement of Living and Working Conditions, for example, led to the development of a global module for a survey on working conditions.

Challenges, lessons learned, implications for the future

141. Decent Work Country Programmes were used as a framework for defining and prioritizing outcomes in the area of occupational safety and health. This facilitated the identification of constituents' needs and the focus on practical action. Social dialogue to develop OSH programmes, along with a logical step-by-step approach, was crucial both to developing national programmes and to implementing them at the local level. Local-level participatory training, in which participants are encouraged to identify priority issues and solutions themselves, was easier to implement and its results particularly appreciated. Tripartism and inter-ministerial cooperation were crucial to greater impact on policy and programme development.

142. Some countries benefited from timely funding opportunities, but in others a lack of funding made it difficult to pursue a systematic and strategic approach to OSH improvements. Although some countries or regional groupings placed high priority on OSH, others need motivational input to commit themselves to mainstreaming it in other areas of decent work and highlighting its impact on employment and economic development and vice versa. This will be taken into account in the next biennium.

143. Another major challenge stemmed from the indicators set out in the strategic framework for 2008–09. Throughout the biennium they proved to be confusing and inadequate for measuring results. In addition, the targets were much too high, and this led to underachievement and to somewhat limited interventions. These problems have been taken into account in the strategy for 2010–11, which will focus on in-depth interventions in a smaller number of member States in order to achieve a significant impact on working conditions.

144. In the area of working conditions, the Global Wage Report and related statistical and analytical work set the stage for establishing the ILO as the global centre of competence on wage issues. Through the newly created wage database, the ILO regained its position as an international clearing house for global wage data. It is also now better placed to provide constituents with empirically grounded policy advice on wage issues.

145. The biennium saw a shift in the ILO's strategy towards greater emphasis on the provision of policy advice to ILO constituents. For example, the timely preparation of the policy brief on work sharing for the 2009 Session of the Conference, mentioned above, helped generate interest in work sharing and related working time arrangements as a job preservation strategy, as reflected by their inclusion in the Global Jobs Pact. In addition, subregional approaches in Central America, Central Asia and the Western Balkans helped build constituent capacity and provide policy advice with respect to wage and working time issues.

146. Investing in institutional ownership and social dialogue took considerable time and energy but contributed greatly to results. For example, collaboration across the Office, including the Bureaux for Employers' and Workers' Activities in the framework of the ILO's work to improve job quality in Africa, helped to bring the social partners fully on board and to align ILO interventions with their priorities. The strong focus on both tripartism and policy reform lent legitimacy to this work, while permitting the timely delivery of assistance.

147. Taking into account the growing number of requests for assistance in this area, strengthening the Office's capacity to deliver services on the ground remains an important challenge. To that end, the Office will emphasize the establishment and development of a group of wage experts in countries and regions, as well as partnerships both within the ILO and with other organizations. Capacity-building activities for national partners that implement programmes and activities will be built into field work from the planning stage.

Improving working and living conditions of small farmers in Kyrgyzstan

In Kyrgyzstan, the ILO WIND programme motivated the Government and the social partners to help small farmers in rural areas improve their working and living conditions. Kyrgyzstan now has a sustainable WIND training and information system. The participating farmers are able to improve productivity through better vocational skills and organized cooperatives. Improved income generation and access to microfinance will decrease migration to urban areas and abroad. The pilot villages will function as a model for multiplying the experience in other parts of the country. The WIND+ concept, as a platform to facilitate collaboration across the ILO's strategic objectives, will be combined with activities aimed at eliminating child labour in agriculture, increasing youth employment and providing assistance for employability and job creation, in order to reduce the need to migrate for work.

Immediate outcome 3b.1: Increase constituent capacity to develop or implement policies and programmes on improving working conditions and safety and health at work

Indicator (i): Number of member States in which constituents apply ILO knowledge or tools to develop policies on improving working conditions, safety and health

Target: 20 member States.

Result: 17 member States.

Result	ILO contribution
Armenia developed minimum wage and public sector pay policies, and formulated policy options for reforms.	Provided technical and financial support for the review process. Organized a tripartite national workshop and provided advisory services.
Armenia, Kazakhstan, Kyrgyzstan, Tajikistan, Ukraine approved national OSH profile.	Organized conferences and training seminars and provided advice on the drafting of the OSH profile.
Barbados established a national minimum wage level.	Provided technical advice and training on relevant indicators to Ministry of Labour and Immigration in collaboration with the Turin Centre.
Burundi: The tripartite commission on the harmonization of public sector wages submitted policy proposals to the President, which contributed to reducing social tension.	Provided ad hoc technical support to the commission.
Chile revised the country's minimum wage level.	Made a technical recommendation that was acknowledged in Presidential Decree No. 597-357.
China adopted a national OSH policy, focusing on a preventive safety culture promoted by a nationwide hazards identification and risk assessment campaign.	Promoted Conventions Nos 187 and 161 through a study and regional meeting. Updated national OSH profile and supported promotional activities.
Dominican Republic, Nicaragua, Panama: Trade union federations conducted workplace campaigns and collective bargaining using ILO material on OSH.	Designed and tested material in collaboration with Trade Union Institute for Central America and the Caribbean and trade union confederations.
Kazakhstan: The Ministry of Labour strategy for 2009–11, including management systems based on the GOST intergovernmental standard, entered into force.	Organized seminars on OSH management systems and risk assessment.

Result	ILO contribution
Mexico: Ministry of Labour, Ministry of Health and Social Security Institute adopted guidelines on influenza prevention at work, which were distributed in workplaces and implemented by employers' and workers' organizations.	Provided technical assistance through experts, consultancy missions and documents. Participated in and co-sponsored the International Congress on Women, Health and Work (November 2008).
Mongolia revised minimum wage law.	Provided technical assistance for the revision process in collaboration with the Turin Centre.
Philippines: Tripartite Commission submitted a proposal regarding hourly minimum wages to Parliament.	Provided technical assistance on introduction of hourly minimum wages and review of the minimum wage system.
Sri Lanka undertook a series of wage policy reforms. National Tripartite Labour Advisory Council completed tripartite negotiations on wage increases.	Conducted several advisory missions and prepared a policy report. Participated in two meetings in the Council.
United Republic of Tanzania: ILO constituents adopted a tripartite policy statement on job quality to improve labour legislation and establish a National Tripartite Committee on Working Conditions.	Carried out a national review of the regulatory framework for working conditions. Developed a survey instrument and methodology for measuring working conditions, conducted workshops and provided policy advice.

148. It should also be noted that with ILO assistance:

- **China and Paraguay** are engaged in minimum wage policy reforms.
- **Viet Nam** is considering undertaking minimum wage policy reform.

Indicator (ii): Number of member States that, with ILO technical assistance, ratify Conventions or strengthen the application of ILO standards on safety and health, labour inspection and working conditions (including adopting laws or regulations; establishing regulatory bodies or tripartite advisory bodies; or strengthening regulatory bodies or tripartite bodies)

Target: 50 member States.

Result: 42 member States (some are listed under more than one category).

149. Twenty-six member States ratified ILO Conventions (53 ratifications): Bahrain (No. 155), Burkina Faso (No. 184), Cuba (No. 187), Cyprus (No. 187), Czech Republic (No. 187), Denmark (No. 187), Fiji (Nos 81, 155 and 184), Finland (No. 187), Iceland (Nos 81 and 129), India (No. 174), Kazakhstan (No. 167), Republic of Korea (Nos 155 and 187), Latvia (No. 183), Luxembourg (Nos 81, 115, 119, 120, 127, 129, 136, 139, 148, 161, 162, 167, 170, 171, 174, 176, 183, 184, and Protocol 155), Madagascar (No. 171), Netherlands (No. 183), Niger (Nos 155, 161 and 187), Panama (No. 167), Peru (Nos 127 and 176), Serbia (Nos 167 and 187), Slovakia (Nos 81 and 129), Spain (No. 187), Sweden (No. 187), Syrian Arab Republic (No. 155 and Protocol), Ukraine (No. 153), United Kingdom (No. 187).

150. Five member States adopted laws or regulations to improve working conditions and safety and health at work: Egypt (mining sector), Mexico (five new national OSH norms adopted, including a labour standard on OSH in the sugar industry), Republic of Moldova, Mongolia (list of occupations and workplaces prohibited for children), Viet Nam (working conditions in SMEs).

151. Eleven member States strengthened labour inspection systems through training, inspection audits and action plans: China, Egypt, Ethiopia, India, Kazakhstan, Lao People's Democratic Republic, Mexico, Republic of Moldova, Oman, Peru, Swaziland.

152. Six member States established or strengthened tripartite bodies on OSH and working conditions: Côte d'Ivoire (new observatory on occupational accidents and diseases), Egypt (resumed tripartite dialogue on OSH), Mexico (strengthened tripartite OSH commission), Paraguay (strengthened tripartite committee on women's participation in the labour market), Philippines (new inter-agency committee to consolidate efforts to reduce tuberculosis among workers), Suriname (strengthened the Tripartite Committee on Minimum Wages).

153. Two member States developed tripartite action plans on work and family: Chile, Paraguay.

154. Specific examples for this indicator include:

Result	ILO contribution
Egypt adopted regulations on working conditions; established national steering committee in mining sector in El Minia governorate; developed action plan on labour inspection on the basis of ILO audit. Ministry of Manpower and Migration and social partners resumed tripartite dialogue on national policy on OSH and a programme for its implementation.	Provided technical assistance to Ministry on drafting regulations, establishing tripartite national steering committees, conducting inspection audits and preparing action plans. Facilitated dialogue through tripartite workshop.
Kazakhstan ratified Convention No. 167; adopted OSH management systems based on the GOST intergovernmental standard; strengthened inspection skills of inspectors, in light of new action plan and ILO audit.	Organized seminars on OSH management systems and risk assessment. Provided technical assistance for labour inspection audit.
Mexico adopted five new national OSH norms, including labour standard on OSH in the sugar industry; strengthened inspection skills of inspectors. Tripartite national OSH Commission has developed into key platform for consistent national OSH policy.	Provided comments on draft laws. Provided technical assistance for inspection audits and action plans. Developed online courses for labour inspectors. Provided technical assistance to Ministry of Labour and Social Security and OSH department on Commission.
Republic of Moldova adopted a new law on OSH; strengthened inspection skills of labour inspectors, in light of new action plan and ILO audit. Employers' organization added OSH risk management training to services offered to members and conducted training courses.	Provided extensive review and comments on draft law. Provided technical assistance on inspection audits and action plan. Trained trainers of employers' organization in risk assessment and management.
Oman strengthened labour inspectors' capacity to settle disputes and handle conflicts.	Organized training workshops on OSH, dispute settlement, conciliation and mediation.
Paraguay: Tripartite Commission on Equal Opportunities developed national plan of action on work and family and introduced plan for monitoring implementation of Convention No.156.	Provided technical support and held training workshops on plan for monitoring Convention No. 156. Carried out study of work and family and organized tripartite discussion of its results and recommendations.

155. It should also be noted that with ILO assistance:

- **Albania, Armenia** are drafting OSH legislation.
- **Kiribati** is in the process of approving new OSH legislation.

Indicator (iii): Number of member States in which constituents with ILO technical assistance develop programmes; establish regulatory bodies or tripartite bodies; strengthen regulatory bodies or tripartite bodies; strengthen employers' or workers' organizations; or strengthen workplace-oriented support services to facilitate the implementation of programmes

Target: 30 member States.

Result: 23 member States and 1 subregion.

Result	ILO contribution
Albania: Trade unions developed OSH workplan.	Organized training workshops for trade unions.
Argentina: Working conditions improved in SMEs through development of training capacity and application of WISE methodology.	Organized a series of trainer training courses and capacity-building workshops for SMEs.
Cambodia launched first national OSH programme and completed physician training module. The drafting of national OSH profile is under way.	Provided technical assistance on drafting of OSH programme and training module. Supported training of trainers on WISE, WIND and Work Improvement in Small Construction Sites (WISCON).
Chile: Labour Directorate endorsed OSH programme and strengthened OSH committees.	Trained government and trade union trainers in identification of occupational hazards. Disseminated ILO guidelines on training of people of different abilities.
China launched national campaign to promote preventive safety culture and risk management, and improve OSH in small enterprises. Ministry of Human Resources and Social Security, All-China Federation of Trade Unions and China Enterprise Confederation increased their knowledge and capacity to induce policy change on pay equity, maternity protection and work and family issues.	Promoted WISE training of trainers for China Enterprise Confederation and trained 50 WISE trainers in improving OSH in small enterprises. Provided policy advice to constituents on work and family issues and published report entitled <i>Reconciling work and family: Issues and policies in China</i> (2009).
Cuba: Labour inspectors and OSH specialists used ILO risk assessment and risk management tools, particularly in high-risk sectors (construction, agriculture, electricity).	Conducted several sector-specific OSH workshops with the Ministries of Labour, of Construction and of Sugar and Agriculture.
Egypt: Egyptian Trade Union Federation (ETUF) mobilized key members and resources to strengthen its internal capacity to act as a legitimate and credible institution at the policy and workplace levels in OSH, particularly in tourism sector.	Provided policy guidance and technical support to ETUF in the definition of their strategy to enhance internal capacities, notably through their own workers' education structure. Organized workshops and meetings for the tourism sector.
Ethiopia: Ethiopian Horticulture Producers and Exporters Association included OSH issues into its code of practice.	Developed OSH Action Manual and published awareness-raising material.
Indonesia: Indonesian Trade Union Federation (KSPI) delivered a regular training programme on OSH using the Participation-Oriented Safety Improvement by Trade Union Initiative (POSITIVE) training method, which encourages workers to take the initiative at the workplace.	Supported implementation of POSITIVE training programme by KSPI, with Japanese International Labour Foundation.
Kazakhstan introduced WIND in agriculture. National OSH institute and offices promoted the introduction of GOST management systems in enterprises. Trade unions supported OSH committees at the workplace.	Organized eight seminars with OSH institute on management systems in enterprises. Organized study tour to Poland for OSH institute staff.
Kyrgyzstan: Ministry of Labour and Social Protection introduced OSH–WIND structure, as follow-up to national programme.	Trained OSH–WIND trainers and conducted third phase of capacity building of WIND representatives in rural communities.

Result	ILO contribution
Lao People's Democratic Republic increased constituents' capacity to address OSH problems and avian influenza in the agricultural sector.	Conducted training workshops for ministries and social partners on WISE, WIND and avian influenza.
Mexico: Eleven suppliers in the automobile industry improved OSH management systems or introduced preventive measures to reduce workplace accidents and diseases. Ministry of Education adopted a new technical career in OSH.	Provided training for enterprises and labour inspection services on OSH management in automobile supply chains. Documented good practices in participating companies.
Republic of Moldova: Employers' organizations and trade unions enhanced capacity to improve OSH, especially at sectoral level.	Organized capacity-building courses on risk assessment for social partners in construction and agriculture sectors.
Mongolia: Minister of Social Welfare and Labour approved OSH training procedure which includes sample curriculum for conducting OSH training.	Supported national tripartite consultative meeting on OSH.
Mozambique: ILO constituents strengthened capacity to measure and improve working conditions and to utilize practical workplace tools and approaches.	Conducted legal review of working conditions. Adapted global working conditions survey module. Provided technical assistance through national workshops and advisory missions. Developed and supported a new training package (WISE+) on productivity and working conditions in SMEs in the tourism sector.
Nicaragua: Fifteen municipalities established a network of childcare services for working mothers.	Provided technical assistance in formulating joint UN programme on provision of childcare facilities for low-income working mothers.
Paraguay established a commission for improved application of the day-care law coordinated by the Vice-Minister of Labour.	Provided technical advice to Vice-Minister of Labour on establishment of the commission.
Philippines embedded OSH–WIND in the Comprehensive Agrarian Reform Program aimed at 3 million farmers, and increased resources allocated to basic social services from 18 to 40 per cent. Implementation of OSH–WIND has resulted in protection of workers and improved working conditions.	Provided capacity building, programme evaluation and development and dissemination of crop-specific OSH–WIND manuals.
United Republic of Tanzania: Constituents addressed maternity protection issues and working conditions of health-care workers, through the application of practical workplace tools.	Developed awareness-raising materials, an OSH profile of pregnant and nursing women in the textile sector, agriculture and street cleaning and a survey of working conditions of health providers. Developed and supported implementation of a new training package (WISE+) on improving productivity and working conditions in SMEs.
Thailand: Trade unions enhanced their capacity and understanding of OSH improvements for informal economy workers and migrant workers in agriculture and in SMEs.	Trained trade unions on OSH improvements and on protection against avian influenza in SMEs and informal and rural economy workplaces. Developed training materials for trained trainers.
Ukraine: Tripartite partners strengthened their capacity in the prevention of work accidents.	Strengthened capacity of trade unions, employers and OSH inspectors on risk assessment.
Uzbekistan: Pilot enterprises introduced training for workers' representatives in OSH management system.	Organized training seminars. Produced modular training packages. Trained pilot enterprises in OSH management.
Central America: Employers' organizations' capacity to develop working time policies and arrangements was strengthened in Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua and Panama.	Provided capacity building on flexible working time arrangements for all employers' organizations.

Intermediate outcome 3c: Labour migration is managed to foster protection and decent employment of migrant workers

Resources for intermediate outcome 3c in 2008–09 (US\$)

Regular budget expenditure	10 799 180
Extra-budgetary expenditure*	9 184 127
Total	19 983 307

* Excluding agency costs, provision for cost increases and contingencies. And excluding the cross-cutting activities.

Main achievements

156. The main outcomes of ILO activities in the field of labour migration were as follows:

- Much effort was deployed to improve countries' legal and policy environment in line with the Multilateral Framework on Labour Migration and to protect migrant workers more effectively. ILO support led to the improvement and adoption of migration policies and the formulation of legal provisions on migration in labour or migration laws in over 15 countries and in several regions or subregions. By the end of 2009 many more countries were at various stages of development of new policies or legislation in this area.
- Increased extra-budgetary resources and RBSA allocations for labour migration activities enabled the Office to expand and upscale its work so as to improve protection for migrant workers, enhance the capacity of constituents to pursue rights-based migration policies, increase the visibility of the ILO and its rights-based approach and engage the social partners in more effective policy and advocacy work on migration. Migration components were more often systematically included in Decent Work Country Programmes in countries where migration is a priority.
- Links between migration and other dimensions of decent work were strengthened through collaboration across the ILO and resulted in greater coherence and efficiency. Priority was given to building, improving and disseminating a global knowledge base on migration. As part of this, the international labour migration database was integrated with the ILO's labour statistics database (LABORSTA). The labour migration module was incorporated in household surveys and tested in Armenia, Ecuador, Egypt and Thailand. The Office also developed a database on good labour migration practices, and new publications and handbooks based on thematic research were released.
- At the global level several partnerships with international organizations and bodies dealing with migration were strengthened. The ILO actively participated with other UN agencies in the Global Migration Group (GMG) and initiatives such as the European Commission (EC)–UN Joint Migration and Development Initiative. The Office was able to introduce its rights-based approach to labour migration in the Global Forum on Migration and Development by means of technical inputs to background papers and active participation during the Forum.
- Constituents were closely associated in all interventions. Tripartite steering committees on labour migration policies were set up and training and technical support was provided to the social partners in collaboration with the Bureaux for Employers' and Workers' Activities. A two-week capacity-building course on labour migration issues was developed with the Turin Centre and is being delivered each year in English, French and Spanish.

Challenges, lessons learned, implications for the future

157. While there was significant progress in a number of countries, labour migration continued to be a sensitive area in both sending and receiving countries. Bringing about changes in policies and institutions within a short period remains a challenging task. Reporting on ILO performance was also challenging because of significant overlaps across the three indicators on labour migration. Two distinct but mutually reinforcing indicators were devised for 2010–11.

158. Building a knowledge base through research, analysis of best practices and databases proved important, as did the strategic focus on areas where the Organization has a comparative advantage, such as protection of migrant workers and governance of labour migration. More emphasis will be placed in future on combining protection of migrant workers with recognition of skills and employability, and return migration, with particular attention to women migrant workers. The integration of labour migration issues in Decent Work Country Programmes will be strengthened.

159. Achieving coordination and coherence in responding to constituents' demands and promoting the ILO's rights-based approach to migration was demanding at times. The establishment of two regional specialist posts in the Asia-Pacific and Arab States regions and the ILO network of field migration focal points improved the provision of migration services to constituents. Efforts in this regard should be expanded in the next biennium. Another lesson learned is that an approach that relies on integrated budgeting across different sources of funds makes it possible to respond to constituents' demands more effectively and efficiently. However, an independent evaluation in 2008 concluded that more work is necessary to improve the internal coherence of ILO work on migration. The new planning and working modalities set out in the Programme and Budget for 2010–11 should facilitate progress towards this goal.

160. Coordination with other organizations working in the field of migration at the global, regional and local levels remains a challenge, particularly in promoting the ILO's rights-based approach. The ILO will continue to offer its unique expertise in areas that are essential to governance and protection of migrant workers and to the linkage of migration to the world of work. To this end, the Office will expand its work at the regional level through enhanced collaboration with regional economic communities and other regional bodies.

A new labour migration policy in Sri Lanka

The Ministry of Foreign Employment Promotion and Welfare sought the assistance of the ILO to establish a labour migration policy that conforms both to Sri Lanka's development strategy and to international standards. Following consultations, a road map was devised that focuses on three key areas: good governance of labour migration, protection and empowerment of migrant workers and their families, and the linkage of migration and development. The policy was developed in a highly participatory process involving the creation of three "tripartite plus" working groups, the establishment of a national steering committee comprising a range of government agencies, and validation of the policy by all the stakeholders. The ILO is currently supporting the implementation of the accompanying action plan. Key factors underpinning the successful outcome of the process were the commitment of the Ministry of Foreign Employment Promotion and Welfare, the ownership and buy-in by the social partners and local actors, and the timeliness and relevance of ILO support.

Immediate outcome 3c.1: Increase member State capacity to develop policies or programmes focused on the protection of migrant workers

Indicator (i): Number of member States that apply ILO technical assistance to develop labour migration policies that reflect the principles, guidelines or best practices of the Multilateral Framework

Target: 5 member States.

Result: 9 member States.

Result	ILO contribution
Brazil developed tripartite national migration policy framework.	Provided policy advice and organized tripartite national consultation which endorsed the policy framework.
Indonesia set up national agency for the placement and protection of migrant workers. Ministry of Foreign Affairs built capacity of its embassy and consular staff using ILO training modules.	Conducted study on international good practices in protection of and services for migrant workers. Organized training and capacity-building workshops.

Result	ILO contribution
Republic of Moldova set up National Association of Private Employment Agencies, adopted its code of conduct and trained its staff.	Organized meeting on establishment of the association. Developed pre-migration training module. Trained trainers in three pilot regions.
Nepal revised Foreign Employment Act and Regulations of 2007.	Provided comments and held tripartite workshop on revision of the Act.
Pakistan submitted national emigration policy to Cabinet for approval.	Provided technical advice and held consultations at regional and national levels to validate the draft.
Peru developed labour migration policy and accompanying migration legislation, and created Directorate of Labour Migration and inter-sectoral committee on management of labour migration.	Developed plan of action and guidelines on new Directorate. Held national workshop and high-level meeting on governance of labour migration.
Kazakhstan completed revision of comprehensive national labour migration law.	Provided research data and direct technical inputs.
Sri Lanka adopted national labour migration policy and follow-up of national action plan, developed on tripartite basis.	Provided technical assistance to constituents in elaborating the labour migration policy.
Zimbabwe developed national plan of action on promotion and protection of the rights of migrant workers, attached to Decent Work Country Programme.	Provided technical support through tripartite workshop on promotion and protection of rights of migrant workers.

161. It should also be noted that with ILO assistance:

- **Africa region:** National and subregional strategies are being applied to focus labour migration programmes on increasing social security protection of, and extending coverage to, migrant workers and their families.
- **Algeria, Morocco, Tunisia, Mali, Mauritania and Senegal** have strengthened the capacity of employers' and workers' organizations, labour attachés and staff of ministries on issues related to migrants' rights and better governance of labour migration.
- **Bangladesh, China, India, Republic of Korea, Indonesia, Malaysia, Nepal, Pakistan, Philippines, Singapore, Thailand and Viet Nam** have enhanced and updated their data gathering and analysis of migration.
- **Nigeria** has initiated a formal tripartite process to establish a labour migration policy and strategy.
- **Caribbean islands:** Member States have increased the focus on migration and its implications and have requested ILO assistance to improve the governance and regulation of migration, particularly in the context of the Caribbean Community (CARICOM) Single Market and Economy.

Indicator (ii): Number of member States that apply ILO technical assistance to develop labour migration policies focused on the needs of women and other vulnerable migrant workers

Target: 7 member States.

Result: 4 member States and 1 subregion.

Result	ILO contribution
Cambodia: The King signed Law on Suppression of Human Trafficking and Sexual Exploitation.	Supported promotional activities.
Republic of Moldova endorsed action plan to prevent and combat trafficking in human beings; integrated forced labour module in national labour force survey; introduced forced labour and human trafficking in pilot training of labour inspectors.	Organized consultations on action plan. Provided support to National Bureau for Statistics on survey methodology and training for interviewers. Trained 20 labour inspectors on forced labour and human trafficking.

Result	ILO contribution
Thailand adopted Anti-trafficking in Persons Act and Guidelines on Suppression, Assistance and Protection of Persons Trafficked for Labour Purposes.	Facilitated consultative processes between government and non-government agencies. Developed material and organized training workshops.
Ukraine included training on prevention of human trafficking and irregular migration in the curricula for staff of Public Employment Service.	Trained staff of Public Employment Service. Prepared and disseminated six migrant information guides.
Greater Mekong subregion (Cambodia, China, Lao People's Democratic Republic, Thailand, Viet Nam): Coordinated Ministerial Initiative Against Trafficking and endorsed Mekong Guidelines on Recruitment Policy and Practice. Subregional Advisory Committee was established.	Provided technical advice and assistance through national and subregional consultations.

162. It should also be noted that with ILO assistance:

- **Cambodia, China, Lao People's Democratic Republic, Thailand and Viet Nam** have drafted legislation and plans of action incorporating the labour dimensions of human trafficking.

Indicator (iii): Number of member States receiving migrant workers that apply ILO technical assistance to develop policies or programmes focused on increasing protection, reducing discrimination and improving the integration of migrant workers

Target: 5 member States.

Result: 1 member State and 1 region.

Result	ILO contribution
Mongolia submitted new draft law on employment of Mongolian citizens abroad and foreign citizens in Mongolia to Parliament for adoption.	Provided technical advice on reform of migration law.
Arab States region: Countries of Gulf Cooperation Council have taken measures to protect migrant workers through cooperation among themselves and with countries of origin, in accordance with principles of Abu Dhabi Declaration and ILO–United Arab Emirates Gulf Forum on Temporary Contractual Labour (March 2008).	Provided technical advisory services, conducted studies and capacity-building workshops.

163. It should also be noted that with ILO assistance:

- **Bahrain, Jordan, Kuwait, Sri Lanka:** Trade unions signed bilateral agreements for the protection of Sri Lankan migrant workers in the three receiving countries.
- **Bahrain, Kuwait, Oman** have taken steps to replace the kafala sponsorship system (the legal basis for residency and employment) by a state-managed system that protects the rights of migrant workers more effectively.
- **Hong Kong (China), Indonesia, Malaysia and Singapore:** Fifteen trade unions in the receiving countries provide services to Indonesian migrant domestic workers.
- **Jordan** has taken steps to include the right of migrant workers to join unions in its labour legislation.
- **Russian Federation:** The employers' federation provides advisory services and guidance for employers hiring migrant workers.

Intermediate outcome 3d: Workplace policies respond to needs for HIV prevention, AIDS treatment, care and support

Resources for intermediate outcome 3d in 2008–09 (US\$)

Regular budget expenditure	8 059 314
Extra-budgetary expenditure*	24 340 667
Total	32 399 981

* Excluding agency costs, provision for cost increases and contingencies. And excluding the cross-cutting activities.

Main achievements

164. During 2008–09 the ILO provided policy advice and technical assistance to tripartite constituents, as well as to associations of people living with HIV, in over 80 countries, with special emphasis on Africa – the region hardest hit by the HIV and AIDS pandemic. This is an increase of 14 per cent over 2006–07. Social dialogue helped mainstream HIV prevention in Decent Work Country Programmes, which in turn acted as a powerful catalyst in raising the ILO's profile and building new partnerships.

165. The active participation of tripartite constituents in the Country Coordinating Mechanisms and in national AIDS bodies was another achievement facilitated by the ILO's role as co-sponsor of the Joint United Nations Programme on HIV/AIDS (UNAIDS) since 2001, as was the capacity of the ILO to promote mainstreaming of "HIV/AIDS and the world of work" in inter-agency policies and operations. These efforts have led to improved access for constituents to funding from the Global Fund to Fight AIDS, Tuberculosis and Malaria and other donors. For example, in 2008 constituents in five member States (China, Ghana, Lesotho, Liberia and Zimbabwe) were awarded grants in Global Fund Round 8. During Round 9 in 2009 the ILO helped tripartite constituents from 11 member States to prepare their proposals; of these six were successful (Benin, Bosnia and Herzegovina, India, Mozambique, South Africa and Sri Lanka) and will be receiving grants for workplace programmes in 2010. A subregional proposal for the Pan Caribbean Partnership against HIV/AIDS (PANCAP) was also approved.

166. During the biennium the ILO began the process of adoption of a new standard on HIV and AIDS through extensive consultation with constituents and with key UN bodies, thereby contributing to the promotion of social dialogue at the global, regional and national levels. A new labour standard would support the fundamental principle of human rights at work, cementing the ILO's role as a pioneer in protecting the rights and dignity of working women and men.

Challenges, lessons learned, implications for the future

167. Securing sufficient financial resources to implement workplace policies and programmes in countries where HIV and AIDS are particularly prevalent remained a serious challenge, as did efforts to have ILO constituents engage fully with national actors and to incorporate the response of the world of work in strategic planning and implementation. Ensuring a rights-based, gender-sensitive approach to HIV and AIDS prevention and treatment, care and support through the world of work also proved to be a demanding task, particularly in the informal economy. It should be noted that in 2008–09 there was an increase in interventions targeting the informal economy and cooperatives. This trend is expected to continue in the next biennium.

168. Research and advocacy are critical to mainstreaming HIV and AIDS interventions in the world of work, building public and private partnerships and ensuring the inclusion of workplace responses in national HIV and AIDS decision-making and delivery processes. The ILO will use more research findings to determine priorities and mobilize the resources necessary to consolidate and expand HIV and AIDS workplace programmes and to introduce a social protection floor within the context of decent work.

169. Another lesson learned is that promotion of rights of workers and of vulnerable groups can reduce the stigma and discrimination attached to real or perceived HIV status. Likewise, addressing TB and

HIV simultaneously in countries suffering from both, together with greater gender sensitivity and competence on the part of constituents, will contribute to the success of the ILO's HIV and AIDS workplace programmes. The ILO will therefore expand its cooperation with UNAIDS in order to offer its constituents more opportunities to establish strong partnerships with HIV and AIDS stakeholders at the country level.

Multimedia campaign to reduce the stigma and discrimination associated with HIV and AIDS at the workplace in China

The Office of the State Council AIDS Committee, the Ministry of Human Resources and Social Security, the All-China Federation of Trade Unions and the China Enterprise Confederation, in collaboration with the ILO, launched an HIV prevention campaign targeting migrant workers. The campaign was aimed at reducing the stigma and discrimination associated with HIV and AIDS at the workplace. It included a short film targeting migrant construction workers in order to foster tolerance among co-workers. The film engaged a popular film star, who was a former migrant construction worker himself, and was produced by Cannes Film Festival award-winning director Gu Changwei. The film was shown at major transport hubs such as railway stations, which thousands of workers pass through daily.

Immediate outcome 3d.1: Increase tripartite constituent capacity to develop policies and programmes that address the HIV and AIDS epidemic in the world of work within the framework of the promotion of decent work

Indicator (i): Number of member States that integrate key principles of the ILO code of practice on HIV/AIDS and the world of work in their HIV/AIDS workplace policies

Target: 10 member States in the Africa region, 10 member States across all other regions.

Result: 11 member States in the Africa region, 9 member States across all other regions.

Result	ILO contribution
Albania adopted an amendment to incorporate the prohibition of discrimination in employment based on HIV status in its AIDS strategy.	Provided technical advice and legal assistance in support of the amendment and its adoption.
Barbados incorporated non-discriminatory provisions into HIV/AIDS testing and insurance policy.	Provided assistance in integrating the ten key principles of the ILO code of practice.
Benin adopted workplace policy prohibiting discrimination based on HIV status.	Provided technical assistance in formulating the policy.
Burundi adopted policy to combat HIV/AIDS at the workplace.	Organized tripartite workshop and provided technical support resulting in the adoption of the HIV workplace policy.
China included funded world-of-work component in national AIDS strategy. Adopted workplace policies in two provinces to reduce discrimination and protect employment rights of people living with HIV.	Provided technical assistance to tripartite partners for policy development and capacity building and established programmes in companies, employment agencies and vocational schools.
Ethiopia adopted national policy framework on HIV and AIDS.	Provided technical and financial assistance for development of national HIV/AIDS policy signed in November 2008.
Fiji adopted national code of practice for HIV/AIDS policy at the workplace based on ILO code.	Held training workshop on ILO code of practice to enable tripartite partners to draft national code.

Result	ILO contribution
India adopted national policy on HIV and AIDS at the workplace.	Organized consultations with employers' and workers' organizations to generate inputs on national policy.
Kenya adopted national code of practice on HIV/AIDS.	Provided financial and technical support for code of practice. Translated ILO code into Kiswahili.
Malawi: Transport sector adopted national HIV/AIDS policy and strategic action plan.	Provided technical assistance on policy and action plan with extensive tripartite consultations at ministerial and workplace levels.
Mozambique adopted anti-discrimination law and launched transport sector's policy on HIV and AIDS.	Provided technical assistance integrating key principles of ILO code of practice into the law and on developing a tracking system to monitor the implementation of the policy.
Namibia adopted HIV and AIDS workplace policy, action plan for the education sector and drafted HIV and AIDS policy for public service.	Provided technical and financial assistance for development of education sector and public service policies and organized tripartite workshop.
Nepal adopted HIV workplace policy for Ministry of Transport and Employment.	Provided technical and financial assistance and training leading to the adoption of the policy.
Russian Federation incorporated HIV and AIDS component in General Agreement 2008–09 and in national health project.	Provided technical advice on national tripartite agreement on HIV/AIDS based on ILO code of practice. Promoted inclusion of prevention of HIV at the workplace in General Agreement and distribution of ILO code of practice.
South Africa adopted strategic HIV/AIDS plan for transport sector which is used to implement HIV/AIDS activities in the workplace. Transport sector constituents developed a national workplace policy framework on HIV/AIDS.	Provided technical assistance for development of strategic plan and workplace policy framework.
Sri Lanka finalized national AIDS strategy that includes world of work. Constituents signed a Tripartite Declaration on HIV/AIDS.	Assisted Ministry of Labour in developing and implementing national policy on HIV/AIDS at the workplace. Assisted in developing Tripartite Declaration based on ILO code of practice.
Swaziland signed tripartite declaration on implementation of the ILO code of practice. Incorporated anti-discrimination clause in Employment Act.	Held workshop at which tripartite declaration was signed. Developed implementation plans and identified gaps in labour legislation.
Thailand adopted guidelines on prevention and management of HIV and AIDS in the workplace.	Provided technical and financial support to Ministry of Labour in drafting national guidelines, including consultations with other ministries, civil society and associations of people living with HIV.
Uganda adopted a national HIV/AIDS workplace policy.	Provided technical assistance in developing the workplace policy and in implementing a national plan of action.
Zambia: Social partners and other key stakeholders adopted national and sectoral HIV/AIDS policies for formal and informal economies, based on ILO code of practice.	Provided assistance in developing the workplace policies through tripartite workshops and interaction with UNAIDS.

170. It should also be noted that with ILO assistance:

- **Bahamas, Georgia, Ghana, Grenada, Honduras, Republic of Moldova, Rwanda, Saint Vincent and the Grenadines, Senegal, Seychelles, Sierra Leone, Timor-Leste, Trinidad and Tobago, Ukraine and Zimbabwe** are at various stages of drafting HIV and AIDS legislation and/or workplace policy.

Indicator (ii): Number of member States in which each tripartite constituent has a trained HIV and AIDS focal point, adopts a gender-sensitive HIV/AIDS workplace policy, and includes a funded time-bound implementation plan

Target: 10 member States in Africa region, 10 member States across all other regions.

Result: 11 member States in Africa region, 10 member States across all other regions.

Result	ILO contribution
Benin, Plurinational State of Bolivia, Cambodia, Cameroon, China, Ethiopia, Ghana, India, Indonesia, Kenya, Madagascar, Republic of Moldova, Senegal, Sierra Leone, Sri Lanka, United Republic of Tanzania, Thailand, Trinidad and Tobago, Uganda, Ukraine, Zimbabwe: Each tripartite constituent has a trained focal point, an HIV/AIDS policy and a time-bound plan.	Provided support and organized training for focal points. Provided legal advice on drafting and adoption of gender-sensitive HIV and AIDS workplace policies and development of funded time-bound implementation plans. Helped raise over US\$70 million to support implementation of these plans.

Indicator (iii): Number of member States in which at least 20 formal or informal workplaces provide HIV/AIDS prevention and information on treatment, care and support services to workers through bipartite HIV/AIDS committees that previously received training on policy formulation and programme design/implementation/monitoring or through partnerships with national AIDS authorities

Target: 20 member States across all regions.

Result: 20 member States across all regions.

171. Enterprises in the following member States, with ILO support, provided information on HIV and AIDS prevention, treatment, care and support services to workers in the sectors indicated:

- **Benin:** 27 SMEs and cooperatives (informal sector: carpentry, mechanics, butchers, hairdressers, tailors; formal sector: petroleum distributors, electricity and water suppliers, health cooperatives, carpentry cooperatives).
- **Cameroon:** 35 enterprises, cooperatives and informal sector associations (transport, agriculture, timber, commerce).
- **China:** 29 enterprises (transport, consultancy, electric and heavy equipment, steel, mining, construction, retail).
- **Ethiopia:** 88 cooperatives, SMEs and informal sector associations (agriculture).
- **Ghana:** 20 enterprises and informal sector entities (insurance, service industry, media, manufacturing, revenue agency, traders, drivers, craft workers).
- **Guyana:** 18 enterprises and informal entities (agriculture, banking, hospitality, manufacturing, mining, national agencies, security services).
- **India:** 175 enterprises (cooperatives and public sector coal companies).
- **Indonesia:** 103 enterprises (heavy industry, manufacturing, migrant workers' private recruitment agencies, plantations, service industry, shipping, transport, tourism, dock workers' cooperatives).
- **Jamaica:** 20 formal and informal undertakings (agriculture, finance, manufacturing, utilities and services, hairdressers, cosmetologists).
- **Kenya:** 42 enterprises (agriculture, tourism, transport, manufacturing).
- **Lesotho:** 81 enterprises (construction, textile, utilities and services, hospitality, private security).
- **Malawi:** 20 enterprises (agriculture, banking and insurance, hospitality and catering, transport).
- **Mozambique:** 113 cooperatives, enterprises and other undertakings (railway, air transport, agriculture, customs and immigration, traders).
- **Senegal:** over 20 enterprises (commerce, crafts, fisheries and food).
- **Sri Lanka:** 20 enterprises (hotels, plantations, factories, informal fishing).
- **South Africa:** 20 public, private and informal undertakings (air transport, railway, waterway, port authority).

- **Swaziland:** 38 enterprises (agriculture, communication, manufacturing, retail, textile).
- **United Republic of Tanzania:** 37 cooperatives.
- **Ukraine:** 100 enterprises and institutions (food, education, health).
- **Zimbabwe:** 23 enterprises (agriculture, education, commerce, leather, motor industry).

172. The ILO's contribution to the above results consisted of peer education, information and referral for voluntary counselling and testing, as well as treatment and behavioural change strategies regarding HIV prevention.

173. It should also be noted that with ILO assistance:

- **Burkina Faso:** 16 enterprises are providing information on HIV and AIDS prevention, treatment, care and support services to workers in selected sectors (energy, finance, hospitality, industry and informal workers).
- **Madagascar:** 13 workplaces are providing information on HIV and AIDS prevention, treatment, care and support services to workers in selected sectors (agro-industry, hospitality, mining, textile and transport).

Immediate outcome 3d.2: Improve member State implementation of policies and programmes that address the HIV/AIDS epidemic in the world of work and within the framework of the promotion of decent work

Indicator (i): Number of workers, including in informal economy settings, who demonstrate increased knowledge of HIV/AIDS issues and have access to referral services through workplace mechanisms coordinated and implemented by bipartite HIV/AIDS committees

Target: 300,000 workers, of whom 50 per cent are women, in 7 member States in the Africa region and 7 member States across all other regions.

Result: Over 300,000 workers, in 8 member States in the Africa region and 7 member States across all other regions.

Result	ILO contribution
<p>Benin, Cameroon, China, Ethiopia, India, Indonesia, Kenya, Malawi, Republic of Moldova, Mozambique, Nepal, Nigeria, Sri Lanka, Ukraine, Zimbabwe: Workers in enterprises with ILO-supported HIV and AIDS programmes demonstrated increased knowledge as follows:</p> <ul style="list-style-type: none"> ■ 250,163 workers agreed to go to public health facilities to undergo medical tests (in referral services); ■ 3,380 undertook voluntary counselling and testing to know their HIV status; ■ 4,211 peer educators were trained to conduct peer education; ■ 953 HIV focal points were appointed and trained to become HIV resource persons; ■ 109 labour judges were trained to review HIV-related employment cases; ■ 1,212 factory labour inspectors received training on HIV and AIDS and TB to be able to conduct labour inspections and monitor HIV-related labour regulation violations; ■ 58,931 workers demonstrated increased knowledge of HIV and AIDS, according to post-training impact assessment. 	<p>Provided technical and financial support to establish public-private partnerships with large-scale enterprises and organized mass prevention campaigns to improve workers' knowledge of HIV and AIDS. Provided information, education, behavioural change programmes and assistance with referral services through the workplace. Provided technical guidance to develop bipartite HIV and AIDS committees and facilitated implementation of referral mechanisms designed with the ILO help to reach voluntary counselling and testing services, treatment for sexually transmitted diseases and anti-retroviral treatment services. Strengthened bipartite HIV and AIDS committees, with referral to health facilities; supported workplace programmes in the formal sector.</p>

Immediate outcome 3d.3: Increase the participation of employers' and workers' organizations in policy development and in accessing national and international funding

Indicator (i): Number of member States in which employers' and workers' organizations actively participated in the drafting of national AIDS legal frameworks that integrate key principles of the ILO code of practice on HIV/AIDS and the world of work and in decision-making and delivery processes of national structures, including Global Fund Country Coordination Mechanisms

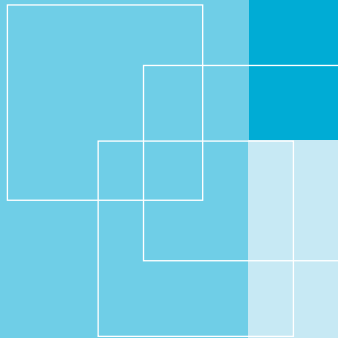
Target: 6 member States in Africa, 6 member States across all other regions.

Result: 10 member States in Africa, 6 member States across all other regions.

174. In 16 member States, employers' and workers' organizations actively participated in the drafting of national HIV and AIDS legal frameworks and in the decision-making and delivery processes of national bodies: Azerbaijan, Benin, Burundi, Cameroon, China, Ethiopia, Ghana, India, Kazakhstan, Kenya, Sierra Leone, Tajikistan, United Republic of Tanzania, Thailand, Uganda, Zimbabwe.

175. Specific examples for this indicator include:

Result	ILO contribution
Cameroon: Employers' and workers' organizations participated in the Country Coordination Mechanism of the Global Fund deliberating on the workplace component of the national AIDS strategy and proposed programme of responses, as well as on resource allocation and the selection of executing agencies.	Built capacity of social partners to participate in decision and delivery processes of the Country Coordinating Mechanism.
China: China Enterprise Confederation and All-China Federation of Trade Unions participated in the national AIDS authority to include world-of-work component in national AIDS strategy, in addition to developing Yunnan provincial guidelines on HIV and AIDS in the workplace and Yu Cheng Shoe Company workplace policy on HIV and AIDS prevention. They also participated in the delivery process of the national AIDS authority.	Facilitated and supported participation of these organizations in decision-making and delivery process of the national AIDS authority.
Ethiopia: Ethiopian Labour Union Confederation and Ethiopian Employers' Federation participated in development of tripartite policy guidelines for the workplace and delivery of responses of national AIDS authority.	Strengthened these organizations' engagement with the national AIDS authority in decision and delivery process.
Ghana: Ghana Employers' Association and Ghana Trade Union Congress actively supported their members in developing a workplace policy framework. As members of the Country Coordinating Mechanism of the Global Fund, they received a grant to implement workplace responses.	Provided training and funding to strengthen the constituents' capacity to engage in decision and implementation of the national AIDS programme.
Kenya: Federation of Kenya Employers and Central Organization of Trade Unions participated actively in developing national code of practice on HIV and AIDS in the workplace and in action plan delivery process of the Country Coordinating Mechanism of the Global Fund and national AIDS Control Committee.	Provided training to enhance skills and advocated the employers' organization's membership of the Global Fund's Country Coordinating Mechanism and AIDS Control Committee for decision and delivery processes.
Sierra Leone: Sierra Leone Chamber of Commerce and Industry and Sierra Leone Labour Congress participated in developing the national policy and action plan on HIV in the world of work. They are part of the delivery process of the national AIDS authority and the Country Coordinating Mechanism of the Global Fund.	Provided training, guidance and technical input for their engagement in decision and delivery process of the national AIDS authority and the Country Coordinating Mechanism.



SOCIAL DIALOGUE

Mandate

“... the war against want requires to be carried on with unrelenting vigour within each nation, and by continuous and concerted international effort in which the representatives of workers and employers, enjoying equal status with those of governments, join with them in free discussion and democratic decision with a view to the promotion of the common welfare.”

(Declaration of Philadelphia)



Strategic objective

Strengthen tripartism and social dialogue

INTERMEDIATE OUTCOMES



Employers' and workers' organizations



Social partners



Tripartite dialogue



Sectoral social dialogue

Strategic objective: Strengthen tripartism and social dialogue**Resources for social dialogue in 2008–09 (US\$)**

Regular budget expenditure	137 747 955
Extra-budgetary expenditure*	32 304 116
Total	170 052 071

* Excluding agency costs, provision for cost increases and contingencies. And excluding the cross-cutting activities.

176. The ILO Declaration on Social Justice for a Fair Globalization reaffirms the crucial importance of promoting social dialogue, tripartism and good industrial relations, as well as the need for building effective labour inspection systems.

177. The Office committed itself to strengthening tripartism and social dialogue to achieve decent work and to reinforce the capacity of employers' and workers' organizations.

178. Trade unions were actively involved in policy discussions and in the promotion of the Decent Work Agenda. Employers' organizations also continued to benefit from existing and new training tools and advisory services developed by the Office, in order to increase the value of the organizations to their members.

179. In accordance with the Declaration, the Labour Administration and Inspection Programme was created in 2009 as part of the Social Dialogue Sector to assist constituents in promoting decent work through stronger labour administrations, including labour inspection. The Industrial and Employment Relations Department was also established to integrate labour law, industrial relations and social dialogue as essential components of labour market and workplace governance.

180. The Better Work Programme continues to gain importance and relevance as it assists enterprises to improve compliance with core labour standards.

181. Regarding sectoral activities, the changes decided by the Governing Body in 2007 were implemented. More systematic informal consultations, as well as the creation of the Global Dialogue Forum enabled the Office to respond more promptly and efficiently to the real needs of constituents.

182. Alongside its planned research and technical assistance activities, the Sector was able to react rapidly to the global economic downturn by providing advisory services to constituents and by carrying out specific research on social dialogue issues. This challenging environment demonstrated the crucial importance of effective tripartism and social dialogue as a way "to maximize the impact of crisis responses to the needs of the real economy", as stated in the Global Jobs Pact.

183. The Office also continued to monitor developments in export processing zones (EPZs) through a number of research activities, with a view to gathering qualitative and quantitative information about industrial relations practices in EPZs, as requested by the Governing Body.

184. An important milestone was the celebration of the 60th anniversary of Convention No. 98 during a symposium organized in October 2009 by the Bureau for Workers' Activities on "the right to organize and collective bargaining in the 21st century". The symposium held by the Bureau for Employers' Activities in April 2009 for leading business community thinkers and researchers focused on the demographic challenge of an ageing workforce. Following significant research by the Industrial and Employment Relations Department on collective bargaining trends, a high-level tripartite meeting was held in November 2009 to look at recent trends and innovative practices in collective bargaining.

Intermediate outcome 4a: Employers and workers have strong and representative organizations

Resources for intermediate outcome 4a in 2008–09 (US\$)

Regular budget expenditure	39 231 825
Extra-budgetary expenditure*	6 640 479
Total	45 872 304

* Excluding agency costs, provision for cost increases and contingencies. And excluding the cross-cutting activities.

Main achievements

Employers' organizations

185. The broad strategic framework provided for in the ILO Declaration on Social Justice for a Fair Globalization reaffirms the need for the ILO to respond to constituents' needs. The ILO's support to employers' organizations was strengthened. The demand-driven and needs-based approach underpinning ILO strategies in this area was further strengthened with a view to enabling employers' organizations to offer value added services to their members.

186. As in the previous biennium, many organizations required assistance in strengthening management structures and practices, which is a prerequisite for new or improved services. The ILO was able to provide timely support to employers' organizations on strategic planning and staff competence building, which proved even more important in the challenging business environment of the economic and financial crisis. A new indicator set out in the results framework for 2010–15 will allow the measurement of results in this important area.

187. There was significant progress in the services offered by employers' organizations to their members. In many cases new or improved services were launched or extended with ILO support in labour market information, women's and SME entrepreneurship development, communication and information services.

188. Several new analytical and training tools supported the ILO's strategies. A major capacity-building and management tool for employers' organizations, known as the Effective Employers' Organization package, was adapted and delivered in all regions. In addition, a new pilot training programme, the Executive Management Programme for Employers' Organizations, was launched in April 2009 to develop management skills and leadership at the executive level of employers' organizations. The results of this pilot programme are under evaluation and a wider roll-out is planned for the next biennium.

Workers' organizations

189. Progress was achieved as regards freedom of association and the right to collective bargaining as follows:

- Africa (EPZs in Madagascar, Zambia and Zimbabwe), Asia (Cambodia, Lao People's Democratic Republic, Malaysia, Mongolia, Pakistan, Thailand and Viet Nam), Latin America (Costa Rica, Paraguay, Peru and Bolivarian Republic of Venezuela, and at the inter-American level), Europe and Central Asia (Azerbaijan, Kazakhstan, Republic of Moldova, and Serbia), in all of which the trade unions strengthened their activities.
- Arab States (Bahrain, Kuwait, Oman and Saudi Arabia), where problems nevertheless remained.

190. In Armenia, Plurinational State of Bolivia, Cambodia, Chile, Colombia, Ecuador, Mexico, Peru, Russian Federation, South Africa, Bolivarian Republic of Venezuela and Zambia, gender equality likewise advanced as a trade union priority.

191. Another development was in unity of action among trade union confederations, largely achieved through joint work at all levels. Examples included trade union mergers and united platforms in Gambia, a joint inter-American trade union Declaration at the Fifth Summit of the Americas in Trinidad and

Tobago, the creation of joint trade union coordination committees in Liberia and Nepal, and in general terms in Cameroon, India, Indonesia and Sri Lanka. Examples in the Americas included the creation of political and technical regional trade union structures and networks supported by the TUCA in all areas of the Decent Work Agenda. Particularly important were the capacity-building programmes designed to reinforce the TUCA reform agenda, which focuses on the affiliation of new members and the adaptation of structures to the extension of collective bargaining coverage.

192. These achievements were largely attributable to ILO support, often through capacity-building workshops and the subsequent preparation of action plans and strategic programmes by trade unions. International and regional trade union structures also contributed greatly to these successes.

Challenges, lessons learned, implications for the future

Employers' organizations

193. The management tools that were made available to address the internal effectiveness of many employer constituents helped establish strategic management as the standard for employers' organizations. To be effective, however, they need to be owned and implemented by the organizations themselves.

194. Employers' organizations must provide value and service to their members or risk losing them. The membership focus of many employers' organizations needs to be strengthened as this, like alliance building and new partnerships, is of fundamental importance. The challenge for the ILO will be to maintain the focus on responding to members' needs rather than imposing external supply-driven agendas which may distract them from their strategic priorities and may ultimately be counterproductive. Experience shows that agendas not directly linked to the priorities and operations of employers' organizations can be relevant only if they are adapted and guided in such a way that they are integrated into the organizations' strategic priorities and delivery of services to their members.

195. Capacity building of employers' organizations is the main thrust and modus operandi of the ILO employers' programme. To be effective, it must be tailored to the changing needs of employers in a constantly evolving and increasingly competitive environment. Building on experience, an independent evaluation of capacity-building approaches will be undertaken with a view to improving the ILO's capacity-building tools and techniques.

Workers' organizations

196. The assistance provided on freedom of association and collective bargaining, as well as on gender mainstreaming, often through the Programme for Workers' Activities at the Turin Centre, worked well for a number of reasons:

- real problems in these areas exist in all regions;
- the issues are directly linked to all the ILO's common principles of action and serve as major entry points into poverty reduction, gender equality, social dialogue and tripartism;
- the Bureau for Workers' Activities focused on these issues throughout the biennium, culminating in a Symposium on "Celebration of the 60th anniversary of Convention No. 98: The right to organize and bargain collectively in the 21st century", in which trade union representatives from 40 countries participated.

197. Considering the different levels of workers' organizations providing technical support to regional trade union structures as was done in Latin America was very important, as decisions at that level have a direct impact at the subregional and national levels.

198. Major challenges stemmed from the implementation of freedom of association and collective bargaining in places that are taking their first difficult steps and also in global supply chains. The ILO's approach, based on meetings with labour ministers and with the social partners and the gradual progress of the Decent Work Agenda through the multilateral system, did much to help overcome these challenges.

199. The response to the current crisis quickly became the first priority of the trade union movement, but the necessary know-how to address it was not immediately available. Nevertheless, activities targeting trade unions started in a number of countries (Bulgaria, Lithuania, Republic of Moldova, Romania

and South Africa). The Bureau for Workers' Activities also set up a Crisis Help Desk. The joint action plan developed by trade unions in Lithuania for incorporation into the national plan deserves special attention in future activities and calls for cooperation throughout the Office.

Employers' organizations at the forefront of collective bargaining in Cambodia

Collective bargaining is an important industrial relations issue in Cambodia. However, the Cambodian Federation of Employers and Business Associations (CAMFEBA) regarded the general lack of legal enforcement and understanding of the collective bargaining process on the part of both employers and unions as a major obstacle. With the support of the ILO and of the International Organisation of Employers (IOE), CAMFEBA introduced a number of measures to improve the collective bargaining capacity of the organization and of its members. These included the translation into Khmer of an ILO/IOE guide on collective bargaining adapted to local legislation, dispute resolution mechanisms and specific recommendations for employers, as well as the establishment of a new training service on strategic collective bargaining for employers.

Immediate outcome 4a.1: Increase the value of employers' organizations to existing and potential membership

Indicator (i): Number of cases in which employers' organizations apply ILO technical assistance or tools to provide new, or modify current, services that respond to the needs of existing and potential members

Target: 30 cases, across all regions.

Result: 58 cases, across all regions.

200. New or modified services were provided in the following areas (some countries are listed under more than one category):

- **Services for SMEs, including training:** Argentina, Cape Verde, Costa Rica, Guinea-Bissau, India, Nigeria, South Africa.
- **Services to women entrepreneurs:** Indonesia, Nepal, Timor-Leste.
- **Labour market information and research services:** Cambodia, Nepal, Malaysia, Pakistan, Viet Nam.
- **Advisory services:** Cambodia (collective bargaining), Gabon, Serbia, Uruguay (legal advisory services), Montenegro, Nepal, United Republic of Tanzania (labour law).
- **Occupational safety and health services:** Armenia, China, Dominican Republic, Ecuador, Republic of Moldova, Serbia.
- **Child labour services:** Ghana, Malawi, Republic of Moldova, Uganda, Bolivarian Republic of Venezuela.
- **Youth employment and social dialogue services:** Cambodia, India, Indonesia, Nepal, Uganda, Viet Nam.
- **Communications services:** Argentina, Plurinational State of Bolivia, Colombia, Ethiopia, Lesotho, Liberia, Mozambique, Bolivarian Republic of Venezuela, Zimbabwe.
- **Other services:** Democratic Republic of the Congo (arbitration and negotiation), Ghana (productivity), India (training), Indonesia (employee–management cooperation), Peru (HIV/AIDS), Philippines (Succeeding in Business); Sri Lanka (Responsible Business Initiative), Ghana, Peru, Zambia (Global Compact services).

201. Specific examples for this indicator include:

Result	ILO contribution
Argentina , Plurinational State of Bolivia: Communication services improved through development of communication strategies, production of new information materials, creation or improvement of web sites.	Provided technical advisory services and training.
Armenia : WISE training programme on women's entrepreneurship development was added to training services, including OSH training and information centre. New Web-based information service was introduced.	Organized OSH training workshop and pilot WISE training. Translated trainer materials into Russian.
Cambodia : New Employment Information Resource Centre was established giving young entrepreneurs access to labour market information.	Provided support for the establishment of the service.
Cape Verde : New training product was introduced on the management of micro- and small enterprises, based on SIYB methodology.	Conducted Master SIYB training and trained trainers.
China : Employers' organization in Chengdu Province offered new WISE training service. WISE programme was implemented in four factories to improve health and safety of workers and workplace practices.	Implemented WISE training of trainers in Chengdu Province.
Guinea-Bissau : Employers' organization developed a resource and information directory and database containing comprehensive information on high potential sectors for creation of micro- small and medium enterprises.	Provided advisory services for the extension of the service.
Indonesia : New employee management cooperation service in both central and selected local branches of employers' organization offers 15 active trainers, training modules and best practices at the enterprise level.	Developed training modules. Held training of trainers workshops.
Republic of Moldova : New OSH risk assessment service includes register of trainers and workshops for agriculture and construction sectors in eight regions.	Organized training of trainers workshop on OSH risk assessment and eight regional workshops.
Montenegro , United Republic of Tanzania: New labour law service provides guidelines and/or training to employers on labour legislation.	Advised on development of a guide for employers on labour legislation. Held training seminars at regional level.
Sri Lanka : New Responsible Business Initiative carries out campaigns addressing disability, sexual harassment and gender equality at the workplace.	Provided fellowships, training and advisory services on disability and gender equality.
Uruguay : New legal advisory service provides counselling for enterprises on collective bargaining, and produces employer inputs and position papers on collective bargaining, contract labour and related issues.	Provided technical advisory services and training.
Viet Nam : New information and research service which recently conducted a survey on minimum wages.	Provided financial assistance to purchase statistics software and training on survey design and data analysis.

Immediate outcome 4a.2: Increase the value of workers' organizations to existing and potential membership

Indicator (i): Number of cases in which workers' organizations apply ILO technical assistance or tools to integrate the ILO Conventions, the ILO Declaration on Fundamental Principles and Rights at Work, the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy and the Global Employment Agenda into strategic planning and/or organizing techniques, training methodologies, policies, action plans or training programmes

Target: 15 cases, across all regions.

Result: 15 cases, across all regions.

202. Results were achieved by workers' organizations in the following areas:

ILO Conventions and ILO Declaration on Fundamental Principles and Rights at Work integrated into organizing techniques and strategic planning

Result	ILO contribution
Azerbaijan: Workers' organizations developed a model for collective bargaining agreement and a strategy for unionization of foreign-owned enterprises.	Provided technical assistance at all stages.
Peru: Workers' organizations set up a joint group on standards.	Prepared study circle manuals and technical papers. Conducted a series of capacity-building workshops.

ILO Conventions and ILO Declaration on Fundamental Principles and Rights at Work integrated into policies and action plans

Result	ILO contribution
Bahrain, Kuwait, Malaysia, Oman, Thailand: Workers' organizations launched a campaign on ratification of ILO Conventions, including Nos 87 and 98.	Provided technical advisory services. Organized workshops and training. Prepared studies and surveys and arranged study tours (in eastern Asia). Developed training materials.
Cambodia, Viet Nam drafted trade union laws with participation of workers' organizations.	
Kazakhstan discussed adoption of national human rights action plan with inputs from workers' organizations.	
Lao People's Democratic Republic, Mongolia: Workers' organizations extended collective bargaining to new enterprises.	
Papua New Guinea developed labour and employment laws reflecting international labour standards, with participation of workers' organizations.	

ILO Declaration on Fundamental Principles and Rights at Work and the Global Employment Agenda integrated into training programmes

Result	ILO contribution
Pakistan: Pakistan Workers' Federation and other national union federations increased their knowledge of the Declaration and Global Employment Agenda.	Provided technical advisory services. Organized workshops and training. Developed handbook on rights (Bolivarian Republic of Venezuela).
Bolivarian Republic of Venezuela: Sectoral workers' organizations included collective bargaining and freedom of association in their training programmes.	

Indicator (ii): Number of cases in which workers' organizations apply ILO technical assistance or tools to integrate strategic planning and organizing techniques into operations or improve training methodology

Target: 11 cases, across all regions.

Result: 12 cases, across all regions.

203. Results were achieved by workers' organizations in the following areas:

Operations

Result	ILO contribution
Costa Rica, Gambia, Nepal: Workers' organizations established united platform for trade union federations.	Provided technical assistance. Organized training and capacity-building workshops on various topics. Organized evaluation and strategic planning workshop (Lithuania). Published study circles manual and technical papers.
Egypt: Trade union federations in Alexandria, Assiut, Helwan and Qalubia developed strategic plan.	
Liberia: Newly established Liberia Labour Congress included gender perspective in strategic plan.	
Lithuania: Workers' organizations included recommendations from evaluation of education structures in strategic action plan.	
Panama: Workers' organizations implemented strategic plan to modernize their structures.	
Peru: Workers' organizations updated strategic plan on equality for 2007–12. Women's departments were strengthened with new tools and services.	
Serbia: Workers' organizations made available a set of catalogued services under strategic plan.	
Sri Lanka: National Association for Trade Union Research and Education (NATURE) adopted trade union unification programme.	

Training methodologies

Result	ILO Contribution
Timor-Leste: Workers' organization implemented strategic POSITIVE training methodology.	Provided technical assistance and training.
Trinidad and Tobago: Workers' organizations in agriculture enhanced ability to use organizing techniques and strategies in the area of OSH.	

Indicator (iii): Number of cases in which workers' organizations apply ILO technical assistance or tools to policies or action plans or training programmes related to the following topics and fields related to decent work: trade union rights; poverty reduction; child labour; migrants; gender; employment; informal economy; social security; export processing zones; occupational safety and health; or HIV/AIDS at the workplace

Target: 30 cases, across all regions.

Result: 47 cases, across all regions.

204. Results were achieved by workers' organizations in the following areas:

Trade union rights

Result	ILO contribution
Cambodia: Four hundred union leaders enhanced effective union management skills. Over ten new standard collective agreements signed. Thirty Women's Committees were set up to promote women's rights.	Provided technical assistance and training on union management, rights and dispute settlement. Organized capacity-building workshops. Conducted outreach campaign (Cambodia). Developed training and advocacy material.
Cameroon: Seven trade union confederations strengthened joint management capacity.	
China, Mongolia, Zambia, Zimbabwe: Workers' organizations strengthened their capacity in collective bargaining.	
Kazakhstan, Mongolia: Workers' organizations set up dispute settlement system and signed some 16,000 new collective agreements.	

Poverty reduction

Result	ILO contribution
Lithuania: Trade unions discussed strategies to mitigate the impact of the economic crisis and developed a joint action plan to be incorporated into the tripartite national action plan.	Provided technical assistance in developing the plan.

Child labour

Result	ILO contribution
Swaziland: Workers' organizations endorsed national action plan to tackle child labour.	Provided technical and financial assistance in developing plan (Swaziland) and strengthening training capacity (Mexico). Organized capacity-building workshops. Trained 12 focal points (Caribbean islands).
Mexico: Training programme on child labour was set up at the federal and local level.	
Zambia: National trade union confederation adopted policy on the elimination of child labour.	
South Africa: Workers' organizations enhanced their capacity to engage in child labour policy.	
Caribbean islands: A trade union network of child labour focal points was set up and capacity to engage in fight against child labour was strengthened.	

Migrants

Result	ILO contribution
China, Kuwait, Malaysia: Workers' organizations established committees and organizing centres to handle migrant workers' issues and complaints.	Organized capacity-building workshops to promote migrant workers' rights. Prepared and disseminated material. Provided technical assistance in formulating joint statement (Philippines). Conducted survey on migrant workers in utility sector in Moscow (Russian Federation).
Lao People's Democratic Republic: A national trade union confederation established a database on migrant workers in northern province.	
Philippines: Workers' organizations submitted joint statement to Global Forum on Migration and Development.	
Russian Federation: Trade unions in utility sector upgraded policy regarding membership and conditions of work of migrant workers.	

Gender equality

Result	ILO contribution
Armenia: Workers' organization increased women's participation in union work and the number of women in union leadership positions increased.	Provided technical support and organized capacity-building workshops on gender issues. Conducted management training for women trade unionists and supplied awareness-raising material (Armenia). Prepared guidelines for a union action plan on equal opportunities (Plurinational State of Bolivia) and a guide for members on negotiation skills (Serbia). Conducted gender audit (Colombia, Russian Federation).
Plurinational State of Bolivia: Confederation of the Plurinational State of Bolivian Workers formulated an action plan and departments dealing with women's issues were strengthened.	
Chile, Colombia, Mexico, South Africa: Workers' organizations implemented training programmes on gender equality.	
Dominican Republic: Workers' organizations reactivated Committee of Women Trade Unionists and launched campaign on "Gender equality at the heart of decent work".	
Ecuador: Five trade union confederations established women's secretariats and made available increased resources to address the union rights of women and the reconciliation of work and family life.	
Russian Federation: National trade union confederation strengthened gender policy and awareness of leadership based on findings of pilot audits.	
Serbia: National trade union confederation established group of trainers on gender mainstreaming in collective bargaining.	

Employment, informal economy and EPZs

Result	ILO contribution
India, Zimbabwe: Workers' organizations improved capacity to organize informal economy workers.	Organized capacity-building workshops. Conducted and disseminated studies on organizing the informal economy (India). Provided technical assistance in developing collective agreement models in EPZs (Madagascar).
Madagascar: Workers' organizations improved capacity to enhance labour conditions in EPZs.	
Tajikistan: Workers' organizations improved knowledge of wage-fixing systems.	
Bolivarian Republic of Venezuela: A national trade union confederation established new services for informal economy workers.	

Social security and OSH

Result	ILO contribution
Albania, Republic of Moldova: Workers' organizations implemented training programme on risk assessment and OSH.	Organized trainer training workshops (Albania, Republic of Moldova, Philippines). Provided technical assistance in developing trade union position on social security reform (Ecuador). Organized capacity-building workshops on social security reform.
China, Ecuador, Lebanon, Thailand: Trade unions were involved in national policy-making initiatives on reform and extension of social security system.	
Philippines: Workers' organizations implemented POSITIVE training programme on OSH.	

HIV/AIDS

Result	ILO contribution
Benin, South Africa: Workers' organizations implemented training programme on HIV/AIDS.	Organized capacity-building workshops. Provided technical and financial assistance.
Plurinational State of Bolivia, Peru: Trade union committee on HIV was established.	
Malawi: Workers' organization improved capacity to participate in HIV/AIDS policy development and implementation.	

Intermediate outcome 4b: Social partners influence economic, social and governance policies

Resources for intermediate outcome 4b in 2008–09 (US\$)

Regular budget expenditure	33 134 708
Extra-budgetary expenditure*	3 935 237
Total	37 069 945

* Excluding agency costs, provision for cost increases and contingencies. And excluding the cross-cutting activities.

Main achievements

Employers' organizations

205. Strengthening the capacities of employers' organizations in policy development, social dialogue and lobbying are a major feature of ILO support to employers' organizations. The fall-out from the financial and economic crisis became a key platform for policy advocacy for some employers' organizations, responding to new needs and demands of their members.

206. The full participation of employers' organizations in the development, monitoring and evaluation of Decent Work Country Programmes is critical to ensure their ownership and buy-in. To improve capacities in this area, as well as in results-based management, a new training programme was offered for the first time to employers' organizations in 35 countries. The extent to which the enhanced capacity of employers' organizations has led to the integration of employer priorities into Decent Work Country Programmes is now being monitored and is important in terms of employers' continued buy-in to ILO activities.

Workers' organizations

207. The major achievement was in the level of trade union involvement in policy discussions and promotion of the Decent Work Agenda with various national institutions and international frameworks. These covered: national crisis response (Montenegro, Philippines, South Africa), national development and employment plans (Burkina Faso, Comoros, Indonesia, Madagascar), a national agreement (Mongolia), a macroeconomic reform programme (Seychelles), a national youth employment action plan (Timor-Leste), a national tripartite commission on gender equality (Brazil), commissions on eradication of child labour (Brazil, Colombia), tripartite Decent Work Country Programme bodies (Argentina, Comoros, Côte d'Ivoire, Egypt, Lesotho, Malawi, South Africa, Sudan, Swaziland, Syrian Arab Republic, Timor-Leste, Bolivarian Republic of Venezuela, Yemen, Zambia, Zimbabwe), poverty reduction strategy papers (Bangladesh, Comoros, Liberia, Senegal, Bolivarian Republic of Venezuela), regional integration structures – Association of Southern Asia Nations (ASEAN), East-Asian Community (EAC) – and the Summit of the Americas.

208. Trade union involvement in policy discussions centred on social dialogue, development and trade, employment, social protection including OSH and HIV/AIDS, gender equality, migrant workers and child labour, and the ILO's common principles of action. Workers' organizations were active in promoting observance of fundamental workers' rights and international labour standards.

Challenges, lessons learned, implications for the future

Employers' organizations

209. The results achieved as measured through the indicator 4b.1(i) highlight the fact that, although the strategies used to assist employers' organizations to influence the business environment are valid, more tools are needed to support employers effectively in their policy formulation and advocacy. Moreover, as in previous biennia, this indicator was challenging because it entails influencing third parties,

and it often takes more than one biennium to produce results. More work is needed to develop better monitoring and evaluation systems to track and measure results in this area. The new measurement criteria developed for the policy influence indicator set out in the Programme and Budget for 2010–11 will help in this regard.

210. The economic crisis and its aftermath pose a continued challenge to employers' organizations as they look for ways to respond to the needs of member enterprises. Future efforts will focus on assisting the organizations to review the offer and financing of services, policy orientation and advocacy so as to better reflect their members' needs in the face of the economic crisis. The work will include an analysis of employer organizations' responses to the challenges they encounter and the dissemination of lessons learned.

Workers' organizations

211. The shift in training towards more in-depth socio-economic issues started bearing fruit, as did the growing involvement of workers' organizations in Decent Work Country Programmes, underpinned everywhere by a focus on labour standards, gender equality and other key elements of the ILO Declaration on Social Justice for a Fair Globalization and the Global Jobs Pact. Trade unions became more skilled at seeking compliance with international labour standards and workers' fundamental rights, particularly in the context of the economic crisis.

212. Looking to the future, there is a potential for further involvement of workers' and employers' organizations in policy debate, and such joint action could be of great value in addressing the consequences of the crisis.

213. Workers' participation in UN country programmes remains very low, mainly because there is no established mechanism for the social partners to interact as ILO constituents with UN staff. The Office should concentrate on overcoming this fundamental obstacle.

214. More active worker involvement in Decent Work Country Programmes and the "Delivering as One" initiative was at the heart of the activities of the Bureau for Workers' Activities, and capacity-building courses and materials were developed in collaboration with the Turin Centre. Overall, trade union involvement and the use of labour standards in country programmes remain areas where a more pronounced Office-wide effort is required.

215. The ILO Declaration on Social Justice for a Fair Globalization and the Global Jobs Pact call for new working methods and a new teamwork culture. Activities for workers' organizations should be stepped up across all ILO units and field structures. Thematic country programmes and workplans for all the outcomes set out in the Programme and Budget for 2010-11 should address the priorities of workers' organizations fully, involve them in implementation and allocate resources accordingly.

216. The Bureau for Workers' Activities will further strengthen its support to the Workers' group of the Governing Body, as well as its cooperation with international and regional trade union organizations (including sectoral organizations) in delivering the Decent Work Agenda. A network of focal points for workers' activities will operate throughout the Office so that workers and their organizations can benefit from all 19 outcomes of the programme and budget.

Trade unions in Brazil: Active players in shaping policy

In Brazil trade union federations enjoy legal recognition and, with ILO support, participate directly in collective bargaining. They are now playing an effective role in tripartite consultative and decision-making bodies, including the Tripartite Committee on Equal Opportunities. They have contributed to some recent achievements in the country, notably the approval by the Chamber of Deputies of a proposal to ratify the Labour Relations (Public Service) Convention, 1978 (No. 151). The progress in collective bargaining has brought wage increases that are equal to or greater than inflation.

Immediate outcome 4b.1: Increase the capacity of employers' and workers' organizations to participate effectively in the development of social and labour policy

Indicator (i): Number of cases in which employers' organizations participate in policy discussions at the national, regional or international levels, and this participation results in an improved policy environment for enterprises

Target: 20 cases, across all regions.

Result: 16 cases, across all regions.

Result	ILO contribution
Plurinational State of Bolivia: Employers participated in debate in productivity and competitiveness through newly established Plurinational State of Bolivian Observatory for Competitiveness.	Provided assistance in setting up the Plurinational State of Bolivian Observatory for Competitiveness and in identifying and reviewing priority policy areas related to productivity and competitiveness.
Cambodia: Employers successfully obtained reduction of employer contributions to national social security fund, from 1.73 to 0.8 per cent of payroll, and tax relief to absorb part of the impact of increases in minimum wages.	Provided technical assistance in formulating employers' proposals.
Chile: Employers and Government adopted joint declaration to promote public–private partnerships for the elimination of child labour.	Promoted launch of ILO guides for employers to combat child labour, leading to negotiations on the declaration. Provided technical assistance in drafting the declaration.
Costa Rica, Guatemala, Honduras, Nicaragua, Thailand, Sri Lanka: Employers' organizations participated in debates and developed proposals to Government to address economic crisis.	Provided training and technical assistance in national conferences and workshops on the crisis and in formulating response.
Honduras, El Salvador, Nicaragua: Employers' organizations created labour and social committees to guide policy and inform members.	Provided training and technical assistance in establishing the committees.
Indonesia: Employers successfully promoted inclusion of training modules for youth recruits in automotive and retail sectors in vocational training programmes.	Provided technical assistance for training courses and internship programme for youth.
Mongolia included KAB as elective course in high school curriculum, in line with proposal by employers' organizations.	Conducted training of a master KAB trainer in the employers' organization and training of trainers.
Pakistan: Employers reached agreement with informal producers in surgical and brick kiln industries to promote elimination of child and bonded labour.	Provided training for employers and workers on labour standards, dialogue and tripartism.
Uruguay: Employers participated in national debate to shape legislation on collective bargaining.	Assisted in formulating working document and position paper on collective bargaining.

Indicator (ii): Number of cases in which workers' organizations apply ILO technical assistance or tools to participate in the supervisory mechanisms and procedures to contribute to increased compliance with fundamental workers' rights and international labour standards

Target: 10 cases, across all regions.

Result: 13 cases, across 2 regions.

Result	ILO contribution
Argentina: National trade union confederation contributed to improvement of country's capacity to comply with observations of supervisory bodies regarding freedom of association.	Provided technical assistance to national teams on freedom of association, including national and provincial workshops.
Bangladesh, India, Malaysia, Nepal, Viet Nam and Andean countries: Workers' organizations launched campaign on freedom of association and ratification of Conventions Nos 87 and 98, and made progress in organizing domestic workers.	Organized workshops on Conventions Nos 87 and 98.
Chile: National trade union confederation lodged complaints with the ILO and formulated observations with regard to application of and compliance with Conventions on freedom of association.	Provided technical assistance and capacity building on freedom of association, collective bargaining and activities of Committee on Freedom of Association.
Ecuador: Workers' organizations submitted to the Government an analysis of impact on jobs of new constitution and of new law on freedom of association and collective bargaining.	Provided technical assistance and training on labour reform.
Indonesia: Workers' organizations promoted ILO supervisory mechanism to increase compliance with freedom of association Conventions.	Provided regular training on supervisory mechanism.
Malaysia, Republic of Korea: Workers' organizations lodged complaints of violation of freedom of association with the ILO.	Provided technical and financial assistance in preparing complaints, including workshops.
Thailand: Four national trade union confederations lodged complaints with the ILO of violation of freedom of association, collective bargaining and OSH provisions.	Organized national and sectoral training workshops on Conventions Nos 87 and 98. Signed a Memorandum of Understanding with the confederations on promotion of freedom of association.

Indicator (iii): Number of cases in which workers' organizations apply ILO technical assistance or tools to participate in policy discussions to promote decent work objectives with different institutions and agencies (Bretton Woods institutions, UN agencies, etc.) in different processes and frameworks (poverty reduction strategies, UNDAFs, Decent Work Country Programmes, etc.)

Target: 10 cases, across all regions.

Result: 36 cases, across all regions.

217. Results were achieved by workers' organizations in the following areas:

Social dialogue mechanisms and practices

Result	ILO contribution
Argentina: A trade union multidisciplinary team on decent work was set up in the province of Formosa.	Provided technical assistance to expand and strengthen trade union representation.
Bangladesh set up tripartite committee to review the Labour Act.	Provided technical inputs to tripartite committee.

Result	ILO contribution
Brazil institutionalized four social dialogue committees (on international relations, equal opportunities, gender and race, child labour and forced labour).	Provided technical assistance to establish the committees. Participated as permanent member in their work.
occupied Palestinian territory revitalized national tripartite committee.	Organized tripartite meeting.
Russian Federation strengthened pre-court dispute settlement system and improved legislation on right to strike, with trade unions' involvement. Joint trade union position developed on amendments to the Labour Code.	Provided technical assistance on national legislation.
Viet Nam set up Centre for Industrial Relations.	Recommended establishment of Centre. Organized study tours on industrial relations.

Policy discussions to promote decent work

Result	ILO contribution
Bangladesh, Comoros, Liberia, Senegal: Decent work dimensions were addressed in PRSPs through participation of workers' organizations.	Made inputs to PRSPs. Held consultations and workshops on decent work. Made presentations to UN country team meetings.
Botswana, Côte d'Ivoire, Lesotho, Madagascar, Malawi, Namibia, South Africa, Swaziland, Syrian Arab Republic, Timor-Leste, Yemen, Zambia: Trade unions involved in tripartite committees on Decent Work Country Programmes.	Provided capacity building and training for members of committees.
Burkina Faso: Regional trade union officials participated in regional inter-ministerial work on national employment policy.	Organized training and awareness-raising workshop for trade union leaders.
Cape Verde developed UNDAF programme with tripartite constituents and other partners following gender audit.	Carried out participatory gender audit.
Colombia: Workers' organizations submitted proposal on decentralization of fight against child labour to Committee for Eradication of Child Labour.	Provided technical assistance in preparing proposal. Organized series of capacity-building workshops.
Comoros: Workers' organization was involved in development and implementation of national plans and policies on employment, social security and child labour.	Provided capacity building. Trained staff of social security system in collaboration with Turin Centre.
Egypt: Workers' priorities were included in Decent Work Country Programme.	Organized workshop for trade union leaders on decent work.
Indonesia: Workers' organizations involved in drafting new medium-term national development plan 2010–14 and in UNDAF 2010–14 roll-out process.	Provided technical support for creation of workers' research centre. Conducted research to support trade unions' position in policy debates.
Lebanon, Bolivarian Republic of Venezuela: Workers' organizations were involved in reform of social security system.	Organized capacity-building workshops.
Madagascar: Trade unions were involved in developing national policy and action plan.	Organized training and capacity-building workshops.

Result	ILO contribution
Nepal: Workers' organizations submitted recommendations to Constituent Assembly on new Constitution, to Government on national budget for 2009–10, and to Finance Minister on development of social security system.	Provided training on social and labour policy.
Philippines: Workers' organizations participated in formulation of 2008–10 Decent Work Common Agenda.	Held tripartite consultations. Provided technical assistance in formulating the Agenda.
Seychelles: Employment and social protection were addressed in macroeconomic reform programme through participation of workers' organizations.	Provided technical assistance.
South Africa: Workers' organizations, together with employers' organizations, identified strategies to mitigate the impact of the crisis on business and employment.	Provided technical and financial assistance in conducting rapid assessment survey.
Timor-Leste: Workers' organizations were involved in final draft of the Labour Code, national youth employment action plan, skills development strategy and national employment strategy.	Organized several capacity-building workshops for workers' organizations.

Indicator (iv): Number of cases in which workers' organizations apply ILO technical assistance, products or tools to participate in global qualification programmes, engage in Internet discussion forums on policy issues, engage in policy discussions via electronic mailing lists, or submit policy research to trade union networks (based on sex-disaggregated data and gender-sensitive analyses)

Target: 10 cases, across all regions.

Result: 13 cases, across all regions.

Result	ILO contribution
Belarus: Information on implementation of international labour standards, workers' rights and related developments available to workers' organizations on www.praca-by.info.	Provided technical assistance in preparing information related to the ILO for Internet site.
Brazil, Cambodia, Namibia, Nepal, South Africa, Turkey, Uganda: Through Global Union Research Network publication series, workers' organizations significantly increased international flow of analysis and commentary covering key economic, social and labour policy debates that are central to advancing goals of the ILO.	Provided technical and financial assistance to network. Hosts its coordinating body.
Brazil, Germany, India, South Africa: Global Labour University strengthened research and policy capacity of trade unions and created horizontal network of trade union experts on global labour issues. International Centre for Development and Decent Work was launched at University of Kassel (Germany) and includes international PhD course and resources for research on decent work issues.	Participated in implementation of the programmes as a member of Global Labour University network.
Americas region: Workers' organizations systematized information on organizations of informal economy workers through electronic mailing lists.	Disseminated workers' education activities and experiences on organizing informal economy workers through e-newsletter and the web site of the Bureau for Workers' Activities.

Indicator (v): Number of cases in which employers' and workers' organizations, together, participate in social and labour policy discussions

Target: 10 cases, across all regions.

Result: 18 cases, across all regions.

Result	ILO contribution
Argentina established tripartite monitoring group to develop specific proposals on MNE Declaration.	Organized subregional tripartite seminar with participants from MERCOSUR. Translated and published relevant publications.
Plurinational State of Bolivia achieved tripartite agreement on training and certification of job skills in construction sector. Establishment of permanent forum for social dialogue was discussed.	Held consultations with tripartite constituents. Organized tripartite workshop on social dialogue. Provided technical assistance on certification of job skills.
Plurinational State of Bolivia, Brazil established tripartite bodies on equal opportunities.	Conducted studies on gender mainstreaming in collective bargaining. Discussed findings with tripartite constituents.
Cambodia set up tripartite drafting group on new trade union law and working group on industrial relations.	Conducted workshops and held consultations with social partners on new draft law.
Colombia strengthened National Conciliation Commission and increased technical capacity for dialogue and social negotiation.	Took part in Commission meeting. Organized bipartite workshops on negotiation management. Prepared manuals.
Congo: Employers' and workers' organizations strengthened capacity of women in collective bargaining.	Organized bipartite workshops.
El Salvador, Honduras established National Steering Committee on Recommendations for a White Paper, with participation of employers' and workers' organizations.	Provided technical assistance to committee.
Ethiopia: Bipartite social dialogue mechanisms were established in pilot enterprises.	Provided technical and financial assistance.
Jordan established National Tripartite Economic and Social Council.	Provided assistance in establishing Council. Organized study tours for government officials.
Mongolia held consultations with social partners to review national social consensus agreement.	Provided training on dispute settlement mechanisms.
Montenegro: Workers' organizations agreed on action plan to strengthen bipartite social dialogue, to mitigate economic and financial crisis.	Organized strategic planning workshop.
Nicaragua reached tripartite agreement on minimum wages in EPZs for 2009–11.	Provided technical assistance on agreement.
Sri Lanka adopted tripartite national social dialogue framework.	Provided technical assistance in designing framework.
United Republic of Tanzania: Social partners discussed improvement of wage policy and development of national policy on working conditions.	Carried out study on wage policy reform. Organized tripartite training on wage policy and negotiation, with Turin Centre.

Result	ILO contribution
Uruguay: Representatives from employers' and workers' organizations were qualified for management of policies and programmes through tripartite Social Welfare Bank and National Employment and Vocational Training Institute. Trade unions improved mainstreaming of gender in union strategies.	Provided regular capacity building and technical assistance on employment promotion and social protection to employers' and workers' organizations.
Viet Nam: Social partners made progress in social dialogue and collective bargaining.	Provided capacity building to social partners for sectoral collective bargaining.

Intermediate outcome 4c: Tripartite dialogue occurs widely in policy-making, labour law reform and implementation

Resources for intermediate outcome 4c in 2008–09 (US\$)	
Regular budget expenditure	36 408 444
Extra-budgetary expenditure*	18 199 070
Total	54 607 514

* Excluding agency costs, provision for cost increases and contingencies. And excluding the cross-cutting activities.

Main achievements

218. The results achieved during the biennium reflect three main changes:

- Firstly, social dialogue and tripartism were more widely used to address labour market challenges, including labour law reform and the global economic crisis. Institutions for social dialogue, including mechanisms for the prevention and settlement of labour disputes, either did not exist or were hindered by legal and practical obstacles. ILO intervention helped to remedy the situation in several countries. In others the social dialogue institutions that were created or strengthened with the assistance of the Office proved useful in helping constituents formulate a tripartite response to the crisis. Social dialogue was also more widely recognized as enhancing the social dimension of regional integration.
- Secondly, there were positive developments in labour law reform. Thirty-seven countries undertook labour law reform in line with international labour standards and through tripartite consultation. For example, in the aftermath of the conflict in Liberia, employers' and workers' organizations were brought into a national tripartite committee, which deliberated on the proposed Decent Work Act. In providing technical assistance on labour law reform, special attention was paid to gender issues. The Better Work programme received greater attention and expanded its activities, with emphasis on improving working conditions, social dialogue and compliance with labour laws in global supply chains.
- Thirdly, through capacity building for labour institutions it was possible to enhance awareness of the importance of labour administration and thus increase its responsiveness as an instrument of labour law and policy enforcement. ILO interventions in all five regions, led to legislative and structural reforms as well as to a greater commitment by governments to increase the resources of labour administration so as to enable it to perform its mission effectively. Several publications produced in the broad field of social dialogue, labour law and labour administration supported delivery of training and advisory services at the country and regional levels. These publications, in particular those relating to the global economic crisis, generated considerable demand and interest among the tripartite constituents.

Challenges, lessons learned, implications for the future

219. The main priorities of the Office were to increase member States' capacity to develop labour policies and laws based on social dialogue at the national, subregional and regional levels, and to ensure their effective implementation through strong labour administrations. Attention was paid to the promotion of the ratification of Conventions Nos 144, 150, 151 and 154.

220. While good progress was made towards achieving most of the targets, performance was uneven. For instance, under indicator 4c(i) only six ratifications were recorded of Conventions Nos 144, 150 and 154 – i.e. 30 per cent of the target, while in four out of the other five indicators the targets were exceeded. This suggests that in both cases the targets set were unrealistic.

221. Another challenge concerned technical assistance in the field of labour law reform. On several occasions the Office was called upon by social partners to provide “urgent advice” on suggested reforms quite late in the revision process. Guidance from the ILO was generally sought because the social partners had a major disagreement between themselves or with advice received from international financial institutions. The Office then had to work under very tight deadlines and could influence the reform process only partially. The Office will develop a more proactive strategy in future so as to identify the needs of tripartite constituents earlier in the process of labour law reform through Decent Work Country Programmes and/or poverty reduction strategies and thus provide more effective and timely assistance.

222. The increasing demand for technical assistance in the area of labour administration confronted the Office with the need to develop a number of global tools, including new training programmes. Support to countries in conducting needs assessment audits and developing plans of action continued to prove effective to strengthen labour administrations, especially in the context of the economic crisis.

223. A further challenge was measuring to what extent the Office's technical comments on draft legislation are reflected in the labour laws eventually adopted. This is an area where the absence of a centralized monitoring system has made tracking and reporting on results difficult. This will be remedied in the next biennium.

224. Some of the results have been achieved through investments and interventions over several biennia. This underpins the need for action plans that cover the six-year period of Strategic Policy Framework 2010–15, so that a real impact can be made on the ground.

An integrated approach to labour market reform in Nepal

In Nepal the Office supported the Government in formulating new labour market rules that take due account of social protection issues. Revised employment termination laws were accompanied by an unemployment insurance scheme. Draft laws were developed to establish a National Labour Commission, to revise the Labour Act and related laws and to establish the unemployment insurance scheme. Laws and policies were developed through social dialogue in a tripartite committee that includes all the Nepalese trade unions.

Improving compliance with labour standards in Cambodia

Under its Better Factories Cambodia Programme, the ILO has improved the working conditions of many garment factory workers. Its industry-based scheme services over 270 factories employing 300,000 workers and has improved compliance with core international labour standards and national labour law throughout the industry. Nearly all the factories assessed are now paying correct wages and overtime rates, while 97 per cent offer paid annual leave and 90 per cent accept that overtime should be voluntary. There has also been progress in industrial relations in the garment sector, reflected in an increase in collective bargaining and a reduction in the number of strikes. The Better Work programme launched similar projects in Haiti, Jordan and Viet Nam, which are expected to benefit hundreds of thousands of workers.

Immediate outcome 4c.1: Increase member State capacity to develop policies and labour legislation through more tripartite dialogue between constituents

Indicator (i): Number of member States that apply ILO technical assistance to ratify key ILO Conventions (No. 144, 150, 151 and 154) on tripartite consultation labour administration, and promotion of collective bargaining

Target: 20 member States.

Result: 5 member States, 6 ratifications.

Result	ILO contribution
Mali ratified Conventions Nos 144 and 150.	Undertook promotional activities (dissemination of information, awareness-raising seminars and workshops for social partners and labour administration staff).
Morocco, Slovakia ratified Convention No. 154.	Conducted tripartite workshops on Convention and on collective bargaining principles and procedures.
Romania ratified Convention No. 150.	Held tripartite seminar on ratification of Convention.
Viet Nam ratified Convention No. 144.	Conducted awareness-raising and training activities for tripartite constituents.

Indicator (ii): Number of member States that apply ILO technical assistance to develop new, or modify existing, labour policies or laws reflecting ILO labour standards

Target: 5 new member States.

Result: 13 member States, of which 9 developed new labour policies or laws.

Result	ILO contribution
Albania, Bosnia and Herzegovina, China, Mongolia, Niger, The former Yugoslav Republic of Macedonia, Kyrgyzstan, Timor-Leste, Zambia developed new labour legislation.	Provided comments on labour law revision. Conducted capacity building of tripartite constituents in cooperation with the Turin Centre. Developed tools to guide labour law reforms.
Benin adopted new national labour policy.	Provided technical assistance on policy design.
Cambodia, Jordan developed industry-based schemes to improve compliance with labour laws.	Provided technical assistance to improve compliance with labour law in global supply chains.
Romania adopted strategy to facilitate workers' and employers' transition to formal economy, in accordance with Convention No. 150.	Provided technical advice on definition of strategy to address problem of undeclared work.

225. It should also be noted that with ILO assistance:

- **Armenia, Bahamas, Cambodia, Croatia, Costa Rica, El Salvador, Ethiopia, Honduras, Kazakhstan, Lebanon, Republic of Moldova, Montserrat, Pakistan, Turkey** are in the process of revising their labour legislation.
- **Bosnia and Herzegovina, Liberia, Nepal, Serbia, Sudan, Ukraine** are finalizing labour law bills for submission to Parliament.
- **Cambodia** has started the process of labour law reform.
- **Haiti, Viet Nam** are developing industry-based schemes to improve compliance with labour laws.
- **Mali** is formulating a national labour policy in line with Convention No. 150.

Immediate outcome 4c.2: Improve the capacity of the tripartite constituents to implement labour policies and programmes, including through coordination at regional and subregional levels

Indicator (i): Number of member States that apply ILO technical assistance to create or modify labour ministry institutions, including institutions that promote social dialogue, to implement key provisions of Conventions Nos 144, 150, 151 and 154

Target: 10 member States.

Result: 18 member States.

Result	ILO contribution
Argentina: Ministry of Labour incorporated collective bargaining and gender equality in its educational programme for trade unions.	Provided technical assistance in design of training manual on gender equality and collective bargaining.
Plurinational State of Bolivia created ad hoc consultation panel on social dialogue and equal opportunities.	Conducted tripartite workshop on social dialogue and Convention No. 144.
Brazil created three tripartite commissions – on equality of opportunities and treatment in the world of work, on eradication of child labour, and on forced labour.	Provided advice on establishing and strengthening commissions.
El Salvador created tripartite Economic and Social Council and revived Higher Labour Council, which participated in defining labour relations policies and strategies.	Provided technical assistance to Councils.
Indonesia initiated forum to review tripartite cooperation institutions at district, provincial and national levels and revised regulations on bipartite institutions at the workplace. New national tripartite council was reinforced with participation of all the most representative workers' organizations.	Provided technical assistance on industrial relations, tripartite social dialogue and labour issues. Organized national tripartite conference to celebrate ten years since ratification of Convention No. 87 by Indonesia.
Côte d'Ivoire set up a National Labour Council following tripartite agreement.	Provided technical assistance to Council and training for its Secretary-General.
Liberia established National Tripartite Committee, with active participation of tripartite constituents in labour law reform process. Social partners participated actively in discussions on labour issues.	Provided assistance on Memorandum of Understanding to establish Committee, and to committee on strategic plan and training plan. Delivered training on negotiation skills through Turin Centre. Facilitated several Committee meetings and regional and national consultations.
Mauritania set up labour inspection unit with new office space.	Provided labour inspection training.
Mauritius revitalized Tripartite National Pay Council. The Labour Advisory Board was increasingly involved in employment and labour issues.	Strengthened capacity of tripartite constituents in negotiation and social dialogue.
Peru set up tripartite technical committee on gender equality and family affairs.	Published studies on gender equality and conducted public forum on equal opportunities and elimination of discrimination.
Serbia: Agency for Peaceful Settlement of Labour Disputes expanded its capacity to settle disputes and recruited 20 new mediators/arbitrators. Amendments to law on Agency for the Peaceful Settlement of Labour Disputes were submitted to Parliament.	Trained Agency's 40 mediators on modern mediation and conciliation techniques.

Result	ILO contribution
Sri Lanka: Tripartite constituents adopted social dialogue framework.	Provided technical assistance to tripartite constituents on design of social dialogue framework.
Suriname set up tripartite Economic and Social Council, which held discussions on low wages and establishment of floor for wages.	Advised on Council's terms of reference. Conducted wage survey, held tripartite seminar and presented recommendations to Minister of Labour.
Timor–Leste established National Labour Board for tripartite consultation on labour and employment policies.	Provided technical advice on establishment of Board.
Ukraine: Secretariat of National Tripartite Social and Economic Council improved provision of institutional support to its members. Tripartite social and economic councils set up in 27 regions.	Enhanced capacity of National Tripartite Social and Economic Council and supported its membership of international association. Conducted workshops on representation, freedom of association and social dialogue. Translated ILO Conventions and publications.
Viet Nam established Centre for Industrial Relations, on recommendation of tripartite partners.	Prepared policy paper on industrial relations and provided technical assistance on sectoral collective bargaining.
Yemen established tripartite Steering Committee for Decent Work Country Programme.	Provided training on international labour standards.
Zimbabwe set up secretariat for Tripartite Negotiation Forum. Tripartite partners signed Kadoma Declaration, paving way for conclusion of social contract.	Conducted high-level seminar on use of dialogue and tripartism and role of business and labour. Assisted tripartite constituents in shaping national social dialogue framework.

226. It should also be noted that with ILO assistance:

- **Albania** is revising the composition of the National Labour Council, on the basis of new criteria for representation.
- **The former Yugoslav Republic of Macedonia** is establishing an Agency for the Peaceful Settlement of Labour Disputes following the adoption of a law on the subject.
- **Swaziland** has started to reform its labour administration system.

Indicator (ii): Number of member States that apply ILO technical assistance to improve the training of management or staff within labour ministry institutions or other organizations to implement key provisions of Conventions Nos 144, 150, 151 and 154

Target: 10 member States.

Result: 16 member States.

Result	ILO contribution
Armenia, Azerbaijan, Benin, Kyrgyzstan, Kazakhstan, Mali, Mauritania, Niger, Senegal, Togo: Government and social partners are better equipped to apply principles of good governance in labour administration system.	In collaboration with Turin Centre, trained government officials and social partners on good governance. Organized workshops and prepared guide on labour inspection. Prepared studies on internal and external coordination of labour administration.
Plurinational State of Bolivia enhanced capacity of labour inspectors to monitor child labour and forced labour.	Trained labour inspectors. Prepared training manual on child labour and interactive capacity-building module on forced labour.
Indonesia: Mediation and labour courts are staffed with trained personnel and make decisions with specific reference to ILO core Conventions.	Provided technical advice and training.

Result	ILO contribution
Liberia: Ministry of Labour staff are better equipped to operate documentation service.	Provided technical and financial support to Ministry's library. In collaboration with Turin Centre, conducted workshops on negotiation and labour administration.
Malaysia enhanced capacity of Ministry of Human Resources in field of conciliation and dispute settlement.	Trained 35 senior Ministry of Human Resources officials.
Paraguay: Labour inspectors are better equipped to perform their functions in an ethical manner.	Provided technical advice to enhance ethical conduct and technical knowledge of labour inspectors.
Zimbabwe enhanced capacity of Ministry of Labour to engage in social dialogue, policy-making and participatory labour legislation as part of strategy to create viable framework for promotion of social dialogue.	In collaboration with Turin Centre, provided training in labour administration and labour law.

Indicator (iii): Number of member States that apply ILO technical assistance to improve the responsiveness and efficiency of labour ministry institutions or programme to implement key provisions of Conventions Nos 144, 150, 151 and 154

Target: 10 member States.

Result: 12 member States, and 1 territory.

Result	ILO contribution
Plurinational State of Bolivia entrusted reinforced Department of Fundamental Rights with administration of forced labour and child labour issues, on which labour inspection was conducted for the first time.	Carried out labour administration audit. Developed training manual for labour inspectors on child labour and forced labour.
Bosnia and Herzegovina, Montenegro, Republic of Moldova, The former Yugoslav Republic of Macedonia: Constituents endorsed and implemented action plan for effective labour dispute settlement.	Provided technical assistance to tripartite constituents to draft action plan.
Colombia: Ministry of Social Protection liberalized registration of new trade unions, in light of comments of Committee of Experts.	Organized capacity-building workshops on freedom of association. Developed manuals on international labour standards for inclusion in training curriculum for judges.
Liberia strengthened Ministry of Labour's capacity to conduct labour inspection and to operate as secretariat for National Tripartite Committee.	Assessed labour inspectorate and developed plan to revitalize its programme. Prepared organizational plan for National Tripartite Committee.
Malaysia: Labour Department of Ministry of Human Resources delivered better conciliation and mediation services to employers and workers and their organizations.	Trained 35 senior Ministry officials in conflict management and in conciliation and mediation services.
Mexico made institutional framework more responsive to social dialogue by establishing tripartite working groups at federal level. Concluded collective agreement on modernization of sugar industry. Employers and unions of sugar industry implemented programmes on training, OSH and workplace improvement.	Provided permanent training for employers and union leaders, in collaboration with Turin Centre and CINTERFOR.
Nepal improved responsiveness of labour administration to social security issues and used tripartite approach to introduction of new social security system for all workers.	Conducted labour administration and inspection audit and submitted recommendations to Government. Provided technical assistance on relevant laws.

Result	ILO contribution
Nigeria: Labour administration system is more responsive to issue of HIV/AIDS at the workplace.	Developed inspection tools and provided technical assistance to strengthen capacity of labour inspectorate to deal with HIV/AIDS.
occupied Palestinian territory: Ministry of Labour plays leading role in developing and implementing national employment strategy.	Provided technical assistance and conducted workshops for Ministry officials, in cooperation with Turin Centre.
Paraguay: Labour inspectorate was more active in enforcing labour laws, as a result of sectoral labour inspection programmes and capacity building of labour inspectors. Trade unions were involved in labour inspection campaigns.	Provided ongoing technical assistance to Vice-Minister of Labour.

227. It should also be noted that with ILO assistance:

- **Philippines:** The labour department is preparing a labour inspection action plan.

Indicator (iv): Number of cases in which tripartite constituents are actively involved in regional and subregional social dialogue processes

Target: 5 cases.

Result: 3 cases.

Result	ILO contribution
East Africa: Tripartite constituents established a platform to discuss means of overcoming OSH problems in the region.	Provided technical and financial support.
Southern African Development Community (SADC): SADC member States and social partners adopted recommendations on role of regional policy framework in promoting positive impact of foreign direct investment. SADC Committee is working on programme to implement provisions of Recommendation No.198 with a view to developing regional code on employment relationships. Southern African Trade Union Coordination Council (SATUCC) and SADC Expert Group participated in discussion of regional policy on promotion of framework for foreign direct investment.	Organized African Regional Labour Administration Centre/ ILO Subregional Workshop on Labour Law Reforms under Restructuring Economies: How to manage new forms of employment relationships.
West African Economic and Monetary Union (UEMOA): UEMOA Conference of Heads of State and Government established Tripartite Council for Labour and Social Dialogue, which will consult and deliberate on economic and social challenges of regional integration.	Conducted feasibility study on creation of social dialogue structure at the level of UEMOA and organized a series of workshops on the issue.

228. It should also be noted that with ILO assistance:

- **Caribbean islands:** Several countries agreed to take measures to strengthen the social dialogue dimension of regional integration.

Intermediate outcome 4d: Sectoral social dialogue promotes the improvement of labour and social conditions in specific economic sectors

Resources for intermediate outcome 4d in 2008–09 (US\$)

Regular budget expenditure	28 972 978
Extra-budgetary expenditure*	3 529 330
Total	32 502 308

* Excluding agency costs, provision for cost increases and contingencies. And excluding the cross-cutting activities.

Main achievements

229. One of the priorities for the Office was the promotion of social dialogue to bring together the players of key economic sectors to develop strategies to counter the global recession. Tripartite meetings were accordingly convened to adopt specific recommendations for sectors particularly hard hit by the crisis, such as the automobile, construction and finance sectors.

230. In addition, some activities were reoriented to support policy initiatives and research related to the crisis. Under the action programme for the automobile industry, for instance, a knowledge network and web site were developed and social dialogue among the social partners progressed. Global and national studies on the oil and gas industry, private employment agencies, civil aviation, ports, textiles and transport equipment manufacturing provided an overview of the prevailing situation and a sectoral analysis of the labour market, as a basis for developing targeted sectoral programmes.

231. The global dialogue forums introduced in 2008 offered a further opportunity to foster social dialogue on sectoral issues. Given the success of the Forum on Vocational Education and Skills Development for Commerce Workers, similar forums were held on the financial and infrastructure sectors, thereby enabling the social partners to strengthen cooperation, share concerns and identify good practices.

232. All the activities decided by the Governing Body were carried out successfully. Important milestones included the adoption of guidelines on port and flag State inspections under the Maritime Labour Convention, 2006, and the promotion of the Work in Fishing Convention, 2007 (No. 188).

Challenges, lessons learned, implications for the future

233. In 2007 the Governing Body decided to reorient the ILO's sectoral approach by introducing new methods of informal consultation and more flexible means of action, thereby enabling the Office to respond promptly to unexpected situations such as the global economic crisis. The new format for global dialogue forums proved to be an important means of addressing, in a timely manner, specific issues facing the sectors most affected (automobile, construction, finance, private employment agencies, etc.). Similarly, more action-oriented research into the impact of the financial turmoil in several sectors provided ILO constituents and members of the ILO's governing organs with updated information to tackle crisis-related issues more effectively. These innovative experiences were the basis for realigning the next sectoral programme so as to take account of the Global Jobs Pact.

234. Adjustments were also made to improve implementation planning. Differences in the timing of Office-wide programming cycles and of those observed by the Governing Body were reduced, and informal consultations through sectoral advisory bodies were used to ensure that activities could respond better to changed situations.

235. The promotion of closer integration and mainstreaming of sectoral activities into Decent Work Country Programmes proved to be effective for sectoral action programmes. Decent Work Country Programmes progressively incorporated a sectoral overview of the labour market and an analysis of challenges and opportunities in various sectors. Further action will be taken through social dialogue in the next biennium to strengthen the sectoral dimension of the Decent Work Country Programmes.

236. Increased participation in inter-agency meetings led to greater exposure of the ILO's sectoral programme and contributed to mainstreaming decent work in other UN sectoral activities, in accordance with the objectives of the "One UN" initiative. Likewise, the potential of public-private partnerships seems very promising, especially for the promotion of good practices contained in sectoral codes of practice and guidelines.

Sectoral response to the crisis

The ILO's new approach to its sectoral work enabled it to adjust its programme to different needs and challenges. Central achievements included:

- timely compilation and dissemination of sector-specific labour market data;
- a comprehensive study reviewing sector-specific elements of stimulus packages from over 60 countries;
- a series of assessments of severely affected sectors, such as the textiles industry in Romania and the automobile industry in Indonesia, Republic of Korea, Malaysia and Thailand;
- enhancement of the diagnostic capacity of individual sectors, including the development of a sectoral methodology in Chile for the construction, forestry, wholesale and retail sectors;
- promotion of sectoral social dialogue to assist governments and social partners of key economic sectors to develop strategies to counter the impact of the economic recession on financial service workers and the impact of the food crisis.

Immediate outcome 4d.1: Increase the level of consensus on social and labour issues in specific economic sectors

Indicator (i): Number of cases in which constituents reach consensus by adopting conclusions, recommendations, codes or guidelines in sectoral meetings

Target: 75 per cent of all sectoral meetings decided upon by the Governing Body for the biennium.

Result: 80 per cent of all sectoral meetings decided upon by the Governing Body for the biennium.

237. Seven sectoral meetings adopted conclusions:

- Joint International Maritime Organization (IMO)/ILO Ad Hoc Expert Working Group on Liability and Compensation regarding Claims for Death, Personal Injury and Abandonment of Seafarers.
- Global Dialogue Forum on Vocational Education and Skills Development for Commerce Workers.
- Global Dialogue Forum on the Impact of the Financial Crisis on Financial Sector Workers.
- Joint IMO/ILO Ad Hoc Expert Working Group on the Fair Treatment of Seafarers in the Event of a Maritime Accident.
- Tripartite Meeting on Promoting Social Dialogue and Good Industrial Relations from Oil and Gas Exploration and Production to Oil and Gas Distribution.
- ILO/UNESCO/WIPO Intergovernmental Committee of the International Convention for the Protection of Performers, Producers of Phonograms and Broadcasting Organizations (Rome Convention, 1961) (20th Session).
- Tripartite Workshop to Promote Ratification of the Private Employment Agencies Convention, 1997 (No. 181).

238. Three sectoral meetings adopted recommendations:

- Joint ILO/IMO/Basel Convention Working Group on Ship Scrapping (Third Session).
- Tripartite Technical Workshop on the Impact of the Food Price Crisis on Decent Work.
- Joint ILO/UNESCO Committee of Experts on the Application of the Recommendations concerning Teaching Personnel (Tenth Session).

239. Two sectoral meetings adopted guidelines:

- Meeting of Experts to Adopt Guidelines on Flag State Responsibilities under the Maritime Labour Convention, 2006.
- Meeting of Experts to Adopt Guidelines on Port State Responsibilities for the Inspection of Labour Conditions on Board Ships.

240. The ILO's contribution to the above results comprised research, the preparation of technical documents, policy advice and the organization of meetings.

Indicator (ii): Number of cases in which the follow-up actions from recommendations adopted by sectoral meetings are implemented

Target: 10 cases.

Result: 14 cases.

241. In line with the recommendations adopted by sectoral meetings, follow-up action was as follows:

- **Future of Work and Quality in the Information Society: The media, culture, graphical sector** (Geneva, 18–22 October 2004): The Office is implementing a multi-country technical cooperation project (Fiji, Mozambique, Senegal, Trinidad and Tobago, Zambia). It provided technical support to the joint ILO/UNESCO/WIPO Committee.
- **Employment, Social Dialogue, Rights at Work and Industrial Relations in Transport Equipment Manufacturing** (Geneva, 10–12 January 2005): The Office executed an action programme on the employment relationship, rights at work and social protection, which has been refocused to include the impact of the economic crisis in the automobile industry (Australia, India, Indonesia, Japan, Republic of Korea, Malaysia, Philippines, Thailand).
- **Guidelines for Labour Inspection in Forestry** (Geneva, 24–28 January 2005): The Office disseminated guidelines for labour inspection in forestry among constituents (Brazil, Indonesia).
- **Promoting Fair Globalization in Textiles and Clothing in a Post-Multi-Fibre Arrangement (MFA) Environment** (Geneva, 24–26 October 2005): The ILO continued collaboration with the MFA Forum, inter alia, in relation to new developments such as the assessment of the impact of the global economic crisis on the sector. It is carrying out an action programme to ensure the long-term sustainability of enterprises through decent work (Egypt).
- **Liability and Compensation regarding Claims for Death, Personal Injury and Abandonment of Seafarers** (London, November 2005): The Office set up and continues updating a global database of reported cases of abandoned seafarers.
- **Safety and Health in Coal Mines** (Geneva, 8–13 May 2006): The Office disseminated a code of practice and promoted its application in consultative meetings and conferences on OSH in mining (China, India, Mongolia), as well as in international forums hosted by the United Nations Economic Commission for Europe (UNECE) and the United Nations Conference on Trade and Development (UNCTAD).
- **Social and Labour Implications of the Increased Use of Advanced Retail Technologies** (Geneva, 18–20 September 2006): The Office promoted and disseminated the conclusions at meetings of the European Works Councils of two large retailing multinational enterprises and of the EU Social Dialogue Committee for the Commerce Sector.
- **Labour and Social Issues arising from Problems of Crossborder Mobility of International Drivers in the Road Transport Sector** (Geneva, 23–26 October 2006): The ILO established a Steering Committee with the participation of the IOE, the International Road Transport Union, the International Trade Union Confederation (ITUC) and the International Transport Workers' Federation to set priorities for follow-up action and monitor their international implementation. The Office validated a training tool kit on HIV/AIDS (Uganda, Russian Federation), which it translated into Russian and disseminated. It conducted international training of trainers from nine countries (Bosnia and Herzegovina, Ghana, India, Kenya, Lithuania, Namibia, Nigeria, United Kingdom and Zimbabwe), as well as from the FAO and UNAIDS.

- **Application of the Recommendations concerning Teaching Personnel** (Geneva, 30 October–3 November 2006): The Office provided advisory services to the Joint ILO/UNESCO Committee of Experts on the Application of the Recommendations concerning Teaching Personnel (CEART), conducted a fact-finding mission to Japan on allegations concerning the application of the Recommendations, and produced a brochure on the 1966 and 1977 ILO/UNESCO Recommendations in six languages.
- **Guidelines on Flag State Inspections under the Maritime Labour Convention, 2006** (Geneva, 15–19 September 2008): The Office translated and disseminated the Guidelines and promoted their application through training of trainers and maritime inspectors from 26 member States, in collaboration with the Turin Centre.
- **Guidelines for Port State Control Officers Carrying out Inspections under the Maritime Labour Convention, 2006** (Geneva, 22–26 September 2008): The Office translated and disseminated the Guidelines and promoted their application through training of trainers and maritime inspectors, in collaboration with the Turin Centre.
- **Impact of the Financial Crisis on Finance Sector Workers** (Geneva, 24–25 February 2009): The Office collected and analysed data on the impact of the crisis and discussed them in a regional tripartite workshop with constituents from five African countries (Egypt, Kenya, Nigeria, South Africa and United Republic of Tanzania).
- **Impact of the Food Price Crisis on Decent Work** (Geneva, 5–6 March 2009): The ILO joined the UN High-level Task Force on the Global Food Security Crisis. The Office undertook preparatory work for the involvement of the social partners in national-level planning on food security (Benin and Burkina Faso).
- **Promoting Social Dialogue and Good Industrial Relations from Oil and Gas Exploration and Production to Oil and Gas Distribution** (Geneva, 11–14 May 2009): The Office prepared and published a field study of industrial relations in the oil and gas industry (Indonesia).

Immediate outcome 4d.2: Increase constituent capacity to develop policies or programmes focused on improving labour and social conditions in specific sectors

Indicator (i): Number of cases in which constituents apply ILO technical assistance, training or tools to ratify sectoral Conventions

Target: 20 cases, across 4 regions.

Result: 29 cases, across 5 regions.

Result	ILO contribution
Bahamas ratified the Maritime Labour Convention, 2006.	Collaborated in promotion of Convention.
Fiji ratified Conventions Nos 149, 172, 178 and 184.	Collaborated through action programme for hotels, catering, tourism sector, as well as through regular standards-related work in specific sectors.
Gabon ratified Convention No. 151.	Provided advice through regular standards-related work in specific sectors.
Guatemala ratified Convention No. 163.	Collaborated in promotion of Convention.
Iceland ratified Convention No. 129.	Provided advice through regular standards-related work in specific sectors.
Indonesia, Yemen ratified Convention No. 185.	Provided technical assistance; carried out consultations with Government (Yemen).

Result	ILO contribution
Kazakhstan ratified Convention No. 167.	Provided advice through regular standards-related work in specific sectors.
Bosnia and Herzegovina, Cyprus, Republic of Korea, Tajikistan ratified Rome Convention.	Promoted Convention through joint ILO/UNESCO/WIPO secretariat.
Luxembourg ratified Conventions Nos 120, 129, 149, 167, 176 and 184).	Held high-level consultations with Government and social partners.
Norway ratified Maritime Labour Convention.	Promoted Convention through global technical cooperation project.
Panama ratified Convention No. 167 and Maritime Labour Convention.	Provided technical assistance in promoting Maritime Labour Convention, as well as advice through regular standards-related work in specific sectors.
Peru ratified Convention No. 176.	Held tripartite consultations and provided advice through regular standards-related work in the sector.
Poland ratified Convention No. 181.	Provided advice through regular standards-related work in specific sectors.
Serbia ratified Convention No. 167.	Provided advice through regular standards-related work in specific sectors.
Slovakia ratified Convention No. 129.	Provided advice through regular standards-related work in specific sectors.
Ukraine ratified Convention No. 153.	Held consultations with the Government.

Indicator (ii): Number of cases in which constituents apply ILO technical assistance, training or tools to develop policies based on sectoral codes of practice or guidelines

Target: 8 cases, across 4 regions.

Result: 7 cases, across 3 regions.

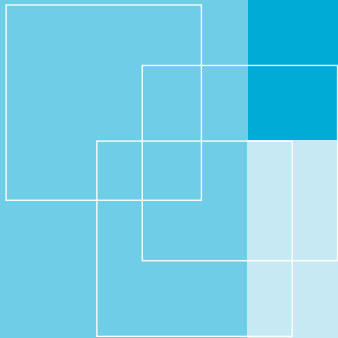
Result	ILO contribution
Bulgaria, Croatia, Romania: National tripartite steering committees developed action plans to sustain and strengthen social dialogue in port industry, based on guidelines on social dialogue in process of structural adjustment and private sector participation in ports, 2006.	Translated manual into Bulgarian, Croatian and Romanian and published it in these languages. Provided technical assistance in establishing steering committees in national-level workshops and in holding international tripartite cross-fertilization workshop.
Egypt adopted plan of action to improve OSH in tourism sector, based on ILO's OSH guidelines for the tourism sector.	Assisted in developing training materials based on guidelines, training tripartite trainer teams for work in three selected regions and developing Web-based self-assessment for hotel managers and owners.
India: India's largest private port adopted Portworker Development Programme, based on 2004 code of practice on security in ports.	Adapted training materials to new developments in handling of dangerous goods. Organized Asian regional trainer-training workshop in Singapore.
Namibia revised national policy in light of HIV/AIDS guidelines in education.	Provided technical assistance, conducted subregional tripartite meeting and published HIV/AIDS guidelines.
Niger adopted educational policies in accordance with CEART guidelines.	Organized workshop to revise policies on contractual teachers.

Indicator (iii): Number of cases in which constituents apply ILO technical assistance, training or tools to develop national tripartite plans of action on sector-specific issues

Target: 8 cases, across 4 regions.

Result: 16 cases, across 4 regions.

Result	ILO contribution
Brazil established specific time-bound Decent Work Country Programme outcome and targets for private and public investment, especially for the maintenance and expansion of the Growth Acceleration Programme (PAC) and new low-cost housing programme, as a means of fostering employment generation and energy efficiency.	Provide technical assistance in tripartite elaboration of specific Decent Work Country Programme outcome and targets. Promoted green jobs in construction sector through technical meetings with Office of the President and banks responsible for PAC and housing programme.
Bulgaria, Romania: National tripartite steering committees developed action plans to sustain and strengthen social dialogue in road transport sector.	Translated training materials into Bulgarian and Romanian. Provided technical assistance for establishment of steering committees in national workshops and holding of international tripartite cross-fertilization workshop.
Ecuador, Guinea-Bissau, Morocco, Peru, Senegal adopted national tripartite plans of action to improve working conditions in fisheries.	Held national and regional workshops.
Egypt adopted national tripartite plan of action to improve competitiveness through decent work in textiles sector.	Provided coordination and backstopping in creation of national tripartite steering committee. Assisted in implementation of national strategy through modular training programme tailored to requirements, under company-wide tripartite plan.
Kyrgyzstan adopted national OSH programme for agriculture and institutionalized WIND programme through strengthening of social dialogue.	Carried out third phase of capacity building of WIND representatives in local government administrative units. Trained over 12,000 farmers, trainers and responsible persons in trade unions, ministries of labour and agriculture and local governments.
Mexico signed national agreement on modernization of sugar industry.	Provided technical guidance through System for the Measurement and Improvement of Productivity (SIMAPRO) methodology. Prepared working paper on decent work in sugar sector.
Morocco adopted tripartite protocol of agreement on employment using Global Jobs Pact as reference framework.	Provided coordination and backstopping for action programme on textiles and clothing.
Mozambique, Senegal adopted tripartite national plan to strengthen creative industries.	Provided coordination and backstopping for national seminars.
Nigeria formulated tripartite action plan to improve efficiency of basic public utility services.	Provided technical assistance for development of action programme to strengthen social dialogue in utilities sector.
Romania: Tripartite constituents adopted social pact for recovery of textile and clothing sector.	Organized tripartite meeting as follow-up to action programme on textiles and clothing.



JOINT IMMEDIATE OUTCOMES

COHERENT ECONOMIC
AND SOCIAL POLICIES
IN SUPPORT OF DECENT WORK

INTEGRATED POLICIES
FOR THE INFORMAL ECONOMY

STRENGTHENING LABOUR
INSPECTION

ADVANCING GENDER EQUALITY
IN THE WORLD OF WORK

MICROFINANCE
FOR DECENT WORK



Joint immediate outcomes

Resources for joint immediate outcomes in 2008–09 (US\$)

Regular budget expenditure	27 389 527
Extra-budgetary expenditure*	24 491 054
Total	51 880 581

* Excluding agency costs, provision for cost increases and contingencies. And excluding the cross-cutting activities.

Coherent economic and social policies in support of decent work

Joint immediate outcome: Increase capacity of member States and development partners to promote coherent economic and social policies in support of decent work at national, regional and global levels

Resources for coherent economic and social policies in support of decent work in 2008–09 (US\$)

Regular budget expenditure	6 562 423
Extra-budgetary expenditure*	8 188 147
Total	14 750 570

* Excluding agency costs, provision for cost increases and contingencies. And excluding the cross-cutting activities.

Main achievements

242. At the global level, the ILO succeeded in making the Decent Work Agenda central to economic and social development and crisis mitigation efforts. Technical support and expertise were provided in designing the Global Jobs Pact and the UN Joint Crisis Initiatives, as well as in preparing inputs for the G20 meetings, particularly in London and Pittsburgh. Through its chairmanship of the High-level Committee on Programmes, the ILO was able to initiate the process that ultimately led the CEB to adopt nine joint initiatives aimed at mitigating the effects of the crisis.

243. Enhanced dialogue with international financial institutions and other major partners such as the Organisation for Economic Co-operation and Development (OECD) led to a greater recognition of the relevance of decent work to all sustainable development agendas, exemplified by the World Bank's evolving position on the relevance of international labour standards and the addresses delivered by the International Monetary Fund (IMF) and OECD executive chiefs to the ILO Governing Body.

244. The inclusion of the CEB *Toolkit* and of international labour standards in the 2009 UNDAF guidelines was another important achievement, as was the collaborative role of the ILO in the High-level Committee on Programmes and the UNDG through its various working groups.

245. At the regional level the ILO was able to secure greater participation in UN regional coordinating mechanisms through more regular participation in regional directors' team meetings and decision-making bodies and in a number of programme support groups.

246. At the national level the pressing needs resulting from the crisis and its negative impact on jobs, coupled with increased national awareness and understanding of the relevance of the Decent Work Agenda, made ILO interventions particularly relevant to constituents and development partners. Inter-agency collaboration was enhanced through MDG-related funding and monitoring mechanisms, such as the MDG Achievement Fund and related policy networks.

247. Tripartite constituents were involved in the abovementioned achievements up to the highest levels of national, regional and global decision-making and UN management. This tripartite approach contributed to heightening the relevance of the Decent Work Agenda in times of crisis and expanding the influence of workers' and employers' organization in the policy dialogue arena.

Challenges, lessons learned, implications for the future

248. Policy coherence in economic and social policies in support of decent work drove much of the Office's work during the biennium, under the guidance of the Governing Body and its Working Party on the Social Dimension of Globalization. The economic and financial crisis and the framework underpinning the ILO Declaration on Social Justice for a Fair Globalization contributed to reinforcing this trend by placing the goal of decent work at the centre of global, regional and country-level responses.

249. As the crisis unfolded the Office had to readjust its activities and working methods to deliver timely and effective responses to evolving needs on the ground. At the global level this was done through the Global Jobs Pact and the UN Joint Crisis Initiatives. At the country and regional level, ILO assistance to constituents was delivered through policy advice and intensified dialogue with the international financial institutions, UN agencies, regional organizations and regional banks. This fostered the convergence of efforts among national and international players around the need for greater policy coherence, notably in the area of policy reviews in relation to decent work and climate change.

250. An important lesson learned is that the extreme pressure created by the unprecedented crisis allowed an organizational culture of shared knowledge to take root. This moved the Office forward towards the implementation of the ILO Declaration on Social Justice for a Fair Globalization. The crisis also confirmed the relevance of the Decent Work Agenda in times of both economic prosperity and recession.

251. One of the main challenges facing the Office is its capacity to provide constituents with services that meet the needs triggered by the crisis, particularly in helping lower income countries to integrate successfully the range of policies that determine the environment for the creation of decent work opportunities. Appropriate mechanisms will have to be developed to foster greater coherence throughout the Office. The ILO is also looking into how the implementation of the Global Jobs Pact policy package can be effectively embedded into a coordinated crisis response at the country level.

252. At the global level, although the crisis contributed to putting employment creation and social protection at the top of national policy agendas, translating the inseparable, interrelated and mutually supportive nature of the four components of decent work into reality for the Office and its development partners requires an effective mechanism. Substantive efforts in the next biennium should be geared towards the integration of the Global Jobs Pact into the policies and programming cycles of regional and international institutions, including financial institutions, as well as agencies, funds and programmes throughout the UN system.

Monitoring progress towards decent work in Austria, Brazil, United Republic of Tanzania, and Ukraine

Austria, Brazil, United Republic of Tanzania, and Ukraine have volunteered to serve as pilot countries in the preparation of country profiles, based on a set of qualitative and quantitative indicators that take account of the multidimensional nature of decent work. In all four cases national statistical offices, constituents and academic partners combined their efforts to collect and analyse data and compile legal indicators and participated in validation workshops. The diversity of the pilot countries made it possible to assess the relevance and feasibility of the measurement concept in different settings. These country profiles will serve as a baseline to assess progress in implementing the Decent Work Agenda and will guide policy choices for realizing decent work at the national level. In November 2009 the Governing Body decided that the Office would continue producing decent work country profiles beyond those covered in the pilot phase.

Indicator (i): Number of member States that use ILO assistance to review social and economic policies in relation to decent work

Target: 10 member States, across all regions.

Result: 17 member States, across 4 regions.

Result	ILO contribution
Bangladesh, Cambodia, Chile, Indonesia, Philippines, South Africa undertook analyses of employment and social implications of the crisis and used findings to shape national responses to the crisis.	Provided technical assistance and training for formulation and implementation of crisis-mitigating responses.
Botswana, Namibia, South Africa, Swaziland conducted reviews of national policies in development of their Decent Work Country Programmes.	Provided financial assistance and supported national tripartite workshops.
Brazil, India undertook policy review to determine impact of social transfer programmes on growth and employment.	Provided technical and financial assistance in evaluating macro impact of Rural Employment Guarantee Act (India) and of conditional cash transfer programme (Brazil) on consumption, demand and growth.
China developed long-term macro analysis of drivers of growth and employment and corresponding policy options. Based on findings, policy work includes developing complementary drivers of growth such as consumption, social protection and real wages, and assessing impact of stimulus package on employment.	Provided technical assistance in analysing drivers of growth and employment and prospects for addressing identified weaknesses.
Mozambique, Zambia identified policy constraints of employment-led growth based on series of policy analyses.	Provided technical assistance on coherent macro policies for generating employment. Organized workshops.
Pakistan designed and costed employment guarantee scheme to serve as an employment and social floor, and developed programme to extend its cash transfer programme to 7.5 million households.	Provided technical assistance for design and budgeting of the scheme and in developing programme to extend income-support initiative funded by the IMF.
Nepal, Ukraine conducted thorough analysis of economic and social development situation and identified policies required to create enabling environment for faster economic growth and decent work.	Provided technical assistance and policy advice. Organized workshops and high-level dialogue with constituents and representatives of international financial institutions.

Indicator (ii): Number of bilateral, multilateral and inter-agency initiatives that call for the coordination of agency policies and programmes related to the Decent Work Agenda

Target: 10 global, regional or national initiatives.

Result: 10 global, regional or national initiatives.

Result	ILO contribution
World Trade Organization (WTO), FAO, UNCTAD, IMF, World Bank and ILO initiated dialogue on prospects and policies for decent work in the face of the financial and food crisis, as means of implementing evidence-based policy options of practical use to policy-makers.	Provided technical inputs to reports, took active part in discussions, hosted meeting.
Asian Development Bank and tripartite representatives from Bangladesh, Cambodia, China, India, Indonesia, Malaysia, Pakistan, Philippines, Thailand and Viet Nam conducted in-depth examination of policy responses to current crisis in Asia and urged more coherent policy response and more consistent policy advice.	Provided technical and financial support to high-level regional meeting.

Result	ILO contribution
UNDG incorporated the CEB Toolkit into its 2009 guidelines for developing UNDAF and recommended its use in analysing national context prior to joint programming exercise.	Participated in UNDG drafting group.
In Argentina , UNDAF document signed in May 2009 includes employment and decent work in 83 per cent of UNDAF effects, and in 93 and 75 per cent of programme outcomes and outputs, respectively.	Provided technical assistance to individual UN country team member agencies and collective training at all phases of the process, using CEB Toolkit.
CEB adopted nine joint initiatives aimed at mitigating effects of the crisis, including Global Jobs Pact and social protection floor which call for coordination of agency policies and programmes related to Decent Work Agenda.	Chaired High-level Committee on Programmes. Provided technical inputs to issue paper reflecting joint UN crisis initiative.
With IOE, ITUC and United Nations Environment Programme (UNEP) , ILO launched Green Jobs Initiative (September 2008) to promote decent jobs and sustainable enterprises and to reduce emissions of greenhouse gases and unsustainable use of ecosystems.	Provided technical inputs to initiative. Assisted with preparation of meeting during UN General Assembly.
High-level representatives of selected developing countries , as well as executive heads of IMF, World Bank, WTO and OECD , made commitment (July 2009) to greater coherence in core policy areas of the Decent Work Agenda.	Took active part in discussions and supported commitment at G8 meeting (Rome, July 2009).
ILO and UNDP launched initiative aimed at the reconciliation of work and family life as part of joint project to reduce inequality between men and women and between generations.	Contributed to design of the project and is an associated agency in its implementation.
“One UN” programme in Pakistan expanded its productive employment and decent work component by US\$500,000, giving it a heightened profile.	Engaged in promotion of Decent Work Agenda among UN agencies. Co-chaired relevant thematic working groups of UN country team.
Member States and constituents of European region adopted recommendations to mitigate effects of the crisis in short and medium term through Decent Work Agenda, with emphasis on greater policy coherence.	Organized eighth ILO Regional Meeting for Europe and Central Asia.

Integrated policies for the informal economy

Joint immediate outcome: Increase constituent capacity to develop integrated policies for upgrading the informal economy and facilitating transition to formality

Resources for integrated policies for the informal economy in 2008–09 (US\$)

Regular budget expenditure	11 181 694
Extra-budgetary expenditure*	134 337
Total	11 316 031

* Excluding agency costs, provision for cost increases and contingencies. And excluding the cross-cutting activities.

Main achievements

253. Knowledge development in several policy areas supported the Office's work on the informal economy through inter-sectoral activities dedicated to improving statistics, analysing linkages between social transfers and employment policies, establishing methodologies that combine workplace improvements and productivity, and developing strategies to facilitate access to the labour market of groups traditionally excluded from it, including people affected by HIV/AIDS and people with disabilities.

254. Progress was achieved in specific areas. The campaign for social security for all and its focus on a social security floor was an important means of promoting the extension of coverage to informal economy workers. The Office developed an integrated and multi-thematic information resource platform, which is an important new tool for ILO constituents and partners as it brings together in one framework the policy issues and the available guidance and tools across the Decent Work Agenda.

255. The ILO was successful in conveying and profiling its policies regarding the informal economy through the conclusions adopted by international and regional bodies and networks, such as the UNDP's high-level Commission on Legal Empowerment of the Poor and the OECD's Network on Poverty Reduction. The concerns of informal economy workers and undertakings were incorporated into the Global Jobs Pact, as well as into the CEB's response to the global financial crisis.

Challenges, lessons learned, implications for the future

256. The ability to link research, policy development and practical work in the field proved critical in supporting constituents and influencing the international agenda on the informal economy and related areas. But the informal economy is entrenched in many developing countries' labour markets and the transition to formality is a gradual, complex and multifaceted process. The ILO will need to sustain its efforts and the deployment of resources over several biennia if it is to have an impact in this area. This appears even more important given that the financial and economic crisis is likely to increase informal employment and accentuate the disadvantages under which informal economy workers and entrepreneurs operate. The vital importance of eliciting a sustainable response from the ILO in order to reverse these trends is explicitly recognized by the Global Jobs Pact.

257. A systematic effort was made to consolidate the ILO's extensive expertise in this field into a coherent and multi-dimensional policy package to support constituents in their efforts to develop measures facilitating the transition to formality. A lesson to be drawn from the biennium's activities is how important the combination of global reviews of good practice and knowledge sharing, on the one hand, and social dialogue and evidence drawn from the national context, on the other, can be for the transition to formal employment. The Office will have to build on this basis throughout the planning period of the Strategic Policy Framework.

258. The results framework for 2008–09 made planning and reporting on the informal economy a challenging task. On the one hand, several indicators lent themselves to informal economy issues and results were reported accordingly. On the other hand, the formulation of the indicators under this joint immediate outcome and the targets set proved inappropriate, in particular because the first indicator was difficult to measure and the target of the second was too low.

259. The decision to discontinue this joint immediate outcome in the Programme and Budget for 2010–11 on the grounds that informal economy issues should be mainstreamed across all outcomes requires the Office to work in a more coherent and integrated manner. Efforts will also be deployed to mobilize additional resources in the context of the follow-up to the Global Jobs Pact.

Upgrading the informal training system in Africa

An ILO survey of seven African countries provided guidance and policy recommendations to transform informal apprenticeship into a dual system that combines on-the-job training with theoretical learning. Successful schemes aimed at the gradual improvement of apprenticeship practices involve the social partners and other stakeholders. The participation of informal craft associations and youth organizations in designing the reform of training systems ensures that the skills and training needs of the informal economy are well articulated. Public authorities need to develop appropriate long-term financing instruments and to review current budget allocations, while trade associations can help informal apprenticeship evolve into a quality-conscious dual training system. The survey findings are being used to assist countries in Africa in designing policies and interventions that foster training in skills acquisition for workers in the informal economy.

Measuring the informal economy in Arab States

The Centre for Arab Women Training and Research (CAWTAR), with ILO support, has implemented a regional initiative on gender and employment in the informal economies of the Arab States. One of the achievements of the initiative, which covers seven countries, is that informality is now a central feature of labour statistics analysis in the policy-making process. Concrete developments include the post-crisis household survey in Lebanon and the labour force surveys conducted by the Central Bureau for Statistics of the Syrian Arab Republic and by the Palestinian Central Bureau of Statistics.

Indicator (i): Number of cases in which UN country programmes incorporate and apply ILO standards, guidelines, tools or knowledge to develop integrated initiatives for productive employment opportunities and social protection of informal economy workers and producers as a means to facilitate transition to formalization

Target: 15 cases, across all regions.

Result: 2 cases, across 2 regions.

Result	ILO contribution
Mexico: 2008–12 UNDAF identifies strengthening public policies and institutional capacities for decent work as priority goal and promotes step-by-step transition of informal economy, improvement of OSH and adequate social protection irrespective of workers' employment status.	Supported in-depth studies on concepts and interpretation of statistical data, analysis of occupations in informal economy and assessment of existing policies and programmes as contribution to evolution from an informal to a formal economy. Disseminated and discussed reviews in governmental and tripartite forums.
Mozambique: UNDAF incorporates basic social protection component implemented through joint programme coordinated by the ILO and other UN agencies. A social protection strategy awaiting government approval would extend social protection coverage to vulnerable groups, including workers in informal economy.	Provided technical assistance for policy design, programme evaluation, organization of study tours and training on basic principles of social protection. Held consultations on basic social protection.

Indicator (ii): Number of cases in which governments, employers and workers, through tripartite dialogue, use ILO knowledge and approaches in policies related to the informal economy

Target: 5 cases.

Result: 32 cases.

Result	ILO contribution
Albania, Bosnia and Herzegovina, Hungary, Montenegro increased their knowledge base and set up institutional framework to fight undeclared work.	Arranged country studies on undeclared work, provided technical advice and supported tripartite dialogue on best practices for combating informal employment, especially undeclared work.
Argentina, Brazil, India, Turkey implemented multi-component, integrated programmes to facilitate transition to formal employment.	Provided technical advice on impact of existing and new policies, on strengthening capacity of labour administration and extending social protection to informal economy. Promoted tripartite dialogue to facilitate transition to formal employment. Supported assessment of impact of financial crisis on informal economy (Argentina, India and Turkey).
Bangladesh adopted Work Improvement in Small Construction Sites approach for OSH in construction.	Conducted studies. Organized workshops.
Brazil assessed policies addressing informal economy, employment promotion and social protection. New law reducing tax burden of self-employed and their contribution to social security should facilitate formalization.	Commissioned studies and provided background information for formulation of new law on micro-enterprises. Supported pilot project to facilitate transition to formal employment in three provinces.
Cambodia, Indonesia, Nepal, Pakistan, Philippines, Timor-Leste developed employment-intensive investment strategies as part of crisis response programmes and promoted local development targeted at informal economy.	Provided technical assistance, conducted analytical work and organized national and regional meetings, applying several ILO tools and approaches.
Cape Verde, Indonesia, Thailand took policy measures to extend social protection coverage to groups of informal economy workers (poor, elderly, people with disabilities, temporary workers).	Carried out feasibility studies and provided technical advice and training.
Ghana, Nigeria, Senegal, United Republic of Tanzania, Zimbabwe enhanced awareness and capacity of tripartite constituents to provide comprehensive and integrated support to informal economy, workers and units.	Conducted studies on informal economy, provided technical expertise, supported tripartite dialogue on informal economy and assisted in policy formulation for upgrading informal economy units.
Lebanon, Mexico, Saint Lucia, Syrian Arab Republic , as well as occupied Palestinian territory, built up capacity of statistical offices to incorporate ILO statistical module and specific surveys on informal economy in regular labour force surveys.	Introduced state-of-the-art definitions and measurement guidelines.
Lesotho enhanced capacity of business development service providers to deliver services to women entrepreneurs in informal economy.	Provided technical and financial assistance as partner of Joint UN Youth Employment Promotion Programme.
Senegal enhanced capacity of public institutions, social partners and representatives of local organizations to promote transition of informal workers to formal economy. Designed national strategy and action plan.	Provided technical and financial assistance and supported national workshop on transition of informal workers to formal economy.
Sri Lanka: Technical and Vocational Education Commission included training needs of vulnerable groups in informal economy in its national skills training policy.	Coordinated surveys, studies and working groups that mapped vulnerable groups, including informal economy groups, with a view to their incorporation into vocational education system.

Strengthening labour inspection

Joint immediate outcome: Increase member States' capacity to carry out labour inspection

Resources for strengthening labour inspection in 2008–09 (US\$)

Regular budget expenditure	2 705 052
Extra-budgetary expenditure*	1 137 274
Total	3 842 326

* Excluding agency costs, provision for cost increases and contingencies. And excluding the cross-cutting activities.

Main achievements

260. Through work under this joint immediate outcome, governments were made more aware of the role of labour inspection in their national economic system and of its importance for the social partners. In 11 member States the government's commitment was reflected in the endorsement of labour inspection national action plans and their accompanying recommendations, which were based on the findings of labour inspection audits. These action plans contributed to improving application of the Labour Inspection Convention, 1947 (No. 81). The action plans, in which the social partners tend to be more closely involved, were often a follow-up to ILO activities and training. These activities at the national level were supported by global products developed by the ILO, such as labour inspection training materials and curricula. Further assistance was provided through expert meetings organized by the ILO and partner networks.

261. Labour inspection services in general enhanced their effectiveness, but their planning, programming and reporting could be further improved. This would bring obvious advantages. As labour inspection entails improvements in working conditions, there are fewer occupational accidents or diseases and the productivity of enterprises increases accordingly.

262. The results achieved benefited from significant buy-in and ownership from ILO tripartite constituents, who were systematically involved in labour inspection audits and thus able to influence recommendations for the action plans. All the action plans were endorsed by governments and the social partners.

Challenges, lessons learned, implications for the future

263. Governments' strong commitment to labour inspection made it possible to conduct the audits and to endorse the labour inspection action plans. Coordination between the different ILO units and the ILO offices in the field was smooth and flawless. The audits were conducted through cross-Office collaboration, and proposals for mobilizing extra-budgetary funds were also the result of a combined effort. The audit findings and recommendations were documented in an audit report, which was shared with the Bureaux for Workers' and Employers' Activities and with ILO field offices for comment.

264. The limited financial resources allocated to labour inspection services by governments sometimes hampered the implementation of all the measures defined in the action plans, and in some cases these had to be curtailed.

265. Moreover, a lack of clarity in the distribution of competencies and an inadequate flow of information at the administrative level in some countries often impeded the organization and implementation of the ILO's activities. This will be taken into consideration in the next biennium, when improved coordination will be the target for an efficient labour administration system.

266. Increased awareness of the role of labour inspection was reflected in constituents' support for the Global Jobs Pact, which calls for the strengthening of labour administration and labour inspection, as do the growing requests for technical assistance from member States. ILO work in this area is expected to increase in breadth and scope in the next biennium.

Reforming the labour administration system in El Salvador

With ILO assistance El Salvador has embarked on a substantial reform of its labour administration system. The process started with the implementation of a labour inspection audit, followed by the drafting of a labour inspection action plan. The Ministry of Labour has accordingly engaged in a restructuring process that has led to a review of public service laws and the adoption of new legislation. The status and conditions of service of labour administration staff were significantly improved and now conform to Convention No. 81. The country's new administration has maintained its commitment to a stronger labour inspectorate and confirmed its request for ILO assistance.

Indicator (i): Number of member States that apply ILO assistance to carry out tripartite audits of their labour inspection systems

Target: 10 member States, across all regions.

Result: 17 member States, across all regions.

Result	ILO contribution
Albania, Armenia, El Salvador, Ethiopia, Guatemala, Honduras, Kazakhstan, Lebanon, Republic of Moldova, Montenegro, Oman, Philippines, Syrian Arab Republic, The former Yugoslav Republic of Macedonia carried out a labour inspection audit.	Provided training for labour inspectors and representatives of labour inspection system with Turin Centre. Conducted research, legal analysis. Provided technical assistance to review labour inspection system and legislation, and to organize audit. Supported study tours for labour inspectors to Singapore, Portugal and Spain (Oman).
China carried out partial labour inspection audit as part of strategy to enforce new labour contract law.	Conducted training to respond to restructuring of inspection service and implementation of new labour contract law.
Mongolia conducted new labour inspection audit to follow up earlier activities, with child labour as one of the main areas of work.	Conducted training and reviews and developed materials.
United Republic of Tanzania carried out labour administration and inspection audit.	Conducted research and legal analysis and organized audit.

Indicator (ii): Number of member States that apply ILO assistance to formulate national action plans on labour inspection

Target: 15 member States, across all regions.

Result: 11 member States, across all regions.

Result	ILO contribution
Albania developed national action plan on strengthening labour inspection.	Provided technical assistance in drafting action plan, based on findings of inspection audit.
Armenia developed national action plan on modernizing labour inspection.	Provided technical assistance in drafting action plan, based on findings of inspection audit.
Bahrain, Mexico formulated partial national action plans for labour inspection, including strengthening of legislative framework.	Provided training and information on labour inspection, and on Convention No. 81 (Mexico).
El Salvador, Guatemala, Honduras developed a national action plan on strengthening and modernizing labour inspection.	Provided technical assistance in drafting action plans, based on findings of inspection audits.

Moldova, Republic of, Montenegro, The former Yugoslav Republic of Macedonia developed national action plans on labour inspection.

Provided technical assistance in drafting action plans, based on findings of inspection audits.

Nepal developed partial action plan on labour administration and labour inspection.

Provided technical assistance in drafting action plan, based on labour administration audit.

267. It should also be noted that with ILO assistance:

- **Oman** drafted a partial national labour inspection action plan.

Indicator (iii): Number of member States that apply ILO assistance to increase financial resources allocated to labour inspection

Target: 10 member States, across all regions.

Result: 12 member States in 2 regions.

Result	ILO contribution
Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, United Arab Emirates increased financial resources allocated to labour inspection in accordance with new strategy to reform labour markets and labour inspection systems. Oman increased number of labour inspectors in Ministry of Manpower from 91 to around 160.	Organized subregional meeting of Gulf States for labour inspection services to formulate labour inspection and dispute settlement strategy based on lessons learned from initiatives in Bahrain and Oman.
El Salvador, Guatemala, Honduras, Peru increased financial resources for labour inspection system.	Supported labour inspection audits that led to increase in resources.
Jordan recruited labour inspectors to strengthen inspection system. Eighteen garment factories undertook to improve compliance with international labour standards.	Adapted labour inspection tools and manuals, supplemented by awareness-raising workshops on standards targeting media. Provided training and ongoing assistance to the 18 factories.
Mexico increased human, material and financial resources for labour inspection and implemented structural changes in labour inspection. Total number of federal inspectors raised by more than 10 per cent a year.	Supported labour inspection action plan and training.

Advancing gender equality in the world of work

Joint immediate outcome: Increase capacity of constituents to develop integrated policies and programmes to advance gender equality in the world of work

Resources for advancing gender equality in the world of work in 2008–09 (US\$)

Regular budget expenditure	5 438 172
Extra-budgetary expenditure*	5 701 978
Total	11 140 150

* Excluding agency costs, provision for cost increases and contingencies. And excluding the cross-cutting activities.

Main achievements

268. The biennium witnessed progress in the ratification of the Conventions on gender equality. Kiribati, the Lao People's Democratic Republic and Samoa ratified the Equal Remuneration Convention, 1951 (No. 100), and the Discrimination (Employment and Occupation) Convention, 1958 (No. 111). Latvia, Luxembourg, Mali and the Netherlands ratified the Maternity Protection Convention, 1981 (No. 183).

269. Awareness-raising activities such as the global campaign on "Gender equality at the heart of decent work", meetings and capacity building, combined with preparations for the discussion on gender equality at the 2009 session of the Conference, encouraged tripartite constituents to include the principles of equal pay, equal opportunity, work and family balance and maternity protection in their national strategies, policies and programmes.

270. Building the capacity of tripartite constituents and ILO staff through training, consultation and dissemination of research on gender mainstreaming, combined with the use of the CEB *Toolkit*, helped generate gender responsiveness in Decent Work Country Programmes and UNDAFs. For example, in southern Africa seven out of ten Decent Work Country Programmes included support for women among their priorities. Capacity building and training in business management, leadership and negotiation skills enhanced employment opportunities for women and facilitated their access to microfinance institutions. Training of microfinance institutions' staff facilitated the inclusion of gender equality issues in their activities, programmes and policies.

271. Gender audits conducted in Indonesia, Kyrgyzstan, Mozambique, Russian Federation, United Republic of Tanzania, and Ukraine helped constituents to combat inequalities in their structures and activities more effectively. Similarly, the ILO participatory gender audit methodology assisted UN country teams in Malawi, Nigeria, Philippines and United Republic of Tanzania, in integrating gender into their respective activities and programmes. ILO constituents were included in these efforts in all countries.

272. In Asia, efforts to promote Conventions Nos 100, 111, 156 and 183 through research, studies and new training material on a wide array of topics, including pay equity, work and family balance, sexual harassment, maternity protection, protection of domestic workers and prevention of human trafficking, assisted constituents in ratifying Conventions and resulted in new policy and practical approaches to gender equality.

273. In several Latin American countries, tripartite commissions on equal opportunities continued to support actively the inclusion of gender equality issues in policy decisions. This comprised the inclusion of gender issues in collective bargaining (Uruguay), the approval of an equal pay law (Chile) and the adoption of action plans on work and family balance. The publication of a joint ILO/UNDP report on work and family was a significant policy breakthrough, as it identified a number of public strategies – legal, political or administrative – that should be pursued by governments, companies, trade unions, individuals and social organizations.

274. The Office undertook consultations in all regions to examine law and practice regarding decent work for domestic workers, in view of the 2010 Conference discussion on this topic. A significant number of countries submitted information through the ILO questionnaire.

Challenges, lessons learned, implications for the future

275. Given the high rate of ratification of the Conventions addressing gender equality and the efforts of many countries in that direction, the ILO's future promotional activities should take into account the specific situation of each country and include questionnaires, awareness-raising programmes and training on key issues.

276. Building the capacity of ILO constituents and staff in respect of gender mainstreaming helps generate gender responsiveness in Decent Work Country Programmes. The number of gender-sensitive indicators in the programmes that were drafted or finalized increased. Continued efforts to improve the development and use of key indicators for gender equality are needed to demonstrate that addressing gender equality can be economically advantageous, especially in times of crisis.

277. The participatory gender audit was central to ILO efforts to help constituents to combat gender inequalities in their structures and activities more effectively, and to help UN country teams integrate gender into the “Delivering as One” initiative. A multiplier effect is achieved by training constituents, national gender experts and UN staff to be audit facilitators.

278. The guidelines for UN country teams on preparing a Common Country Assessment and UNDAF now require the social partners to be consulted in developing UN priorities. Similarly, the performance indicators for gender equality and women’s empowerment used by UN country teams call for consultation with workers’ and employers’ organizations on mainstreaming gender issues. A greater effort is therefore needed to build the social partners’ capacity to engage effectively in UN consultations at the country level.

279. The resolution concerning gender equality at the heart of decent work, adopted by the Conference in 2009, and the follow-up agreed by the Governing Body in November 2009 proposed concrete policy measures to counter the impact of the global economic crisis. The resolution provides added support for the Global Jobs Pact in this regard, and therefore needs to be promoted in the multilateral system and among constituents.

Advancing gender equality in UN country programmes

The UN Inter-Agency Network on Women and Gender Equality has encouraged the ILO to link the participatory gender audit further with the system-wide gender mainstreaming policy and strategy. The ILO has conducted gender audits of pilot countries for the UN’s “Delivering as One” initiative and they are being increasingly requested by UN country teams and by individual UN agencies at the country level. The UNDAF guidelines contain a specific reference to gender audits as a measurement tool. The UN Performance Indicators for Gender Equality and Women’s Empowerment also make specific reference to participatory gender audits and the need for UN country teams to consult with workers’ and employers’ organizations in developing gender strategies.

Indicator (i): Number of cases in which UN country programmes and national decisions in such countries apply ILO assistance to develop policies or programmes focused on: increasing equal opportunities for women and men for training and skills development; improving job recruitment and retention; advancing women into decision-making positions; promoting women’s entrepreneurship; or promoting women’s access to financing and resources

Target: 15 member States.

Result: 14 member States.

Result	ILO contribution
Cambodia: Ministry of Labour and Vocational Training and Ministry of Industry, Mines and Energy adopted gender mainstreaming action plan.	Provided capacity building of key policy-makers in Ministry of Labour and Vocational Training. Provided technical assistance in drafting of action plan and in provincial capacity building.
Kyrgyzstan: Parliament prepared recommendations for incorporating gender equality in policy measures and activities aimed at young women and men in particular.	Provided technical expertise and consultancy for gender audit.
Liberia implemented women’s entrepreneurship programme targeting 50 waste collection SMEs operated by women and women’s community-based organizations.	Trained women workers and entrepreneurs in leadership, negotiation and conflict resolution. Provided support to businesses owned by women.
Malawi: Eight UN agencies conducted gender audits leading to development of UN strategy and joint programme on gender containing components on gender mainstreaming and empowerment of women, accompanied by action plan.	Provided technical assistance and led gender audits in eight UN agencies. Trained UN gender audit facilitators.

Result	ILO contribution
Nicaragua: Fifteen municipalities established network of childcare services for working mothers and implemented training entrepreneurship programme for women to improve their income level.	Provided technical assistance in formulating joint UN programme on provision of childcare facilities for low-income working mothers. Provided technical and financial support and training for development centres and trained women in entrepreneurship.
Paraguay extended right to health coverage for domestic workers to the whole country. Ministry of Public Works and Communications implemented gender-sensitive labour-intensive investment programmes.	Conducted studies and held tripartite consultations on domestic workers. Developed indicators to monitor impact of investment programmes on women's employment, and provided capacity building for implementing agencies.
Philippines: Government agencies of Inter-Agency Council Against Trafficking included ILO gender equality packages in their training.	Developed tools and conducted training on gender and development for tripartite partners, municipalities, academics and NGOs.
Seychelles strengthened integration of gender issues in programmes of a number of ministries and established gender focal point on mainstreaming gender issues.	Provided assistance in integrating gender issues in Decent Work Country Programme.
United Republic of Tanzania: Three joint UN programmes conducted gender audits leading to review of workplans and activities so as to include and monitor gender aspects. Sex-disaggregated data collection was made mandatory for social partners.	Provided technical assistance and led process of conducting gender audits in three joint UN programmes. Conducted training of gender audit facilitators with constituents and within UN.
Timor-Leste: State Secretariat for Vocational Training and Employment set up gender focal point networks and formulated gender mainstreaming strategy.	Conducted gender review studies that served as critical inputs for formulation of gender mainstreaming strategy.
Viet Nam issued three decrees to implement Gender Equality Law. Ministry of Labour, Invalids and Social Affairs implemented capacity-building programme to network with other ministries and constituents on mainstreaming gender in labour and social legislation.	Made comments on Gender Equality Law.
Yemen: Ministry of Technical and Vocational Education and Training established new structure to promote young women's employability, integrated increasing number of young unemployed women in technical and vocational education and training activities and monitored progress on gender mainstreaming. Enterprise development agencies supported women's cooperatives and self-employment initiatives of rural women producers by applying ILO tools.	Organized training workshops on skills development for young women, using ILO tools. Assisted Ministry in preparing policy briefs on gender and technical and vocational education and training and on rural women's cooperatives. Provided technical assistance on setting up a monitoring mechanism for reporting progress on gender mainstreaming in technical and vocational education and training system.
Zambia supported women's entrepreneurship development and women entrepreneurs, using ILO tools.	Provided gender audit training for constituents, UN agencies and NGOs with a view to conducting participatory gender audit in ministries.
Zimbabwe: Ministry of Women's Affairs, Gender and Community Development prepared action plan for gender mainstreaming in Short-term Emergency Recovery Plan.	Disseminated promotional material.

Indicator (ii): Number of cases in which countries, whether they ratified or not, establish programmes, legislation, policies, collective agreements or court decisions to implement key provisions of Conventions Nos 100, 111, 156 and 183

Target: 20 cases.

Result: 20 cases.

Result	ILO contribution
Argentina created network of regional equal opportunity commissions in every province. Ministry of Labour incorporated course on gender equality and collective bargaining into its trade union training programme.	Prepared studies and held workshops on creation of regional commissions. Published manual on gender and collective bargaining for trade union training programme.
Argentina, Brazil, Chile, Paraguay, Uruguay: Tripartite Commissions on Equal Opportunities continued to support actively inclusion of gender equality in policy decisions. All adopted action plans for promotion of gender-sensitive work and family balance action plans.	Provided regular technical assistance to each Commission. Held workshop on social dialogue for Commissions and other Latin American tripartite delegations, sharing information, identifying best practices of existing Commissions and introducing issue of work and family.
Brazil implemented Pro Equity programme, led by Ministry for Women, to eliminate gender and race discrimination in public and private companies.	Provided technical assistance on design, implementation and monitoring of programme and served as permanent member of its steering committee.
Chile approved new law on equal pay, with participation of Tripartite Commission on Equal Opportunity.	Provided regular technical assistance to Commission. Prepared studies, held workshops and seminars on equal pay and supported campaign on equal pay.
China, India, Indonesia, Lao People's Democratic Republic, Malaysia, Thailand: Constituents applied principles of equal pay, equal opportunity, work and family balance and maternity protection in their policy approaches.	Conducted research and meetings. Developed and disseminated guides on work, income and gender equality in English and local languages.
China, Indonesia: Constituents applied policies and practices designed to combat sexual harassment at the workplace.	Conducted research and meetings on sexual harassment.
Costa Rica developed national policy to reconcile work and family life and gender equality policy and action plan. Congress approved reform of Labour Code regulating rights of domestic workers and ensuring remuneration in line with similar occupations.	Provided technical assistance in elaborating policy and action plan on gender equality, drafting legislation on domestic workers, and updating national policy on work and family.
Indonesia: Trade unions negotiated for inclusion of women workers' right to equal pay and maternity protection in collective labour agreements.	Provided technical assistance to Indonesian Metal Union Federation to carry out gender audit.
Paraguay created interdepartmental commission to promote implementation of Convention No. 156, to develop childcare services and to prepare national action plan on work and family.	Held tripartite technical consultations, workshops and training activities on work and family.
Uruguay adopted new law on sexual harassment with endorsement of Tripartite Commission on Equal Opportunities. Commission developed and included gender criteria in collective bargaining processes.	Provided regular technical assistance to Commission. Held seminar on sexual harassment.

280. It should also be noted that with ILO assistance:

- **Arab States region:** Several hundred women producers and cooperative entrepreneurs in rural areas of Lebanon, Iraq and Yemen, as well as in the West Bank and Gaza Strip, have been trained under a Women Entrepreneurship Development and Gender Equality initiative.

Microfinance for decent work

Joint immediate outcome: Increase the participation of constituents in the formulation of financial policies

Resources for microfinance for decent work in 2008–09 (US\$)	
Regular budget expenditure	1 502 186
Extra-budgetary expenditure*	9 329 318
Total	10 831 504

* Excluding agency costs, provision for cost increases and contingencies. And excluding the cross-cutting activities.

Main achievements

281. The ILO has expanded its knowledge base on the contribution of microfinance and social finance instruments to supporting decent work. Studies documenting examples of employers' and workers' organizations as well as other national actors providing financial services to their members were conducted in over 11 member States. The findings of these studies and broader examples of good practice were taken into account in planning and implementing ILO interventions.

282. Inputs provided by the ILO informed a position paper by the Trade Union Advisory Committee of the OECD and the International Trade Union Confederation, which ultimately influenced the G20 meeting in April 2009.

283. In many member States the ILO shaped the perception of central banks and finance ministries of the desirability of broad, inclusive, accessible and diversified financial sectors. In others financial institutions were sensitized to the key role they can play in promoting decent work among the vulnerable poor and undertook to explore innovative ways of contributing to decent work.

284. In many instances, the ILO brought employers' and workers' organizations together with microfinance institutions to define decent work issues. More than ever before, workers' organizations requested ILO assistance to improve their capacity to attract members through better access to financial services.

285. Social finance instruments such as microfinance schemes were streamlined in several areas of ILO work, including local economic development, child labour and financial education for remittance recipients. The capacity of ILO staff to identify synergies between social finance and other areas of work was improved across the Office.

286. At the global level the establishment of a major partnership with the Bill and Melinda Gates Foundation recognized the ILO's pivotal role in piloting new schemes and developing innovative approaches and resulted in the creation of a Microinsurance Innovation Facility which over the next three years will provide grants and technical assistance to dozens of organizations serving the poor.

Challenges, lessons learned, implications for the future

287. The ILO's work on social finance as endorsed by the Governing Body in 2005 was developed around three interlinked components: upgrading the Office's competence, strengthening the capacity of its constituents and expanding the ILO's knowledge base. First, the capacity of ILO staff at headquarters and in the regions to use social finance tools in their respective areas of work was built up. This in turn enabled the Office to strengthen its services to constituents in order to broaden their members', clients' and affiliates' access to finance. Lastly, new experimental field research documenting decent work improvements resulting from changes in the delivery of finance was fed back into the strategy for future use. This approach should continue.

288. The decision to discontinue this joint immediate outcome in the Programme and Budget for 2010–11 is based on the argument that social finance should be mainstreamed across all ILO outcomes.

Experience in 2008–09 shows, however, that incorporation of the concept of social finance into other areas of ILO work, such as social protection, bonded labour, remittances, child labour, working conditions, gender and social partner organizations, remains difficult. This will be redressed in the coming biennium, particularly in the context of outcome-based workplanning.

Course in guarantee fund management at Beijing University, China

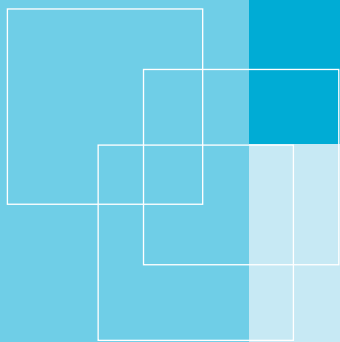
The Office assisted the All-China Federation of Trade Unions and the Ministry of Labour in setting up guarantee funds for small enterprises and laid-off workers. It also partnered with the Centre for SME Development (CESMED) of Beijing University and the China International Centre for Economic and Technical Exchanges in creating a training facility from which several hundred guarantee fund managers benefited. Five training courses provided the latter with a better understanding of good practices and confirmed CESMED's capacity to conduct training in guarantee fund management. On the basis of the ILO's pilot programme, over 200 credit guarantee funds throughout China helped millions of laid-off workers to obtain small loans for income-generating activities.

Indicator (i): Number of cases in which constituents participate in developing or applying microfinance policies, social funds, or credit schemes that benefit the working poor or other vulnerable groups

Target: 25 cases.

Result: 24 cases.

Result	ILO contribution
Algeria, Burkina Faso, Cameroon, Democratic Republic of the Congo, Cote d'Ivoire, Germany, Guinea, Italy, Mali, Mauritania, Niger, Senegal, Togo, Tunisia: Trade unions included commitment to devote more attention to remittances in their action plans.	Delivered training sessions on labour migrant remittances. Assisted in development of trade union action strategy.
Botswana, Cameroon, Democratic Republic of the Congo, Ethiopia, Libyan Arab Jamahiriya, Mali, Mauritania, Nigeria, Rwanda: Trade unions formulated proposals to play more active role in provision of financial services to members, in response to their increased vulnerability owing to the crisis.	Organized workshop on trade unions' response to global financial and economic crisis. Delivered training on trade unions' role in creation and management of credit and savings mutual funds for their members.
Indonesia: Central Bank updated its data system to monitor financial inclusion of the poor more effectively.	Provided capacity building to Central Bank.



INSTITUTIONAL CAPACITIES

EXTENDING PARTNERSHIPS

A COMMUNICATION STRATEGY
FOR DECENT WORK

CAPACITY BUILDING
OF CONSTITUENTS

EXTENDING AND SHARING
ILO KNOWLEDGE

STRENGTHENING STATISTICAL
CAPACITY



Institutional capacities

Extending partnerships

Main achievements

289. During the biennium the Decent Work Agenda was further promoted into the policies and operations of the UN system. The Office worked closely with the permanent missions of member States in New York and Geneva, UN secretariat departments and UN partners, in order to ensure the integration of ILO policies and programmes – in particular the Decent Work Agenda and the Global Jobs Pact – into UN resolutions, outcome documents, reports and working methods. Important breakthroughs included the adoption of resolutions welcoming the ILO Declaration on Social Justice for a Fair Globalization and the UN Second Decade for Poverty Eradication, with their focus on employment and decent work and a system-wide plan of action, as well as ECOSOC's resolution on the Global Jobs Pact and the subsequent plans for UN funds and programmes to integrate the Pact into crisis response activities and other working methods.

290. In the context of UN reform, major benefits were derived from coordinating with other agencies on issues of concern and from participating in working groups on key topics. A significant achievement was the ILO's leadership of a working group on the Action 2 programme, aimed at building the capacity of UN country teams to integrate human rights-based approaches into their work and to support governments and civil society in building national human rights protection systems. A capacity-building programme was developed to enhance the effectiveness of the ILO's participation in UN reform processes in the field. At the end of 2009, more than 210 ILO field staff had been trained, and the initiative will be extended to constituents. The inclusion in the simplified UNDAF guidelines of references to the CEB *Toolkit*, to the ILO's gender audit methodology, to workers' and employers' organizations and to the importance of international labour standards was another policy gain that helped ensure that adequate attention is given to mainstreaming employment and decent work in UN country programmes. Using the *Toolkit*, 14 CEB member agencies carried out self-assessment of their policies and programmes in view of developing action plans that were consistent with decent work. At the country level, the *Toolkit* was used for the preparation of UNDAFs or joint programmes in Argentina, Indonesia, Uruguay and Viet Nam.

291. The ILO was able to strengthen relations with the Inter-Parliamentary Union, the Latin American Parliament (Parlatino), the Pan-African Parliament and the African Parliamentary Union through mutual participation in key meetings and regular exchanges. A communication strategy was developed and implemented to increase ownership of the Decent Work Agenda by all relevant external partners.

292. The UNDG created a High-level Task Force for the MDG+10 review. The ILO is the co-lead agency of the MDG 1 paper with the FAO and the World Food Programme.

293. The Global Jobs Pact and the ILO Declaration on Social Justice for a Fair Globalization provided an opportunity to renew and expand partnerships with civil society and faith-based organizations at the global and regional level.

Challenges, lessons learned, implications for the future

294. One important lesson was that strong teamwork and open lines of communication assisted the delivery of rapid response to ILO partners. The groundwork laid through the implementation of the CEB *Toolkit* enabled the UN system to respond better and work more coherently and cooperatively on specific policy areas. The social protection floor rapidly became a policy area where the ILO can provide leadership at the global, regional and national levels. The implementation plan of the ILO Declaration on Social Justice for a Fair Globalization will greatly assist in building the cohesion needed within the ILO to respond to the increasing demand from its partners for policy and programme advice and assistance. Closer integration between ILO headquarters and field offices will help improve the quality of the Office's support to its partners in terms of decent work outcomes.

295. The main challenges encountered derived from the shifting sands of UN reform processes and the heavy pace of innovation, with many ad hoc bodies being created and new reporting hierarchies established and frequently modified. In November 2009 the Governing Body accordingly adopted an enhanced technical cooperation strategy that emphasizes continued engagement with the UN system while focusing on institutional capacity building to enable constituents to play a more significant role in the development process.

A communication strategy for decent work

Main achievements

296. The ILO's outreach efforts increased the visibility of decent work at the regional, subregional and country level. The development and wide dissemination of the *Guide to communicating decent work* was an important tool in the process. The *Guide* is addressed to ILO constituents and helps articulate and implement a consistent strategy to bring the decent work concept to those who most need to understand its importance and relevance.

297. There was renewed emphasis on the electronic dissemination of media materials, including press releases, print features, publications and video news items in English, French and Spanish. This resulted in a significant increase in media coverage of the ILO, as well as in inquiries and requests for expert interviews on specific topics, particularly in the aftermath of the global economic crisis.

298. By improving the relevance and quality of a larger number of high-profile publications and through targeted promotional efforts, the Office helped to raise the visibility of and interest in ILO research, particularly on such topics as the impact of the global economic crisis on employment, income gaps and wages. All high-quality research publications were submitted to peer review outside the Organization, which contributed to improving their overall quality and accuracy. The availability of executive summaries in the three official languages of the Organization enabled the Office to reach a wider audience.

299. Further development of the ILO Global Information Network has improved access to ILO knowledge on the world of work, and by the end of 2009, 80 per cent of the field office databases were integrated into the Bureau of Library and Information Services' database (Labordoc). Digitization of ILO publications continued apace and by the end of 2009 all ILO publications were digitized. Full-text access to over 50 per cent of all ILO publications, including a large number of research papers, all International Labour Conference and Governing Body documents in English, French and Spanish, and all Arabic documents, is now available through Labordoc. A large number of new online knowledge products were also developed, including the ILO Global Job Crisis Observatory web site, which provides an ILO knowledge platform on the impact of and policy responses to the global jobs crisis.

Challenges, lessons learned, implications for the future

300. Increased emphasis was placed on expanding information and communication outreach through both digital and audiovisual means. As a result, considerable progress was made in creating a common ILO web site platform. However, the sheer amount of information uploaded and the inconsistent creation of linkages between knowledge products meant that it was not always easy to find information. Creating an environment conducive to the elaboration of new forms of digital dissemination remained a challenge, given the IT infrastructure in use in the Office. These issues were addressed in the Knowledge Strategy 2010–15, endorsed by the Governing Body in November 2009, and improvements are expected to result from its implementation.

Capacity building of constituents

Main achievements

301. The Turin Centre contributed to building the institutional capacity of ILO constituents and partners through training and by promoting knowledge sharing among their leaders, managers, professionals and trainers. The Centre also helped translate ILO knowledge into learning tools and processes and to disseminate ILO standards, principles and policies to a large international audience. Over 900 training and learning activities were implemented, involving 24,000 participants from 190 countries, as well as ILO and other UN staff. Over 25 per cent were representatives of employers' or workers' organizations and around 43 per cent were women.

302. Training activities covered a broad range of subjects related to the Decent Work Agenda and to capacity building for economic and social development.

303. The Centre made significant progress in linking its programmes to the overall results-based management approach and to Decent Work Country Programmes in particular. New curricula were developed in areas such as discrimination, wages, local development, labour migration, corporate social responsibility, green jobs and the CEB *Toolkit*. Investment in training methodology resulted in the development of a "Turin learning approach". Other major achievements of the Centre included its enhanced role in ILO staff development, the increased involvement of the social partners and high-level appreciation of its services.

304. Participants' satisfaction with the Centre's activities was mainly inspired by the broad capacity-development programmes to which the training activities contribute. Programmes were increasingly based on an assessment of how training would contribute to Decent Work Country Programmes and to constituents' capacity in that area.

Challenges, lessons learned, implications for the future

305. The Centre played a leadership role in developing a plan to build the capacity of constituents in the follow-up to the ILO Declaration on Social Justice for a Fair Globalization. It reviewed and updated its training curricula in response to the economic crisis and the Global Jobs Pact initiative.

306. One of the challenges facing the Centre was the difficulty of establishing systematic mechanisms for joint planning and resource pooling with ILO sectors and regions. The Centre's reliance on market demand encouraged initiative and innovation, but hampered systematic compliance with ILO priorities and investment in impact evaluation and networking with former participants. Drastic cuts in the development budget of the Centre's main donor have prompted the management of both the Centre and the Office to devise concrete ways of improving the Centre's cost effectiveness and consolidating its resource basis so as to enhance its long-term financial viability.

Extending and sharing ILO knowledge

Main achievements

307. The biennium witnessed a renewed emphasis on the strategic role of the ILO as a centre of excellence on the world of work. On the one hand, the ILO Declaration on Social Justice for a Fair Globalization highlighted the importance of strengthening the ILO's knowledge base and called on the Office to strengthen its research capacity and empirical knowledge. On the other, giving effect to the policy options of the Global Jobs Pact required the Office to consolidate its knowledge base in order to help assess the impact of crisis response measures and enhance its services to constituents in this area.

308. A number of innovative projects, including the preparation of papers for the Governing Body and International Labour Conference and of the report for G20 meeting in Pittsburgh, placed ILO research at the centre of the international policy debate on financial, economic and social issues.

309. Collecting and disseminating information on countries' crisis response and recovery packages, including examples of good and effective practices, was central to the ILO's strategy in the face of increasing requests for assistance from constituents in their crisis response measures and earned their strong support, as well as that of the international community.

310. The publication of the first issue of the *World of Work Report* in 2008, which was devoted to income inequalities in the age of financial globalization, was an important achievement. This was a major evidence-based product that contributed to the debate on the real causes of the global crisis. The 2009 issue of the *World of Work Report* presented an in-depth analysis of the global jobs crisis and examined how the Global Jobs Pact could help improve the situation in a sustainable manner.

311. The ILO Century Project continued to contribute to its analysis of how the history of the Organization can shed light on emerging issues. A particularly timely stream of work focused on how policy lessons from previous crises can enhance the Office's and constituents' understanding of the current crisis.

312. The research work conducted during the biennium also provided useful insights that helped shape and inform the results-based strategy on knowledge for 2010–15, endorsed by the Governing Body in November 2009.

Challenges, lessons learned, implications for the future

313. The work programme was quickly adjusted to help provide an ILO response to the crisis based on solid analysis. This was possible because, working as a team, the International Institute for Labour Studies (the Institute) could rely more on newly recruited professionals and less on external collaborators for core work.

314. Although ILO knowledge and research gained visibility in policy circles and international debates at the highest level, not enough was done to develop external networks, particularly in the academic community, and to enhance regional and country channels to disseminate research findings. This was due partly to time and resource constraints and partly to the complexity of the task. This is an area where progress is expected in 2010–11.

315. Lack of relevant ILO statistics and policy information was a major constraint, as was the need to perform complex crisis analysis within a very short time-span. The Office addressed these constraints by reorienting resources to fund research and policy initiatives related to the crisis.

316. Another challenge stemmed from the fact that the ILO is not measuring results in this area of work. This has been redressed in the Knowledge Strategy for 2010–15.

317. Implementing the Global Jobs Pact and responding to the G20 mandate will require: (i) reliable ILO statistics; (ii) tools to assess crisis responses according to the highest international standards; and (iii) closer coordination across the Office to ensure concentration of efforts on a smaller number of research projects, with higher potential for impact. Experience has shown that constituents appreciate solid analyses that respond swiftly to policy requirements. The Institute's research autonomy makes this possible.

Strengthening statistical capacity

Main achievements

318. The Office provided a broad range of technical support services to constituents in all regions. In addition, five main achievements can be highlighted:

- The 18th International Conference of Labour Statisticians (ICLS) adopted six resolutions concerning working time, child labour, labour underutilization, decent work, economically active population, and organizational arrangements for the ICLS.
- A tripartite meeting of experts debated and provided guidance on the measurement of decent work, and a list of decent work indicators was presented to the Governing Body and to the 18th ICLS. On

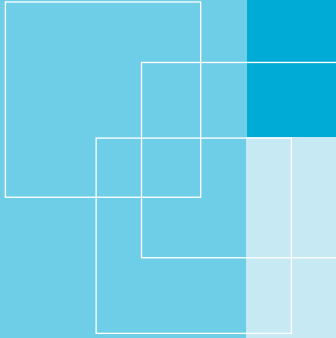
their recommendation, the ILO has embarked on a comprehensive approach to compiling detailed indicator definitions, as well as decent work country profiles for five pilot countries.

- Millennium Development Goal 1 was expanded with a new target 1(B): “Achieve full and productive employment and decent work for all, including women and young people”. Recognizing that decent and productive work for all is central to addressing poverty and hunger, the existing indicator on gender equality in the labour market under Goal 3 was reinforced. The ILO produced a guide and organized a series of technical seminars for constituents.
- The global economic and job crisis required the ILO to produce timely information and statistical data on labour market trends and prices, which are indispensable for preparing appropriate policy responses. Through the newly established ILO Global Job Crisis Observatory web site, the Office began to make available each month the latest national real data for a selected number of indicators, reflecting recent and short-term changes. These data underpinned and informed ILO analytical work in many areas, including the report to the G20.
- The reorganization of the ILO’s statistical activities materialized in mid-2009 with the creation of a centralized Department of Statistics, designed to strengthen the Office’s knowledge base and the capacity of constituents. Its reinforced mandate put new emphasis on the quality of all ILO statistical data, its timely collection and dissemination, and the definition of new indicators, with an eye to developing a coherent and integrated Office-wide statistical system on decent work.

Challenges, lessons learned, implications for the future

319. The ILO Declaration on Social Justice for a Fair Globalization, the response to the global job crisis and the new MDG 1 target generated momentum and a sense of urgency for strengthening the ILO’s statistical capacity and that of its constituents. They also crystallized the need to reorganize and refocus the Office’s statistical activities.

320. Proper coordination on statistical issues throughout the ILO remained a challenge, as did monitoring progress towards decent work, owing to the complexity of measuring the multifaceted dimensions of the Decent Work Agenda. These challenges will be addressed through a multi-pronged approach, involving enhanced intra-office collaboration, working through networks of statistical institutions and practitioners and mobilizing extra-budgetary funds for country-level assistance.



GOVERNANCE, SUPPORT AND MANAGEMENT

“... the Organization must: (...) adapt its institutional practices and governance to improve effectiveness and efficiency while fully respecting the existing constitutional framework and procedures; ...”

(ILO Declaration on Social Justice for a Fair Globalization)

OUTCOMES



Improve the utilization of human, financial, physical and technological resources in supporting programme execution

Improve ILO application of sound management and legal principles, including managing by results

Improve the functioning of the ILO governing organs and their access to the necessary information, policy advice, services and support

Governance, support and management

Regular and extra-budgetary expenditure for governance, support and management, 2008–09 (US\$)

	Regular budget expenditure	Extra-budgetary expenditure	Total
Policy-making organs	71 905 184	Not applicable	71 905 184
Management services	55 996 748	5 782 984	61 779 732

321. The governance, support and management functions encompass a range of internal services that support the Organization and the Office in delivering decent work. The functions include governance (Governing Body, International Labour Conference and Regional Meetings, Relations, Meetings and Document Services Department, Office of the Legal Adviser, Office of Internal Audit and Oversight, Independent Oversight Advisory Committee), the Management and Administration Sector (finance, human resources, programming, evaluation, information technology, internal administration and procurement), partnership and development cooperation and general management.

322. Within the governance, support and management functions, work has begun on a number of aspects of the ILO Declaration on Social Justice for a Fair Globalization. In March 2009 the Governing Body adopted an Implementation Plan on the Declaration and its accompanying resolution. A number of elements of the Plan have been implemented, including the preparation of results-based strategies for human resources, knowledge, information technology and technical cooperation, which were submitted to and endorsed by the Governing Body in November 2009.

323. In relation to strengthening coherence and cooperation within the Office, outcome-based work planning has been introduced covering the biennium 2010–11; work is under way on the implementation of the two-tier field structure as approved by the Governing Body in March 2009, and a new performance management system was phased in during 2009, with full implementation scheduled for 2010. The terms of reference for the external evaluation of the Office's evaluation function were approved by the Governing Body in November 2009.

324. With regard to improving the working methods of the Governing Body and the functioning of the International Labour Conference, the Governing Body has established a working party, which met for the first time in November 2009. It was agreed that further tripartite consultations would take place in early 2010 and that the Office would submit proposals for improving the working methods of the Governing Body in November 2010.

Outcome 1: Improve the utilization of ILO human, financial, physical and technological resources in supporting programme execution

Main achievements

- Office directives and procedures providing clear objectives and guidelines on regular budget technical cooperation (RBTC), RBSA and extra-budgetary resources have resulted in their better use to support delivery within the framework of Decent Work Country Programmes.
- Concrete progress was made on improving the quality of technical cooperation proposals. Almost 200 ILO staff were trained on project design and implementation planning. A revised trilingual technical cooperation manual was published along with a trilingual self-guided learning workbook (CD-ROM), providing ILO officials with the knowledge and skills required to apply results-based management methodologies and tools for project cycle management.
- Guidelines and procedures on the design and implementation of technical cooperation have been prepared, in the context of the internal governance management system.

- A systematic appraisal mechanism for extra-budgetary technical cooperation is in place and fully functioning. Since January 2009 all new proposals are appraised before submission to donors to ensure they meet minimum quality standards, are designed according to results-based management methodologies and are based on the priorities in the programme and budget and Decent Work Country Programmes.
- Extra-budgetary resources for technical cooperation continued to increase during the biennium to a projected record level of over US\$500 million in approvals. In addition, US\$42 million were mobilized for the newly established RBSA. New partnerships were agreed with several donors, and the Office intensified its collaboration with other key development partners, such as the UN, World Bank and public–private partnerships.
- Expenditure reviews with line managers were organized every six months to discuss the delivery rates against regular budget allocations. Information available in IRIS has been efficiently used to this effect.
- The Resourcing, Assignment and Placement System (RAPS), launched at the beginning of the biennium, has allowed a more comprehensive view of recruitment and placement decisions, in line with human resources policy objectives, while reinforcing transparency, predictability, mobility and succession planning. RAPS has also demonstrated its usefulness in terms of quality of recruits, regional diversity and mobility. Over 160 competitions were run through RAPS in the biennium. The number of applications increased drastically, and there were a higher number of applicants from non- and under-represented countries.
- In the IT arena, power consumption, acquisition costs, license expenses and maintenance costs of servers at ILO headquarters were reduced through consolidation of hardware and software.
- The working methods and processes of the Information Technology and Communications Bureau (ITCOM) Helpdesk and the IRIS Service Centre were reviewed and the two units were merged into a single Service Desk.
- A review of procurement policy and procedures has been completed. It has led to changes to Chapter X of the Financial Rules which were approved by the Governing Body in November 2009. New internal governance documents should be issued before the end of 2009 in the areas of purchasing and contracting and implementation agreements. New procurement procedures, including an associated operations manual, will be published early in 2010, and updated ILO standard contractual terms and conditions will be issued at the same time, together with procurement training (e-learning and face-to-face) modules.
- The Procurement Bureau Intranet site has been upgraded and a portal established on the ILO public web site to enable key purchasing actions to be advertised and contract awards to be published.

Challenges, lessons learned and implications for the future

- Further focus on client service is required, emphasizing quality and responsiveness and seeking to reach service-level agreements with a range of key internal clients. Based on the satisfaction survey results, further improvements should be made in areas such as training, provision of guidance, management advice and support, communication and transparency.
- The IRIS Strategic Management Module needs to be further enhanced to support tracking and reporting of integrated resources by programme and budget outcomes.
- Lessons learned in the implementation of IRIS in Budapest and Jakarta have confirmed the validity of adopting a two-phase approach to further roll-out to the regions.⁵
- Demographic trends independent of RAPS have increased the number of competitions and costs, as a result of the higher number of departures and of “replacement” competitions (domino effect) resulting from the system’s success. The initial costs of RAPS have been relatively high and would not be sustainable in the context of an ILO zero growth budget. The Human Resources Development Department (HRD) is fully committed to reducing those costs and has already initiated a series of administrative changes towards this objective.

⁵ GB.306/PFA/ICTS/2

- In order to maintain security awareness levels, training programmes will need to be scheduled for all regions. Field-generated training initiatives, supported by local United Nations Department of Safety and Security (UNDSS) expertise where appropriate, continue to be encouraged. Changes in office accommodation and upgrading of existing security equipment will require sufficient resources to ensure that all ILO field offices attain and maintain full compliance with the Minimum Operating Security Standards (MOSS).

Indicator 1.1: Percentage of users who report being “satisfied” or “very satisfied” with governance, support and management services in 2008–09 user surveys

Target: An average 15 per cent increase per unit.

Result: The average increase per unit for users responding to satisfaction surveys was 7.3 per cent. Overall, the number of users who reported being “satisfied” or “very satisfied” rose from 52.1 per cent in 2006–07 to 55.9 per cent in 2008–09.

Indicator 1.2: Percentage of expenditures allocated to Decent Work Country Programmes (based on expenditure per country)

Target: Minimum of 40 per cent of the regular budget technical and regional programme expenditure.

Result: 100 per cent of RBTC and RBSA expenditures across the Office were allocated to Decent Work Country Programmes. Regular budget resources other than RBTC will be fully tracked against Decent Work Country Programmes using the outcome-based work planning system introduced for 2010–11. For 2008–09, the estimated level for technical programme expenditure at headquarters and in the regions, including programme support income, is 34 per cent.

Target: Minimum of 70 per cent of the total extra-budgetary expenditure.

Result: Extra-budgetary technical cooperation will be fully tracked against Decent Work Country Programmes in 2010–11. For 2008–09, 58 per cent of extra-budgetary resources spent in countries are currently associated with Decent Work Country Programme outcomes.

Indicator 1.3: Time lapse between date of vacancy announcement and recruitment recommendation

Target: Average of 90 days.

Result: The average period between the vacancy announcement and the recruitment recommendation by HRD is 110 days for regular budget Professional (P) staff. The average time lapse for General Service (GS) staff at headquarters decreased from 197 days in 2007 to 168 in 2008 and to 125 in 2009. Data is not available on recruitment of GS staff in field offices.

Indicator 1.4: Time required to complete internal IT Helpdesk requests

Target: 85 per cent of requests completed within 1 day, 10 per cent within 4 days.

Result: A total of 19,828 requests were completed by the ITCOM Helpdesk: 86 per cent within 1 day and 6 per cent within 4 days. A total of 7,010 requests were completed by the IRIS Service Centre: 92 per cent within 1 day and 6 per cent within 4 days.

Indicator 1.5: Access to IRIS functionalities – Finance, Human Resources, Oracle Grants Accounting and the enhanced Strategic Management Module – in the field

Target: All regions have access to IRIS functionalities by the end of 2009.

Result: Access to the full range of IRIS functionalities in the regions has been delayed by issues related to installation of an upgraded version of the Oracle software platform. These issues derived from problems with the software itself and have been largely resolved with Oracle. Nevertheless, the Office was able to make progress in the following areas: the ILO Office in Budapest is using IRIS for processes related to management of human resources, regular budget and RBTC resources and has access to all information related to technical cooperation projects; the ILO Office in Bangkok is using IRIS for personnel action processing for professional staff and has access to all information related to technical cooperation projects; a Conference Room Pilot started in October 2009 to allow field staff to validate processes and procedures in the upgraded

version of IRIS. A new schedule for implementation of IRIS in the regions was presented to the Information and Communications Technology Subcommittee of the Programme, Financial and Administrative Committee in November 2009.

Indicator 1.6: Number of procurement transactions (for goods and services) per procurement official and value of procurement transactions (for goods and services) per procurement official

- Target:** 3 per cent increase in number of procurement transactions per procurement official.
Result: 0.4 per cent increase in number of procurement transactions per procurement official.
Target: 3 per cent increase in value of transactions per procurement official.
Result: 3 per cent decrease in value of transactions per procurement official.

325. Both of the above results were calculated taking into account all staff in the Procurement Bureau in 2008–09. However, some of these staff were fully dedicated to work on a review of purchasing and contracting policy, rules and procedures, developing associated training modules for ILO staff, and upgrading web site information, as recommended by the Chief Internal Auditor. In addition, the results do not address qualitative considerations; in particular, they do not differentiate between high value added, complex and time-consuming tendering activities – in which there was a substantial increase in transactions during the reporting period – and other more routine purchasing transactions.

Indicator 1.7: Level of compliance with relevant UN safety and security measures in ILO offices

- Target:** 100 per cent compliance in all ILO offices.
Result: As at 31 December 2009, all ILO established offices were MOSS compliant. A small number of offices were considered MOSS compliant with limitations that were mainly due to the location of the premises. Measures are being taken to ensure full compliance. It is worth noting that MOSS compliance is a moving target and that minimum security standards are constantly changing as the security situation evolves in each duty station.

Outcome 2: Improve ILO application of sound management and legal principles, including managing by results

Main achievements

- The decision to align performance appraisals with the programme and budget biennial cycle allowed HRD to consider the year 2009 as a transitional period during which:
 - a communications plan was implemented in order to inform all staff of the changes the new framework would entail and the rationale behind those changes;
 - several training options were developed and put in place on the principles of sound performance management in general, and of the new system in particular; and
 - phased implementation was started in July 2009 for certain categories of staff, thus preparing for the full introduction of the new framework in 2010.
- Significant efforts were made to increase monitoring and evaluation capacity through recruitment and training of staff on evaluation functions. New evaluation standards and procedures were introduced, thereby strengthening the role of the evaluation function in the ILO. The involvement of key partners with the Evaluation Unit, particularly the Bureau of Programming and Management and the Partnerships and Development Cooperation Department, was instrumental to the changes being well received and respected.
- The Evaluation Unit implemented a comprehensive database of all evaluations, referred to as I-track, which is now readily accessible by the regions and headquarters. This facilitated knowledge sharing and the extraction and use of key information for future programming, for example lessons learned.

- The Office of the Legal Adviser has been able to increase efficiencies through teamwork approaches and inter-departmental dialogue and greater reliance on the Web and other electronic knowledge-based tools for use by ILO staff.

Challenges, lessons learned and implications for the future

- Most governance, support and management units have experienced a significant increase in workload related to the growth in technical cooperation and successful efforts to fund the RBSA; however, there has not been a corresponding increase in capacity. At times, this has resulted in processing delays and it puts efforts to increase service levels at risk. To address this issue, efforts have been made to streamline processes, simplify rules and regulations, provide more and better training and improve team working. Still, continued success in resource mobilization efforts will require increased investment in the capacity of governance, support and management units and more administrative streamlining and efficiencies if acceptable levels of service and support are to be maintained.
- The ratification campaign for the entry into force of the 1997 Amendment to the ILO Constitution and the campaign for accession to the Convention on Privileges and Immunities require targeted approaches. Efforts are being made to foster an awareness of both instruments among constituents and in field offices.
- There remains an ongoing need for cultural change towards achievement of results-based management. A number of training sessions for managers on setting objectives and using competencies in performance management are being put into place for the next biennium. Efforts will be made to continue reinforcing practices and developing new tools.
- In view of resource limitations and the geographical spread of ILO offices, most of the training options developed have been for online, e-learning courses. This decision has the advantage of reaching all ILO staff wherever they may be, but it poses certain challenges for officials who might prefer or need face-to-face workshops and support.

Indicator 2.1: Percentage of ILO managers who are reviewed through a system assessing programme effectiveness and efficiency in achieving results

Target: 75 per cent of all ILO managers.

Result: The Office has developed a new performance management framework that links individual results and workplans with organizational outcomes established through results-based management. This performance management framework will be fully implemented from January 2010 to enable the assessment of managers and individual staff performance in achieving results in respect of the 19 technical outcomes and two outcomes under Governance, Support and Management.

Indicator 2.2: Percentage of performance appraisals completed in compliance with the new performance management system

Target: 70 per cent of performance appraisals.

Result: In view of the decision to align performance appraisals of regular budget staff with the Programme and Budget biennial cycle so as to better allow individual results to be linked to biennial workplans, full implementation of the new performance management framework is due to start in January 2010. Certain categories of staff whose reporting periods remain annual and will not be aligned to the programme and budget biennial cycle have gradually started to use the new performance management framework since 1 July 2009.

Indicator 2.3: Percentage of ILO managers who use IRIS-generated reports as a basis for their management decisions

Target: 50 per cent of all ILO managers.

Result: All managers in Geneva with authority over resources use IRIS to make resource decisions, for instance, approval of purchase requisitions and review of mission requests. IRIS reports are used for expenditure and staffing reviews in Geneva. However, the use of IRIS-generated reports is still far from having reached its full potential. As IRIS is not fully deployed in external offices, field managers must rely on financial reports from the legacy system. IRIS continued to be used for the preparation of the programme and budget proposals, the implementation report and most recently the launching of the outcome-based work planning exercise for 2010–11, initiated in 2008–09.

Indicator 2.4: Time required by management to implement all internal audit findings and recommendations

Target: All high-priority findings and recommendations within 2 months of the audit report date.

Result: Performance data for 2008–09 are unavailable. Revised monitoring procedures were implemented during 2008–09 in consultation with the Office of Internal Audit and Oversight (IAO) and the Independent Oversight Advisory Committee (IOAC), which will enable data to be captured and reported for the next biennium.

Target: All other findings and recommendations within 6 months of the audit report date.

Result: Performance data for 2008–09 are unavailable. Revised monitoring procedures were implemented during 2008–09 in consultation with the IAO and IOAC, which will enable data to be captured and reported for the next biennium.

Indicator 2.5: Time required by management to respond to all recommendations and implement agreed upon follow-up actions contained in independent evaluation reports

Target: Management officially responds to all recommendations within 6 months.

Result: In 100 per cent of cases, management officially responded to all high-level evaluation recommendations within 6 months.

Target: Management implements agreed upon follow-up actions within 6 months.

Result: In 100 per cent of cases, the responsible officials submitted status reports showing what concrete results/measures were taken in responding to the recommendations.

Indicator 2.6: Percentage of users who report receiving timely legal services in 2008–09 user surveys

Target: 75 per cent of respondents.

Result: 84 per cent of users reported receiving timely legal services in 2008.

Outcome 3: Improve the functioning of the ILO governing organs and their access to the necessary information, policy advice, services and support

Main achievements

- Implementation of the new Conference format: two weeks for Committee work, with the third week for plenary discussion, as recommended by the Governing Body Working Group on the Conference.
- The organization of briefings with Regional Coordinators, regional groups and the Employer and Worker secretariats greatly contributed to preparing for Governing Body and Conference sessions. In particular, subsequent briefings and informal consultations during the preparation of the Strategic Policy Framework for 2010–15 and the Programme and Budget for 2010–11 allowed for early integration of constituents' views into the relevant documents. In turn, this helped make the discussion of these documents by the ILO's governing organs more effective and efficient. The Internet portal for constituents set up for the Strategic Policy Framework has proven to be a useful tool and will continue to be used in the future to make programming information easily available to Governing Body members.
- Improvements in the management of the Governing Body plenary sessions by grouping the discussion of related items.
- Greater use of the Internet to disseminate pre-session and post-session documents and information for the Governing Body and introduction of a Web-based RSS feed system, enabling Governing Body members who subscribe to be immediately informed of every new Governing Body document posted on the ILO web page.
- The Office of the Legal Adviser was responsible for the revision and control of the new edition of the ILO Constitution and Standing Orders of the International Labour Conference and launched a process for revision of the Compendium of rules applicable to the Governing Body, of which a new edition was approved in November 2009.

- At the Conference, the Office of the Legal Adviser addressed the question of credentials and of delegations on which the employers or workers were not properly represented, and proposed revisions to the Standing Orders in order to address the issues raised.

Challenges, lessons learned and implications for the future

- IRIS functionality will be enhanced to track and report on allocations and expenditures by programme and budget outcomes and by Decent Work Country Programme outcomes. This will be facilitated by common workplans across the Office and outcome-based workplans. With all these facilities in place in 2010, the Office should be able to provide a report of integrated resources and expenditures across the 19 programme and budget outcomes and the Decent Work Country Programmes.
- While the closure of the 2006–07 financial period and the audit proceeded smoothly, significant additional challenges are anticipated for the closure of the 2008–09 financial period, owing to the change of external auditors and the implementation of certain International Public Sector Accounting Standards (IPSAS) requirements.
- The Conference post-mortem concluded that one of the most effective ways of reducing costs associated with the ILO's governing organs is to improve time management. The Office is preparing recommendations to improve time management in the meetings of the Governing Body and its committees and in the Conference plenary sessions and committees.

Indicator 3.1: Percentage of regular and extra-budgetary resources that are tracked and reported along immediate outcomes and Decent Work Country Programmes

Target: Two-thirds of resources are tracked and reported.

Result: Tracking of and reporting on regular budget resources by immediate and joint immediate outcomes and Decent Work Country Programmes could not be done within the resources available for improvements in IRIS functionality. However, 100 per cent of extra-budgetary resources were tracked and reported on under immediate outcomes. This information is presented on an annual basis to the Committee on Technical Cooperation of the Governing Body.

326. The Bureau of Programming and Management, the Information Technology and Communications Bureau and the Partnerships and Development Cooperation Department were able to deliver greater transparency and insight into technical cooperation projects implemented within the ILO strategic framework via the Donor Dashboard. This provides donors with information related to projects they have funded and the details regarding the status of implementation.

Indicator 3.2: External Auditor satisfaction with ILO financial statements for 2006–07 and 2008–09

Target: The External Auditor places an unqualified opinion on the financial statements of 2006–07 and for 2008–09.

Result: An unqualified audit opinion was received for the 70th financial period (2006–07). The opinion on the 2008–09 financial statements will not be received until the second quarter of 2010.

Indicator 3.3: Percentage of Governing Body members and ILC delegates who rate relations, in-meeting and official correspondence services as “good” or “very good”

Target: 95 per cent of respondents rate services as “good” or “very good”.

Result: 91 per cent of respondents rated services as “good” or “very good”.

Indicator 3.4: Time by which Governing Body members and Conference delegates receive materials

Target: Governing Body members receive documents no later than 15 days prior to document discussion.

Result: 73 per cent of documents were dispatched to Governing Body members for receipt 15 days prior to the relevant discussion.

- Target:** Delegates to the Conference and Regional Meetings receive documents in accordance with the time requirements specified in the Standing Orders of the Conference and the Rules for Regional Meetings.
- Result:** 63 per cent of documents were dispatched to delegates in accordance with the time requirements specified in the Standing Orders of the Conference and the Rules for Regional Meetings.
- Target:** Participants in sectoral or technical meetings receive documents no later than one month prior to meeting.
- Result:** Performance data for 2008–09 are unavailable owing to the lack of a central monitoring system.

Indicator 3.5: Total number of documents and pages per document produced for major ILO meetings

- Target:** 5 per cent reduction in the total number of documents and pages per document produced for Governing Body documents.
- Result:** It is estimated that there will be a reduction of some 15 per cent in the number of documents produced for the Governing Body in comparison with 2006–07, when the volume was unusually high.
- Target:** 5 per cent reduction in the total number of pages produced for the International Labour Conference, major Regional Meetings and sectoral, technical and related meetings.
- Result:** The number of pages per document was not reduced. The biennium saw a 17 per cent reduction in the number of major documents produced for the Conference and Regional Meetings, but an increase of some 16 per cent in the number of total pages. These trends in part reflect the modified Conference agenda and the work to prepare the ILO Declaration on Social Justice for a Fair Globalization (2008) and the Global Jobs Pact (2009).

Indicator 3.6: Streamlined structures and procedures to reduce costs of ILO governing organs

- Target:** A reduction of at least US\$600,000 for 2008–09.
- Result:** The costs associated with ILO governing organs were not reduced, owing to a number of exceptional developments. These include:
- the financial crisis and its impact on the agendas of both the Governing Body and the Conference since November 2008;
 - informal consultations and negotiations in connection with the discussion and adoption of the ILO Declaration on Social Justice for a Fair Globalization, which resulted in a significant increase in the number of meetings held during the 2008 session of the Conference;
 - the complete reorganization of the 2009 Conference programme, pursuant to the Governing Body's request to place the social implications of the financial crisis at the core of the Conference;
 - the organization of the Global Summit and the use of panels and interactive discussions with high-level inputs from keynote speakers;
 - the reintroduction of the *Provisional Record* in English, French and Spanish, further to the recommendation of the Working Group on the Conference, at the additional cost of US\$130,000.

Appendices

Appendix I

Results per indicator and region (absolute numbers)

Indicators	Target		Result						
	No.	Unit	Total	Africa	The Americas	Arab States	Asia and the Pacific	Europe and Central Asia	Global
Strategic Objective: Standards and fundamental principles and rights at work									
1a.1 (i)	5	member States ¹	6	1	1	1	2	1	–
1a.1 (ii)	5	member States	12	1	5	1	2	3	–
1a.1 (iii)	5	member States	7	5	2	–	–	–	–
1b.1 (i)	25	cases	59	16	15	1	12	15	–

¹ The figures include Kosovo, the occupied Palestinian territory, regions and subregions, where relevant.

Indicators	Target		Result						
	No.	Unit	Total	Africa	The Americas	Arab States	Asia and the Pacific	Europe and Central Asia	Global
1b.1 (ii)	40	member States	34	10	11	—	7	6	—
1c.1 (i)	50	cases	79	3	9	3	27	37	—
1c.1 (ii)	100	cases	117	29	29	5	12	42	—
1c.1 (iii)	5	cases	14	1	1	—	—	3	9
1c.1 (iv):	60	cases	73	5	42	—	17	9	—
Strategic Objective: Employment									
2a.1 (i)	18	member States	32	14	6	4	4	4	—
2a.1 (ii)	24	member States	24	17	2	2	3	—	—

Indicators	Target		Result						
	No.	Unit	Total	Africa	The Americas	Arab States	Asia and the Pacific	Europe and Central Asia	Global
2a.1 (iii)	10	member States	44	18	9	2	10	5	—
2a.1 (iv)	5	partnerships	11	2	2	1	1	2	3
2a.1 (v)	10	member States	19	13	—	—	6	—	—
2a.2 (i)	15	member States	18	10	1	—	7	—	—
2a.2 (ii)	12	member States	16	10	2	—	3	1	—
2a.3 (i)	15	member States	17	10	2	1	3	1	—
2b.1 (i)	18	member States	17	5	3	—	6	3	—

Indicators	Target		Result						
	No.	Unit	Total	Africa	The Americas	Arab States	Asia and the Pacific	Europe and Central Asia	Global
2b.2 (i)	6	member States	7	2	1	–	2	2	–
2c.1 (i)	10	member States	22	20	2	–	–	–	–
2c.2 (i)	100	organizations	75	30	6	2	32	5	–
2c.2 (ii)	30	organizations	47	17	22	–	–	8	–
2c.3 (i)	10	member States	16	5	2	2	7	0	–
Strategic Objective: Social protection									
3a.1 (i)	50	member States	51	12	8	1	20	10	–

Indicators	Target		Result						
	No.	Unit	Total	Africa	The Americas	Arab States	Asia and the Pacific	Europe and Central Asia	Global
3a.1 (ii)	15	member States	17	8	4	1	4	—	—
3a.2 (i)	10	member States	18	7	5	—	2	4	—
3a.2 (ii)	15	member States	26	9	12	1	2	2	—
3b.1 (i)	20	member States	17	2	6	—	4	5	—
3b.1 (ii)	50	member States	42	9	7	3	8	15	—
3b.1 (iii)	30	member States	24	4	7	—	7	6	—

Indicators	Target		Result						
	No.	Unit	Total	Africa	The Americas	Arab States	Asia and the Pacific	Europe and Central Asia	Global
3c.1 (i)	5	member States	9	1	2	–	4	2	–
Number of member States that apply ILO technical assistance to develop labour migration policies that reflect the principles, guidelines or best practices of the Multilateral Framework									
3c.1 (ii)	7	member States	5	–	–	–	3	2	–
Number of member States that apply ILO technical assistance to develop labour migration policies focused on the needs of women and other vulnerable migrant workers									
3c.1 (iii)	5	member States	2	–	–	1	1	–	–
Number of member States receiving migrant workers that apply ILO technical assistance to develop policies or programmes focused on increasing protection, reducing discrimination and improving the integration of migrant workers									
3d.1 (i)	20	member States	20	11	1	–	6	2	–
Number of member States that integrate key principles of the ILO code of practice on HIV/AIDS and the world of work in their HIV/AIDS workplace policies									
3d.1 (ii)	20	member States	21	11	2	–	6	2	–
Number of member States in which each tripartite constituent has a trained HIV/AIDS focal point, adopts a gender-sensitive HIV/AIDS workplace policy, and includes a funded time-bound implementation plan									
3d.1 (iii)	20	member States	20	13	2	–	4	1	–
Number of member States in which at least 20 formal or informal workplaces provide HIV/AIDS prevention and information on treatment, care and support services to workers through bipartite HIV/AIDS committees that previously received training on policy formulation and programme design/implementation/monitoring or through partnerships with national AIDS authorities									
3d.2 (i)	14	member States	15	8	–	–	5	2	–
Number of workers, including in informal economy settings, who demonstrate increased knowledge of HIV/AIDS issues and have access to referral services through workplace mechanisms coordinated and implemented by bipartite HIV/AIDS committees									

Indicators	Target		Result						
	No.	Unit	Total	Africa	The Americas	Arab States	Asia and the Pacific	Europe and Central Asia	Global
3d.3 (i)	12	member States	16	10	–	–	3	3	–
Strategic Objective: Social dialogue									
4a.1 (i)	30	cases	58	19	12	–	21	6	–
4a.2 (i)	15	cases	15	–	2	3	8	2	–
4a.2 (ii)	11	cases	12	3	4	–	3	2	–

Indicators	Target		Result						
	No.	Unit	Total	Africa	The Americas	Arab States	Asia and the Pacific	Europe and Central Asia	Global
4a.2 (iii)	30	cases	47	12	12	2	12	9	—
Number of cases in which workers' organizations apply ILO technical assistance or tools to policies or action plans or training programmes related to the following topics and fields related to decent work: trade union rights; poverty reduction; child labour; migrants; gender; employment; informal economy; social security; export processing zones; occupational safety and health; or HIV/AIDS at the workplace									
4b.1 (i)	20	cases	16	—	10	—	6	—	—
Number of cases in which employers' organizations participate in policy discussions at the national, regional or international levels, and this participation results in an improved policy environment for enterprises									
4b.1 (ii)	10	cases	13	—	4	—	9	—	—
Number of cases in which workers' organizations apply ILO technical assistance or tools to participate in the supervisory mechanisms and procedures to contribute to increased compliance with fundamental workers' rights and international labour standards									
4b.1 (iii)	10	cases	36	19	4	4	8	1	—
Number of cases in which workers' organizations apply ILO technical assistance or tools to participate in policy discussions to promote decent work objectives with different institutions and agencies (Bretton Woods institutions, UN agencies, etc.) in different processes and frameworks (poverty reduction strategies, UNDAFs, Decent Work Country Programmes, etc.)									
4b.1 (iv)	10	cases	13	4	3	—	3	3	—
Number of cases in which workers' organizations apply ILO technical assistance, products or tools to participate in global qualification programmes, engage in Internet discussion forums on policy issues, engage in policy discussions via electronic mailing lists, or submit policy research to trade union networks (based on sex-disaggregated data and gender-sensitive analyses)									

Indicators	Target		Result						
	No.	Unit	Total	Africa	The Americas	Arab States	Asia and the Pacific	Europe and Central Asia	Global
4b.1 (v)	10	cases	18	3	9	1	4	1	—
4c.1 (i)	20	member States	5	2	—	—	1	2	—
4c.1 (ii)	5	member States	13	3	—	1	4	5	—
4c.2 (i)	10	member States	18	5	6	1	4	2	—
4c.2 (ii)	10	member States	16	8	2	—	2	4	—
4c.2 (iii)	10	member States	13	2	4	1	2	4	—
4c.2 (iv)	5	cases	3	3	—	—	—	—	—
4d.1 (i)	75	% of meetings	80	—	—	—	—	—	80

Indicators	Target		Result						
	No.	Unit	Total	Africa	The Americas	Arab States	Asia and the Pacific	Europe and Central Asia	Global
4d.1 (ii)	10	cases	14	–	–	–	–	–	14
4d.2 (i)	20	cases	29	1	4	1	7	16	–
4d.2 (ii)	8	cases	7	3	–	–	1	3	–
4d.2 (iii)	8	cases	16	8	4	–	–	4	–
Joint immediate outcomes									
Policy coherence (i)	10	member States	17	6	2	–	8	1	–
Policy coherence (ii)	10	initiatives	10	–	–	–	–	–	10
Informal economy (i)	15	cases	2	1	1	–	–	–	–

Indicators	Target		Result						
	No.	Unit	Total	Africa	The Americas	Arab States	Asia and the Pacific	Europe and Central Asia	Global
Informal economy (ii)	5	cases	32	8	5	3	11	5	—
Labour inspection (i)	10	member States	17	2	3	3	3	6	—
Labour inspection (ii)	15	member States	11	—	4	1	1	5	—
Labour inspection (iii)	10	member States	12	—	5	7	—	—	—
Gender equality (i)	15	cases	14	6	2	1	4	1	—
Gender equality (ii)	20	cases	20	—	11	—	9	—	—
Microfinance (i)	25	cases	24	21	—	—	1	2	—

Appendix II

Baselines for the planning period 2010–15

This appendix provides the baselines for the performance indicators found in the Strategic Policy Framework 2010–15 and the Programme and Budget for 2010–11 that needed to be established based on 2008–09 performance.⁶ To set these baselines, the Office assessed 2008–09 results using the indicators and measurement criteria that will apply to 2010–11. The exercise showed that some of the targets achieved under the 2008–09 results framework would not be reportable as such under the 2010–11 results framework.

Strategic objective: Employment

Create greater opportunities for women and men to secure decent employment and income

Outcome 1 – Employment promotion:

More women and men have access to productive employment, decent work and income opportunities

Indicator 1.1: Number of member States that, with ILO support, integrate national, sectoral or local employment policies and programmes in their development frameworks

2010–11 target: 8 member States

2008–09 baseline: 10 member States

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

2010–11 target: 9 member States

2008–09 baseline: 0

Remark: The measurement of this indicator reflects a shift from reporting results in terms of individual financial institutions in 2008–09 to reporting results in terms of change in national financial policies. Work in 2008–09 led to policy results which met one or two but not all of the three measurement criteria for 2010–11. The Office will monitor whether the requirement to meet all three criteria adequately measures results that can be achieved with ILO support under this indicator

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

2010–11 target: 5 member States

2008–09 baseline: 4 member States

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

2010–11 target: 7 member States

2008–09 baseline: 6 member States

Remark: Due to an editing error, the words “or conflict” were omitted at the end of the first measurement criterion for this indicator as published in the Programme and Budget for 2010–11. The first criterion should read as follows: “Sustainable employment-centred recovery programmes are implemented to address the job losses caused by disaster or conflict”.

⁶ For the full list of indicators and their measurement criteria, see the Programme and Budget for 2010–11.

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

2010–11 target: 5 member States

2008–09 baseline: 0

Remark: The measurement of this indicator set stringent comprehensive criteria in line with the ILO Declaration on Social Justice for a Fair Globalization and the priorities of the Global Jobs Pact. During 2008–09, many member States have achieved results that meet the measurement partially, but they still require ILO support to include all constituents (first criterion) and all the elements of the Decent Work Agenda (second criterion).

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

2010–11 target: 6 member States

2008–09 baseline: 0

Remark: A number of countries, with ILO support, have partially achieved one of the two criteria under the measurement, but not both of them. The second criterion, which encompasses at least two measures towards facilitating transition to formality, is intended to encourage a more comprehensive and integrated approach in dealing with informality than has been the case so far in many countries.

Outcome 2 – Skills development:

Skills development increases the employability of workers, the competitiveness of enterprises, and the inclusiveness of growth

Indicator 2.1: Number of member States that, with ILO support, integrate skills development into sector or national development strategies

2010–11 target: 8 member States, of which at least 3 in Africa

2008–09 baseline: 6 member States, of which 2 in Africa

Indicator 2.4: Number of member States that, with ILO support, strengthen employment services to deliver on employment policy objectives

2010–11 target: 5 member States, of which at least 2 in Africa

2008–09 baseline: 4 member States, of which 2 in Africa

Indicator 2.5: Number of member States that, with ILO support, develop and implement integrated policies and programmes to promote productive employment and decent work for young women and men

2010–11 target: 15 member States, of which at least 6 in Africa

2008–09 baseline: 6 member States, of which 4 in Africa

Remark: The discrepancy between the 2010–11 target and the 2008–09 baseline is mainly due to the change in measurement to foster more integrated and comprehensive approaches for the formulation and implementation of policies and programmes on youth employment.

Outcome 3 – Sustainable enterprises:*Sustainable enterprises create productive and decent jobs*

Indicator 3.1: Number of member States that, with ILO support, reform their policy or regulatory frameworks to improve the enabling environment for sustainable enterprises

2010–11 target: 5 member States

2008–09 baseline: 18 member States

Remark: Baseline information refers to cooperative enterprises. For the other types of enterprises, work on the new mandate on the enabling environment, set out in the 2007 Conference conclusions on the promotion of sustainable enterprises, resulted in the development of new diagnostic tools, training and promotional material to support country-level application of this mandate.

Indicator 3.2: Number of member States that, with ILO support, implement entrepreneurship development policies and programmes for the creation of productive employment and decent work

2010–11 target: 10 member States

2008–09 baseline: 7 member States

Indicator 3.3: Number of member States that, with ILO support, implement programmes to foster the adoption of responsible and sustainable enterprise-level practices

2010–11 target: 5 member States

2008–09 baseline: 0

Remark: Established in accordance with the 2007 Conference conclusions, the promotion of responsible and sustainable enterprise-level practices is a relatively new area of work. During 2008–09 awareness-raising activities have been undertaken and national and sectoral programmes have been prepared.

Indicator 3.4: Number of member States that, with ILO support, adopt policies that integrate the principles of the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration)

2010–11 target: 5 member States

2008–09 baseline: 0

Remark: The measurement of this indicator set criteria which are difficult to achieve within one biennium, particularly the second one pertaining to the establishment of policies aimed at attracting foreign direct investment. The Office will monitor whether the requirement to meet all two criteria adequately measures results that can be achieved with ILO support under this indicator.

Strategic objective: Social protection

Enhance the coverage and effectiveness of social protection for all

Outcome 4 – Social security:

More people have access to better managed and more gender-equitable social security benefits

Indicator 4.2: Number of member States that, with ILO support, develop policies improving social security coverage, notably of excluded groups	
2010–11 target: 3 member States	2008–09 baseline: 3 member States

Indicator 4.3: Number of member States that, with ILO support, improve the legal framework, general and financial management and/or tripartite governance of social security in line with international labour standards	
2010–11 target: 8 member States	2008–09 baseline: 8 member States

Outcome 6 – Occupational safety and health:

Workers and enterprises benefit from improved safety and health conditions at work

Indicator 6.1: Number of member States that, with ILO support, adopt policies and programmes to promote improved safety and health at work	
2010–11 target: 10 member States, across all regions	2008–09 baseline: 13 member States, across 4 regions

Indicator 6.2: Number of member States in which tripartite constituents, with ILO support, implement programmes to promote improved safety and health at work	
2010–11 target: 10 member States, across all regions	2008–09 baseline: 5 member States, across 2 regions

Outcome 7 – Labour migration:

More migrant workers are protected and more migrant workers have access to productive employment and decent work

Indicator 7.1: Number of member States that, with ILO support, adopt gender-sensitive labour migration policies to protect migrant workers that reflect the ILO Multilateral Framework and the provisions of relevant international labour standards	
2010–11 target: 5 member States	2008–09 baseline: 3 member States

Indicator 7.2: Number of member States that, with ILO support, adopt gender-sensitive labour migration policies and practices that reflect the ILO Multilateral Framework with a view to promoting productive employment and decent work for migrant workers	
2010–11 target: 5 member States	2008–09 baseline: 3 member States

Outcome 8 – HIV/AIDS:*The world of work responds effectively to the HIV/AIDS epidemic*

Indicator 8.1: Number of member States that, with ILO support, develop a national tripartite workplace policy on HIV/AIDS, as part of the national AIDS response	
2010–11 target: 50 member States, of which at least 10 in Africa, 5 in Asia and in the Americas, 3 in Europe and 2 in the Arab States	2008–09 baseline: 14 member States, of which 7 in Africa, 5 in the Americas and 2 in Europe.
Remark: The high target was set with the aim of promoting the application of the ILO code of practice on HIV/AIDS, or of an ILO standard on HIV/AIDS should this be adopted by the Conference in June 2010.	

Indicator 8.2: Number of member States where tripartite constituents, with ILO support, take significant action to implement HIV/AIDS programmes at workplaces	
2010–11 target: 10 member States	2008–09 baseline: 30 member States, of which 10 in Africa, 13 in Asia, 5 in the Americas and 2 in Europe.

Strategic Objective: Social dialogue

Strengthen tripartism and social dialogue

Outcome 9 – Employers' organizations:*Employers have strong, independent and representative organizations*

Indicator 9.2: Number of national employers' organizations that, with ILO support, create or significantly strengthen services to respond to the needs of existing and potential members	
2010–11 target: 15 employers' organizations	2008–09 baseline: 40 employers' organizations

Indicator 9.3: Number of national employers' organizations that, with ILO support, have enhanced capacity to analyse the business environment and influence policy development at the national, regional and international levels	
2010–11 target: 15 employers' organizations	2008–09 baseline: 15 employers' organizations

Outcome 10 – Workers' organizations:*Workers have strong, independent and representative organizations*

Indicator 10.1: Number of national workers' organizations that, with ILO support, include the Decent Work Agenda in their strategic planning and training programmes	
2010–11 target: 30 workers' organizations, of which at least 6 in Africa, in Asia and in the Americas, and at least 2 in the Arab States and in Europe	2008–09 baseline: Workers' organizations in 33 member States, of which 6 in Africa, 6 in the Americas, 13 in Asia, 5 in Europe and 3 in the Arab States

Indicator 10.2: Number of workers' organizations that, with ILO support, achieve greater respect for fundamental workers' rights and international labour standards through their participation in policy discussions at national, regional or international levels

2010–11 target: 20 workers' organizations, of which at least 4 in Africa, in Asia and in the Americas, 2 in Europe and 1 in Arab States

2008–09 baseline: Workers' organizations in 32 member States, of which 15 in Africa, 8 in Asia, 6 in the Americas, 3 in Arab States

Outcome 11 – Labour administration and labour law:

Labour administrations apply up to date labour legislation and provide effective services

Indicator 11.3: Number of member States that, with ILO support, adopt new or improve existing labour laws in line with international labour standards, in consultation with the social partners

2010–11 target: 5 member States across all regions

2008–09 baseline: 2 member States

Remark: Baseline information refers to the first measurement criterion of this indicator. That criterion reflects a shift in focus from development of new legislation (measured under the relevant 2008–09 indicator) to adoption of new legislation. This, coupled with the requirement that the new legislation must reflect at least 50 per cent of the comments by the Office, determines the baseline.

Outcome 13 – Decent work in economic sectors:

A sector-specific approach to decent work is applied

Indicator 13.1: Number of member States that, with ILO support, implement sectoral standards, codes of practice or guidelines

2010–11 target: 15 member States

2008–09 baseline: 19 member States

Remark: All member States counted in the baseline meet the first measurement criterion under this indicator.

Indicator 13.2: Number of member States in which constituents, with ILO support, take significant action for a specific sector to advance the Decent Work Agenda

2010–11 target: 10 member States

2008–09 baseline: 5 member States

Remark: The measurement of this indicator has been slightly reformulated after the publication of the Programme and Budget for 2010–11 to allow for measuring and reporting on results achieved in member States with the support of the Better Work programme. It should read as follows:

“To be counted as reportable, results must meet at least one of the following criteria:

- A national, regional or local policy or plan of action is put in place with adequate funding to implement recommendations or conclusions of ILO sectoral meetings.
- A tripartite assessment and improvement system is established at the sectoral level that confirms increased compliance with international labour standards, including core international labour standards, and improved working conditions of workers in the sector”.

Strategic objective: Standards and fundamental principles and rights at work

Promote and realize standards and fundamental principles and rights at work

Outcome 14 – Freedom of association and collective bargaining:

The right to freedom of association and collective bargaining is widely known and exercised

Indicator 14.1: Number of member States that, with ILO support, improve the application of basic rights on freedom of association and the right to collective bargaining	
2010–11 target: 10 member States	2008–09 baseline: 8 member States

Outcome 15 – Forced labour:

Forced labour is eliminated

Indicator 15.1: Number of member States in which constituents, with ILO support, implement specific policies, programmes or actions leading to improved application of Conventions, principles and rights on the elimination of forced labour	
2010–11 target: 10 member States	2008–09 baseline: 8 member States

Outcome 17 – Discrimination at work

Discrimination in employment and occupation is eliminated

Indicator 17.1: Number of member States in which constituents, with ILO support, implement specific laws, policies, programmes or actions, leading to improved application of Conventions, principles and rights on non-discrimination	
2010–11 target: 5 member States	2008–09 baseline: 2 member States

Outcome 18 – International labour standards

International labour standards are ratified and applied

Indicator 18.1: Number of member States that, with ILO support, take action to apply international labour standards, in particular, in response to issues raised by the supervisory bodies	
2010–11 target: 55 member States	2008–09 baseline: 41 member States
Remark: Baseline information refers to member States that have made progress, as noted with satisfaction by the CEACR, in the application of relevant Conventions. The analysis of cases noted with interest is not yet completed as of the end of 2009. Baseline information does not include fundamental Conventions, which are measured under the relevant outcomes.	

Indicator 18.2: Number of member States where, through ILO support, the principles and rights contained in international labour standards are incorporated in development assistance frameworks or other major initiatives.

2010–11 target: 5 member States

2008–09 baseline: 6 member States

Remark: Baseline information refers to UNDAFs.

Indicator 18.4: Number of member States that have a Decent Work Country Programme which includes a normative component among the national priorities established by the tripartite constituents

2010–11 target: 15 member States

2008–09 baseline: 19 member States

Policy coherence

Outcome 19 – Mainstreaming decent work

Member States place an integrated approach to decent work at the heart of their economic and social policies, supported by key UN and other multilateral agencies

Indicator 19.1: Number of member States that, with ILO support, make the goal of decent work increasingly central to policy-making

2010–11 target: 15 member States, of which at least 4 in Africa and 2 in the other regions

2008–09 baseline: 0

Remark: While many member States have made progress towards incorporating decent work aspects into economic and social policies, no member State can be said to have fully met the measurement criteria for this indicator in 2008–09.

Indicator 19.2: Number of key international agencies or multilateral institutions that, through collaboration with the ILO, mainstream decent work in their policies and programmes

2010–11 target: 5 international agencies or multilateral institutions

2008–09 baseline: 3 international agencies

Appendix III

Action taken on resolutions adopted by the International Labour Conference at its 97th and 98th Sessions (2008 and 2009)

97th Session (June 2008)

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

In March 2009, the Governing Body endorsed an implementation plan on the ILO Declaration on Social Justice for a Fair Globalization. As of the end of 2009, a number of elements of the plan were implemented. This includes the preparation of four results-based strategies on human resources, knowledge, information technology and technical cooperation, which were approved by the Governing Body in November 2009. In order to strengthen coherence and cooperation within the Office, work on outcome-based work planning to be introduced early in 2010 started in the middle of 2009, and a new performance management system was phased in during the year with full implementation scheduled for 2010. Implementation of the two-tier field structure approved by the Governing Body in March 2009 is continuing.

With regard to measuring decent work, four decent work country profiles were nearing completion by the end of 2009 and work is under way on the development of indicators with corresponding technical definitions. With regard to improving the working methods of the Governing Body and the functioning of the International Labour Conference, the Governing Body established a working party and its first meeting took place in November 2009. It was agreed that further tripartite consultations will take place in early 2010 and the Office will submit proposals for improving the working methods of the Governing Body in November 2010.

The recurrent item report on the strategic objective of employment will be presented to the 2010 session of the International Labour Conference. The Steering Group on the Follow-up to the Declaration on Social Justice for a Fair Globalization will reconvene during the November 2010 session of the Governing Body to review the experience gained and lessons learned from the organization of the first recurrent item discussion.

Resolution concerning promotion of rural employment for poverty reduction

In the context of the follow-up action to this resolution, the Office set up a team of experts in order to ensure coherent and prompt action across the Office. The team's work included the preparation of a report for the Governing Body taking stock of the ILO's earlier activities in the rural sector and identifying valuable approaches, tools and lessons for future work, as well as the preparation of an easily accessible roster of relevant ILO tools. Priority areas of work encompass rural employment data, labour inspection and the incorporation of the rural dimension into Decent Work Country Programmes. A three-day technical expert workshop was organized by the FAO, the IFAD and the ILO in March 2009 on "Gaps, trends and current research in gender dimensions of agricultural and rural employment: Differentiated pathways out of poverty". The workshop highlighted the linkages between agriculture, gender, child labour, enterprises, cooperatives and infrastructure building. A concrete output of the workshop was the joint preparation of 12 policy briefs on decent work. In July 2009 a joint ILO/IFAD meeting discussed each organization's goals, main axes of work, products and working methods and identified concrete areas for inter-agency cooperation.

Resolution concerning the ILO's and the tripartite constituents' role in tackling the global food crisis

The ILO held a Tripartite Technical Workshop on the Impact of the Food Price Crisis on Decent Work in March 2009 and formally joined the UN High-level Task Force on the Global Food Security Crisis on 26 June 2009. In line with the conclusions of the tripartite workshop, employers' and workers' organizations need to be involved in the development and delivery of national plans to ensure food security. In its Progress Report April 2008-October 2009, the Task Force explicitly recognized that

“decent work is a key element of food security”. During a round of consultations in mid-2009, employers’ and workers’ organizations expressed their interest in initiating national-level activities on a pilot basis in four member countries that are key target countries of the Task Force. The Office, for its part, provided analytical information on employment, social dialogue and social protection for one third of the Task Force’s priority countries.

Resolution concerning skills for improved productivity, employment growth and development

Following the adoption of the resolution, the Office reoriented its work to meet the priorities set therein for research, technical assistance, advocacy work and global partnerships. The approach underpinning the Strategic Policy Framework 2010–15, the research agenda set for the biennium 2010–11, renewed collaboration with UNESCO and regional organizations, and a new course developed with the Turin Centre all reflect the Office’s endeavour to provide strengthened services to constituents in relation to education, vocational training and lifelong learning as a central pillar of employability for workers and sustainability for enterprises. The principles and priorities of the resolution with respect to training, retraining and market mediation services were amplified in the Global Jobs Pact and are a key element of the Office’s strategy to support constituents in giving effect to the Pact.

98th Session (June 2009)

Resolution “Recovering from the crisis: A Global Jobs Pact”

Since the adoption of this resolution, the Office has reoriented resources to meet the increasing crisis-related demands for services from constituents. The key elements of the Office’s strategy to support constituents include technical support to countries and regions, research and analysis, knowledge sharing and capacity-building, and international policy dialogue. In November 2009 the Director-General announced special management arrangements to deliver integrated assistance to constituents, in particular at the country level. Work under these arrangements is being integrated into the outcome-based workplans that are being prepared to reach the targets established in the Programme and Budget for 2010–11.

Resolution concerning gender equality at the heart of decent work

Following the adoption of the resolution, Office-wide consultations were held on priorities for the way forward in the context of the Programme and Budget for 2010–11 and the Strategic Policy Framework 2010–15. The resolution contained conclusions providing guidance on the strategic course for future work covering the four strategic objectives of the ILO, in accordance with the ILO Declaration on Social Justice for a Fair Globalization. The conclusions provided concrete measures to support gender-sensitive policy formulation across the Decent Work Agenda, extending to advocacy, knowledge and capacity building for constituents. The conclusions also called on the ILO to leverage international partnerships to promote gender equality within the UN system, with the International Monetary Fund, World Bank, G8 and G20, with regional groups and institutions and with the donor community. The resolution was disseminated through national, regional and international advocacy and training activities. The approach to give effect to the resolution was endorsed by the Governing Body in November 2009.

Appendix IV

RBSA contributions and expenditure in 2008–09

RBSA contributions received in 2008–09 (in thousands of US dollars)

Strategic objective \ Region	Unearmarked	Africa	Americas	Arab States	Asia	Europe	Total
Unearmarked	14 664	12 532	—	1 000	—	1 475	29 671
Standards	—	—	300	—	—	—	300
Employment	3 454	—	—	—	—	—	3 454
Social protection	—	9 350	—	—	—	—	9 350
Social dialogue	—	—	—	—	—	50	50
Total	18 118	21 882	300	1 000	—	1 525	42 825

RBSA contributions received in 2008–09 and earmarking status (by donor) (in thousands of US dollars)

Donor	Strategic objective	Region	Total
Belgium	Unearmarked	Unearmarked	602
Brazil	Standards	Americas	300
Germany	Employment*	Unearmarked	3 454
	Social protection*	Africa	5 403
Spain	Social protection	Africa	3 947
United Kingdom	Unearmarked	Africa	12 000
Ireland	Unearmarked	Africa	532
Italy	Unearmarked	Europe	1 475
Kuwait	Unearmarked	Arab States	1 000
Netherlands	Unearmarked	Unearmarked	5 516
Norway	Unearmarked*	Unearmarked	7 346
Poland	Unearmarked	Unearmarked	200
	Social dialogue	Europe	50
Sweden	Unearmarked	Unearmarked	1 000
Total			42 825

* These contributions were subject to special earmarking.

RBSA expenditure in 2008–09 (in thousands of US dollars)

Strategic objective	Africa	Americas	Arab States	Asia	Europe	Total
Standards	1 545	1 557	249	179	226	3 756
Employment	9 046	1 150	379	3 639	1 273	15 487
Social protection	5 462	141	117	533	268	6 521
Social dialogue	0	312	658	0	312	1 282
Support	961	190	85	261	125	1 622
Evaluation	0	7	18	0	12	37
Total	17 014	3 357	1 506	4 612	2 216	28 705

Appendix V

Expenditure on extra-budgetary technical cooperation, by strategic objectives, joint immediate outcomes and governance support and management

Strategic objectives, joint immediate outcomes, and governance support and management		2008–09 expenditure (US\$)
Standards and fundamental principles and rights at work		124 366 202
1a	Fundamental principles and rights at work are realized	21 488 153
1b	Targeted action progressively eradicates child labour with a particular focus on the worst forms of child labour	96 749 092
1c	International labour standards are broadly ratified and significant progress is made in their application	6 128 957
Employment		137 403 403
2a	Coherent policies support economic growth, employment generation and poverty reduction	67 088 836
2b	Workers, employers and society benefit from the wider availability of relevant and effective skills development and employment services	17 717 709
2c	Sustainable enterprises generate productive jobs	52 596 858
Social protection		53 925 774
3a	More people have access to better managed social security benefits	13 275 435
3b	Safety and health and working conditions in workplaces are improved	7 125 545
3c	Labour migration is managed to foster protection and decent employment of migrant workers	9 184 127
3d	Workplace policies respond to needs for HIV/AIDS prevention, treatment, care and support	24 340 667
Social dialogue		32 304 116
4a	Employers and workers have strong and representative organizations	6 640 479
4b	Social partners influence economic, social and governance policies	3 935 237
4c	Tripartite dialogue occurs widely in policy-making, labour law reform and implementation	18 199 070
4d	Sectoral social dialogue promotes the improvement of labour and social conditions in specific economic sectors	3 529 330
Total strategic objectives		347 999 495

Strategic objectives, joint immediate outcomes, and governance support and management	2008–09 expenditure (US\$)
Joint immediate outcomes	24 491 054
Coherent economic and social policies in support of decent work	8 188 147
Integrated policies for the informal economy	134 337
Strengthening labour inspection	1 137 274
Advancing gender equality in the world of work	5 701 978
Microfinance for decent work	9 329 318
Governance, support and management	5 782 984
Grand total	378 273 533

Appendix VI

Expenditure on technical cooperation programmes by source of funding, geographical region and type of assistance, 2008–09

(Due to rounding off, some totals may appear incorrect)

By source of funding							
Source of funds	2008		2009		Total biennium		2008-09
	US\$'000	% share	US\$'000	% share	US\$'000	% share	% change
Extra-budgetary							
Multi-bilateral donor	142 781	73.5	130 272	60.6	273 053	66.8	-8.8
Direct trust funds	8 141	4.2	9 665	4.5	17 806	4.4	18.7
Non-state actors ¹	4 725	2.4	7 945	3.7	12 670	3.1	68.1
IFIs (banks)	1 500	0.8	1 381	0.6	2 881	0.7	-7.9
United Nations ²	20 353	10.5	28 349	13.2	48 702	11.9	39.3
Other intergovernmental organizations ³	7 265	3.7	15 897	7.4	23 162	5.7	118.8
Subtotal extra-budgetary	184 765	95.1	193 509	90.1	378 274	92.5	4.7
Regular budget (RBTC)	9 494	4.9	21 298	9.9	30 792	7.5	124.3
Total	194 259	100.0	214 807	100.0	409 066	100.0	10.6

¹ Includes foundations, public institutions, social partners: trade unions, employers' associations, joint initiatives, and private sector initiatives.

² Includes UN multi-donor trust funds administered by UNDP (Spain MDG Achievement Fund) and "One UN" funds.

³ Includes European Union, IOM, OSCE and SPC.

By geographical region							
Region	2008		2009		Total biennium		2008-09
	US\$'000	% share	US\$'000	% share	US\$'000	% share	% change
Africa	53 842	27.7	60 096	28.0	113 938	27.9	11.6
Americas	27 083	13.9	24 807	11.5	51 889	12.7	-8.4
Asia and the Pacific ¹	51 877	26.7	55 809	26.0	107 686	26.3	7.6
Europe ²	10 010	5.2	13 110	6.1	23 119	5.7	31.0
Arab States, Middle East	6 370	3.3	8 413	3.9	14 783	3.6	32.1
Interregional	32 117	16.5	25 220	11.7	57 337	14.0	-21.5
Global	12 961	6.7	27 353	12.7	40 314	9.9	111.0
Total	194 259	100.0	214 807	100.0	409 066	100.0	10.6

¹ Including Afghanistan and the Islamic Republic of Iran.

² Including Israel.

By type of assistance							
Type of assistance	2008		2009		Total biennium		2008-09
	US\$'000	% share	US\$'000	% share	US\$'000	% share	% share
Experts	46 625	24.0	49 617	23.1	96 242	23.5	6.4
Other personnel ¹	55 612	28.6	56 903	26.5	112 515	27.5	2.3
Training ²	35 242	18.1	45 785	21.3	81 027	19.8	29.9
Equipment	3 105	1.6	4 534	2.1	7 639	1.9	46.0
Subcontracting	43 296	22.3	45 720	21.3	89 016	21.8	5.6
Miscellaneous	10 379	5.3	12 248	5.7	22 627	5.5	18.0
Total	194 259	100.0	214 807	100.0	409 066	100.0	10.6

¹ National experts, external collaborators, locally recruited project staff, United Nations volunteers and other staff costs.

² Including principally fellowships, seminars and in-service training.

Appendix VII

Expenditure on technical cooperation by immediate and joint immediate outcome, 2008–09

(excluding administrative expenditure) (in thousands of US dollars)

(Due to rounding off, some totals may appear incorrect)

Intermediate/Immediate/Joint immediate outcomes	Expenditure 2008			Expenditure 2009		
	RBTC	Extra-budgetary	Total	RBTC	Extra-budgetary	Total
Standards and fundamental principles and rights at work						
Fundamental principles and rights at work are realized						
Increase member State capacity to develop policies or practices reflecting fundamental principles and rights at work	194	12 832	13 026	507	8 656	9 162
Targeted action progressively eradicates child labour, with a particular focus on the worst forms of child labour						
Increase constituent and development partner capacity to develop or implement policies or measures focused on reducing child labour	101	53 787	53 888	273	42 962	43 235
International labour standards are broadly ratified and significant progress is made in their application						
Increase member State capacity to ratify and apply international labour standards	499	2 994	3 493	1 094	3 135	4 229
Subtotal	794	69 614	70 408	1 874	54 752	56 626

Employment

Coherent policies support economic growth, employment generation and poverty reduction

Increase constituent capacity to develop policies and policy recommendations focused on job-rich growth, productive employment and poverty reduction	778	5 548	6 325	1 683	5 966	7 649
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Intermediate/Immediate/Joint immediate outcomes	Expenditure 2008			Expenditure 2009		
	RBTC	Extra- budgetary	Total	RBTC	Extra- budgetary	Total
Increase member State and development partner capacity to develop and implement policies and programmes on employment-intensive investment focusing on infrastructure	128	16 078	16 206	342	20 365	20 707
Increase member State capacity to develop policies or programmes focused on youth employment	273	7 135	7 407	753	11 997	12 749
Workers, employers and society benefit from the wider availability of relevant and effective skills development and employment services						
Increase member State and constituent capacity to develop or implement training policies	159	7 224	7 383	231	8 886	9 117
Improve member State capacity to develop or implement employment services	55	686	741	159	921	1 080
Sustainable enterprises generate productive jobs						
Increase the capacity of constituents and other organizations to develop policies or regulations that generate more and better jobs in sustainable enterprises and cooperatives	132	14 780	14 912	327	14 769	15 096
Increase the capacity of constituents and other organizations to develop programmes for local economic development and upgrading of value chains and enterprises that generate more and better jobs	172	4 795	4 967	509	6 861	7 370
Increase the capacity of member States to develop post-crisis recovery programmes	277	8 749	9 027	286	2 643	2 929
Subtotal	1 972	64 996	66 968	4 290	72 408	76 698

Intermediate/Immediate/Joint immediate outcomes	Expenditure 2008			Expenditure 2009		
	RBTC	Extra- budgetary	Total	RBTC	Extra- budgetary	Total
Social protection						
More people have access to better managed social security benefits						
Increase member State capacity to develop policies focused on improving social security systems	397	4 356	4 753	372	5 240	5 612
Improve member State capacity to manage social security schemes and to implement policies focused on improving social security systems	102	1 761	1 863	155	1 918	2 074
Safety and health and working conditions in workplaces are improved						
Increase constituent capacity to develop or implement policies and programmes on improving working conditions and safety and health at work	327	3 007	3 334	746	4 118	4 865
Labour migration is managed to foster protection and decent employment of migrant workers						
Increase member State capacity to develop policies or programmes focused on the protection of migrant workers	99	3 844	3 943	214	5 340	5 554
Workplace policies respond to needs for HIV/AIDS prevention, treatment, care and support						
Increase tripartite constituent capacity to develop policies and programmes that address HIV/AIDS epidemic in the world of work and within the framework of the promotion of decent work	115	1 471	1 586	243	1 684	1 927

Intermediate/Immediate/Joint immediate outcomes	Expenditure 2008			Expenditure 2009		
	RBTC	Extra- budgetary	Total	RBTC	Extra- budgetary	Total
Improve member State implementation of policies and programmes that address the HIV/AIDS epidemic in the world of work and within the framework of the promotion of decent work	5	7 476	7 481	16	5 042	5 058
Increase the participation of employers' and workers' organizations in policy development and in accessing national and international funding	2	3 489	3 491	0	5 178	5 178
Subtotal	1 047	25 404	26 452	1 746	28 521	30 267
Social dialogue						
Employers and workers have strong and representative organizations						
Increase the value of employers' organizations to existing and potential membership	503	1 725	2 228	1 560	1 914	3 474
Increase the value of workers' organizations to existing and potential membership	793	1 492	2 285	2 394	1 510	3 904
Social partners influence economic, social and governance policies						
Increase the capacity of employers' and workers' organizations to participate effectively in the development of social and labour policy	625	2 357	2 981	1 549	1 579	3 127
Tripartite dialogue occurs widely in policy-making, labour law reform and implementation						
Increase member State capacity to develop policies and labour legislation through more tripartite dialogue between constituents	397	4 820	5 217	964	6 792	7 755

Intermediate/Immediate/Joint immediate outcomes	Expenditure 2008			Expenditure 2009		
	RBTC	Extra- budgetary	Total	RBTC	Extra- budgetary	Total
Improve the capacity of the tripartite constituents to implement labour policies and programmes, including through coordination at regional and subregional levels	347	3 358	3 705	550	3 229	3 779
Sectoral social dialogue promotes the improvement of labour and social conditions in specific economic sectors						
Increase the level of consensus on social and labour issues in specific economic sectors	29	57	86	3	409	413
Increase constituent capacity to develop policies or programmes focused on improving labour and social conditions in specific sectors	115	1 207	1 323	199	1 856	2 055
Subtotal	2 809	15 016	17 825	7 219	17 288	24 507
Joint immediate outcomes						
Coherent economic and social policies in support of decent work						
Increase capacity of member States and development partners to promote coherent economic and social policies in support of decent work at national, regional and global levels	1 200	2 312	3 512	2 323	5 877	8 200
Integrated policies for the informal economy						
Increase constituent capacity to develop integrated policies for upgrading the informal economy and facilitating transition to formality	431	123	554	817	11	828
Strengthening labour inspection						
Increase member States' capacity to carry out labour inspection	5	0	5	58	1 137	1 195

Intermediate/Immediate/Joint immediate outcomes	Expenditure 2008			Expenditure 2009		
	RBTC	Extra- budgetary	Total	RBTC	Extra- budgetary	Total
Advancing gender equality in the world of work						
Increase capacity of constituents to develop integrated policies and programmes to advance gender equality in the world of work	99	2 275	2 374	149	3 427	3 576
Microfinance for decent work						
Increase the participation of constituents in the formulation of financial policies	1	2 487	2 488	44	6 842	6 886
Subtotal	1 735	7 197	8 932	3 391	17 294	20 685
Miscellaneous	1 136	2 538	3 674	2 777	3 245	6 023
Total ILO technical cooperation programme	9 494	184 765	194 259	21 298	193 509	214 807

Appendix VIII

Expenditure on technical cooperation by region and country 2008–09 (in thousands of US dollars) (excluding administrative expenditure)⁷

Negative figures indicate previous year adjustments. Due to rounding off, some totals may appear incorrect and under 500 appears as zero.

Country or territory	Regular budget	UN system	Trust funds	Total
Africa				
Regional	5 164	915	24 784	30 863
Central Africa subregional	172			172
East Africa subregional			218	218
Sahel subregional	95		501	596
Southern Africa subregional	146		4 042	4 188
West Africa subregional	51	467	3 355	3 873
Algeria	39			39
Angola	19	17	50	86
Benin	83		57	140
Botswana	102		337	439
Burkina Faso	148		330	478
Burundi	89			89
Cameroon	291		2 098	2 389
Cape Verde	94	49		144
Central African Republic	50			50
Chad	6			6
Comoros	111			111
Congo	14		278	291
Côte d'Ivoire	115		127	242
Democratic Republic of the Congo	102	626	1 708	2 435
Djibouti	8			8
Egypt	347	33	631	1 011
Equatorial Guinea	4			4
Eritrea	48			48
Ethiopia	208		2 397	2 605
Gabon	78			78

⁷ 1 per cent of total extra-budgetary expenditure was misclassified.

Country or territory	Regular budget	UN system	Trust funds	Total
Gambia	31			31
Ghana	77	33	2 344	2 454
Guinea	58			58
Guinea-Bissau	28			28
Kenya	158	225	2 764	3 147
Lesotho	32		285	317
Liberia	176	20	2 944	3 140
Libyan Arab Jamahiriya			50	50
Madagascar	151	72	12 076	12 299
Malawi	125		959	1 085
Mali	90	-4	4 572	4 658
Mauritania	53	68		121
Mauritius	87			87
Morocco	86	180	1 399	1 665
Mozambique	24	1 594	1 611	3 229
Namibia	110	36	4	150
Niger	50		770	821
Nigeria	204			204
Rwanda	41		180	222
São Tome and Principe	2			2
Senegal	258	37	1,922	2,216
Seychelles	26			26
Sierra Leone	111	270	154	535
Somalia	26	835	3 914	4 774
South Africa	169		4 427	4 597
Sudan	58	11	847	916
Swaziland	77		362	439
Tanzania, United Republic of	130	2 152	5 309	7 591
Togo	89		1 373	1 462
Tunisia	71		26	97
Uganda	122	89	1 208	1 419
Zambia	206	68	4 395	4 670
Zimbabwe	173	141	511	825
Total Africa	10 685	7 934	95 319	113 938

Country or territory	Regular budget	UN system	Trust funds	Total
Americas				
Latin-American regional	1 906		12 512	14 419
Andean countries subregional	31		1 076	1 108
Caribbean subregional	630		70	700
Central America subregional	433		5 826	6 259
Southern Cone subregional	116		856	972
Antigua and Barbuda	8			8
Argentina	609		4 216	4 825
Barbados	10			10
Bolivia, Plurinational State of	53	4	1 969	2 026
Brazil	531	156	4 249	4 936
Chile	306	11	493	810
Colombia	85		3 012	3 096
Costa Rica	122	82	5	210
Cuba	114			114
Dominica	1		5	6
Dominican Republic	54		1 761	1 815
Ecuador	141	9	526	676
El Salvador	23	27	2 283	2 333
Grenada	13			13
Guatemala	79			79
Guyana	4		606	610
Haiti	75	886	359	1 320
Honduras	53	361		414
Jamaica	16		84	100
Mexico	296			296
Nicaragua	40	397		437
Panama	45	11	1 010	1 066
Paraguay	53	263		316
Peru	223	156		378
Saint Kitts and Nevis	4			4
Saint Lucia	3		28	31
Saint Vincent and the Grenadines	6			6
Trinidad and Tobago	50		143	193

Country or territory	Regular budget	UN system	Trust funds	Total
Uruguay	212	557	1 488	2 256
Venezuela, Bolivarian Republic of	48			48
Total Americas	6 393	2 919	42 576	51 889

Asia and the Pacific

Regional	2 996	159	10 118	13 273
Eastern Asia subregional	98	273	270	640
South Eastern Asia subregional	21		2 079	2 100
Southern Asia subregional	30			30
Afghanistan	56	2 693	209	2 957
Bangladesh	150	43	4 676	4 870
Cambodia	148	307	5 511	5 965
China	592	734	5 071	6 397
Fiji	92	266	413	771
Hong Kong (China)	11			11
India	379	37	6 459	6 875
Indonesia	397	6 933	15 550	22 880
Iran, Islamic Republic of	11			11
Japan	21			21
Kiribati	28			28
Korea, Republic of	7			7
Lao People's Democratic Republic	48		82	131
Malaysia	19		117	136
Marshall Islands	20			20
Mongolia	132		1 162	1 294
Myanmar	144		834	978
Nepal	132	600	3 203	3 935
Pakistan	295	2 607	6 739	9 641
Papua New Guinea	35		494	528
Philippines	308	116	326	750
Samoa (Western)	22			22
Solomon Islands	28			28
Sri Lanka	443	906	4 133	5 482
Thailand	31	1 225	2 242	3 498

Country or territory	Regular budget	UN system	Trust funds	Total
Timor-Leste	49	2 582	5 343	7 974
Tuvalu	7			7
Vanuatu	37			37
Viet Nam	264	257	5 867	6 388
Total Asia and the Pacific	7 050	19 738	80 898	107 686

Europe

Regional	525	68	7 705	8 298
Central and Eastern Europe subregional	173		3 094	3 267
Eastern Europe and Central Asia subregional	250		3 764	4 014
Albania	31	224	181	436
Armenia	69		113	182
Azerbaijan	51			51
Belarus	53		4	57
Belgium	10			10
Bosnia and Herzegovina	45			45
Bulgaria	29			29
Croatia	4			4
Cyprus			28	28
Finland			21	21
France	42		170	213
Georgia	160			160
Germany	10		321	331
Greece	2		116	117
Hungary	4		91	95
Israel	10			10
Italy			14	14
Kazakhstan	40			40
Kyrgyzstan	122			122
Lithuania	28			28
Macedonia, The former Yugoslav Republic of	12			12
Moldova, Republic of	84		507	591

Country or territory	Regular budget	UN system	Trust funds	Total
Montenegro	13			13
Portugal			178	178
Romania	37			37
Russian Federation	111	110	978	1 200
Serbia	27	66	845	937
Serbia and Montenegro			107	107
Slovakia	12			12
Spain			125	125
Switzerland			513	513
Tajikistan	10	524	98	631
Turkey	51	9	169	229
Turkmenistan	2			2
Ukraine	150		659	809
Uzbekistan	10		140	150
Total Europe	2 178	1 001	19 941	23 119

Arab States, Middle East

Regional	910		1 337	2 246
Arab States subregional	540		350	890
Occupied Arab territories	442	140	285	867
Bahrain	17			17
Iraq	74	3 156	328	3 558
Jordan	114		2 609	2 723
Kuwait	16			16
Lebanon	112	2 059	1 591	3 762
Oman	71		181	251
Qatar	4		39	43
Saudi Arabia	25			25
Syrian Arab Republic	66	22	22	110
United Arab Emirates	23			23
Yemen	86		166	252
Total Arab States	2 498	5 377	6 908	14 783

Country or territory	Regular budget	UN system	Trust funds	Total
Total interregional	1 387	10 952	44 998	57 337
Total global	601	781	38 932	40 314
Total	30 792	48 702	329 572	409 066

Appendix IX

Report on the discussion on ILO programme implementation 2008–09 at the Programme, Financial and Administrative Committee of the Governing Body (March 2010)⁸

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90. The Committee had before it two papers⁹ on ILO programme implementation for 2008–09.

91. Sir Roy Trotman, speaking on behalf of the Workers' group, expressed satisfaction with the global support to the Decent Work Agenda, the ILO's contribution to important discussions including in the G20, and the role of the international trade union movement in those achievements. The implementation report would facilitate the transition to the revised results framework found in the Strategic Policy Framework 2010–15 and the Programme and Budget for 2010–11. It was important to distil lessons for future programme implementation. The biennium had been marked by the adoption of two major policy documents: the Social Justice Declaration and the Global Jobs Pact, and the major challenge was to give effect to them.

92. The speaker congratulated the Office on the improved quality of the report, which included more information on outcomes rather than processes, support to constituents, lessons learned, the baselines for 2010–15 and references to challenges and obstacles. He also highlighted the areas where further improvements would be required. These included more emphasis on the challenges faced in achieving results as well as strategies used in overcoming them, and improved measurement of impact with emphasis on qualitative information.

93. Mr Julien, speaking on behalf of the Employers' group, commended the paper that had been presented. Considerable effort had gone into compiling and analysing data, and use needed to be made of the paper for an in-depth discussion and to guide the future work of the Office.

94. The period 2008–09 to which the report referred had seen the adoption of the Declaration on Social Justice for a Fair Globalization and the crisis which had led to the drawing up of the Global Jobs Pact. The speaker welcomed the fact that the Office had been able to adapt its programme to a situation which could not have been foreseen when the budget had been drawn up, and that its financial situation seemed healthy in spite of a decrease in extra-budgetary contributions. However, the Employers regretted the lack of clarity in the document, which might lead those not familiar with the work of the Programme, Financial and Administrative Committee to think that the Organization dealt mainly with development issues. Furthermore, a number of the outcomes presented were not coherent and the objectives had been poorly defined, something for which the Governing Body was collectively responsible.

95. The ILO's contribution should have been presented in a more explicit manner (as it was in the chapter on social security). It was the responsibility of executive directors to submit transparent reports. The general coherence of policies at ILO headquarters and in the field remained a problem, and the Employers wished to see the implementation rate per programme and per region, rather than a global figure which had nonetheless increased in relation to the past. The report needed to show more clearly the linkages with Decent Work Country Programmes and explain how the departments had worked together to produce results. This was an important one and it has been highlighted in the Declaration on Social Justice for a Fair Globalization. Moreover, it was regrettable that many fields of activity failed to involve employers' organizations, thereby undermining the tripartite nature of the ILO.

96. For the Employers' group, the main criticism of the document related to the lack of information on the impact of the ILO's work. That type of evaluation exercise would have been very useful and could have been done in mid-term under the Strategic Policy Framework in order to better prepare the subsequent Strategic Policy Framework.

97. Finally, the Employers wished to voice their concern regarding budgetary allocations. Although the regular budget was subject to a transparent process, that was not the case with the allocation of extra-budgetary funds or the Regular Budget Supplementary Account (RBSA).

⁸ Excerpt from GB.307/9/1(Rev.).

⁹ GB.307/PFA/2 and GB.307/PFA/2(Add.).

98. The representative of the Government of the United Kingdom, speaking on behalf of the group of industrialized market economy countries (IMEC), welcomed the executive overview of the report, which provided a useful summary of the document. The information on the main extra-budgetary and RBSA donors was important for the purpose of accountability to national parliaments and of overall visibility of donors' contributions to ILO work. The information on the RBSA and extra-budgetary technical cooperation resources, which was the subject of a separate document mentioned in paragraph 19, should be integrated into the implementation report in the future.

99. The speaker requested clarifications on the Direct Trust Fund, on its size and on the way it worked. She indicated that in spite of improvements over previous implementation reports, further progress was necessary. First, only results directly attributable to significant ILO technical assistance should be reflected in the implementation report. Second, while the section on lessons learned was welcome, this should not be a substitute for evaluation reports, which looked at effectiveness, efficiency and impact of ILO action in greater detail. Most of the lessons learned did not provide concrete recommendations for future ILO action. The indicators of performance of field offices to be developed as agreed by the Governing Body should be used to that effect. Third, different formats had been used to present results, while a common approach was necessary. The Office should provide further explanations on cases in which results had been either exceeded significantly or underachieved. Finally, the speaker asked that lessons learned and the outcome of the Committee's discussion be incorporated into priority setting and programming and budgeting for 2012–13.

100. The representative of the Government of China commended the ILO for the implementation of the programme in the biennium, with targets achieved or exceeded for 76 per cent of the indicators, and a programme execution rate of 77 per cent. He made four recommendations for further improvement of ILO action. First, the ILO should further identify the strategies and resources to support member States in establishing the legal framework and building their capacity to implement labour standards. Second, more resources should be invested by the ILO in employment issues and to support member States in developing policies on small and medium-sized enterprise (SME) development, cooperatives and youth employment. Third, the ILO should make more efforts to help member States formulate policies on working conditions and health and safety standards and to use its comparative advantage on the protection of migrant workers. Fourth, cooperation with academic institutions in member States should be strengthened to support decision-making processes and knowledge sharing.

101. The representative of the Government of Brazil welcomed the implementation report, which provided a sound basis for the future work of the Organization. He stressed the importance of promoting the Decent Work Agenda at the national, regional and international levels within the UN system. He underlined the importance of also integrating decent work into the agenda of the international system as a whole, including financial institutions, in a "one international system" approach. His Government welcomed the endorsement by the United Nations system Chief Executives Board (CEB) of the joint UN crisis response initiative on the social protection floor, as well as the approval by the United Nations Development Programme (UNDP) of the CEB decision to implement the Global Jobs Pact. Better alignment between Decent Work Country Programmes and United Nations Development Assistance Frameworks (UNDAFs) would help to avoid duplication and to foster a coherent UN response to local needs. He requested further information on access to UNDAF resources for the implementation of measures related to the Decent Work Agenda, as well as on measures to implement strategies involving international and regional financial institutions, which went beyond the enhanced dialogue mentioned in paragraph 243 of the report.

102. The representative of the Government of South Africa, speaking on behalf of the Africa group, indicated that the implementation report was a difficult document to read. Its structure and language made it hard to identify the main successes, the challenges and the lessons learned, in particular with reference to any specific region. A focus on regional implementation could help overcome that constraint, while enabling the sharing of lessons and experiences across regions. He requested the Office to provide more information on the lessons learned and the way forward.

103. The representative of the Government of India praised the technical support provided by the Office during the biennium to member States, in furthering the various dimensions of the Decent Work Agenda, including in India. He made two observations. First, several country examples contained in the boxes throughout the report concerned micro-achievements in India. Given the size and diversity of the country, those boxes should rather focus on macro-achievements. Second, the Office was called

upon to translate the recently signed Decent Work Country Programme for India into specific and concrete activities.

104. The Chairperson opened the discussion on the Strategic Objective on Standards and Fundamental Principles and Rights at Work.

105. The representative of the Director-General (Mr Tapiola, Executive Director of the Standards and Fundamental Principles and Rights at Work Sector) indicated that, of the nine indicators under three immediate outcomes within the strategic objective, all but one had been reached, i.e. the target in the African region under indicator 1b.1(ii). With respect to lessons learned, the speaker stressed two points. The first was the clear need to focus on child labour in the African region, where there was an urgent and, in some cases, growing child labour problem. Some African countries had experienced serious internal difficulties during the biennium, which had affected the work under the International Programme on the Elimination of Child Labour (IPEC). However, since the finalization of the implementation report, four additional African countries could be counted among the targets. Eight other African countries had taken one of the two measures that characterized the time-bound programmes. The second lesson was the need to have a rigorous look at results reported on with a view to including only those that could be clearly attributed to a significant ILO contribution. The speaker noted, as an example, indicator 1c.1(i), under which results totalled 79 cases of ratification against a target set at 50 cases. A number of those ratifications were as much due to the national process as to ILO support. He considered that the ILO had a significant supporting role in around 50 cases. The lesson, with regard to such targets set at high levels, was to include only cases in which the assistance by the Office had been a significant part of the process. He concluded by noting improvements introduced on the measurement of standards-related results under the results framework for 2010–11.

106. Mr de Regil, speaking on behalf of the Employers' group, expressed support for a modern and relevant labour standards policy in line with the ILO Declaration on Social Justice for a Fair Globalization. The ILO's approach seemed focused on the number of ratifications, while emphasis should first be on building capacity in each country to effectively implement ILO Conventions.

107. He noted with concern that there had been a decrease in funding for work related to the 1998 Declaration on Fundamental Principles and Rights at Work. The Office, while giving effect to the 2008 Declaration on Social Justice for a Fair Globalization, should continue to support work in the context of the 1998 Declaration. The reference in paragraph 37 to the involvement of employers' organizations was welcome, but more information was needed on how the Bureau for Employers' Activities (ACT/EMP) had been associated with the execution of the programme.

108. The speaker stressed a number of strategic and methodological issues. With regard to child labour, the design and development of technical cooperation projects did not always meet employers' needs and priorities, as the group had pointed out on earlier occasions. The Office should involve employers' organizations more in the process. The sections on lessons learned did not focus on pragmatic issues and often only addressed generalities, as illustrated in paragraph 32. The lists of results were often confusing, as no information was provided on the methodology used to determine what constituted a result. More information would also have been required on reasons why certain targets had been exceeded and others had not been achieved, for instance in the case of the two indicators on child labour.

109. Mr de Regil further made a number of specific observations. In paragraph 31, the meaning of the sentence "the impact of international labour standards on other organizations – where the ILO is indeed often known principally for its normative work – exceeded expectations" was not clear. In paragraph 40, child labour was not included in the list of fundamental principles, while human trafficking was not a fundamental principle; the effective recognition of the right to collective bargaining was the principle, not collective bargaining. ACT/EMP should be closely involved in the foreseen cross-sectoral collaboration to develop an action plan for the promotion of Convention No. 155, its Protocol of 2002 and Convention No. 187, mentioned in paragraph 62. The speaker requested more information on the assistance provided by the Office and the results achieved with respect to the instances identified by the Committee on the Application of Conventions and Recommendations (CEACR) as requiring technical assistance, as mentioned in paragraph 63. With regard to collaboration by the CEACR in supervising the European Code of Social Security referred to in paragraph 69, the group believed that the Office was paying too much attention to those matters. Finally, the speaker regretted that examples in paragraph 71 referred to action taken by the Office, not by constituents.

110. Sir Roy Trotman stressed that the ILO was different from other UN organizations. It set standards that went beyond the world of work and contributed to real development, reduced violence and discrimination and helped in making society more equitable and democratic. The ILO was a standard-setting institution; however, the value of setting standards was questionable if they were not ratified and applied by member States. He emphasized his disagreement with any position which did not recognize the need for ratification.

111. The speaker commended the improvements made on the application of freedom of association in 29 countries and considered it a step towards universal ratification. However, one should not forget that 148 ratifications were still lacking. Emphasis should be placed not only on the ratification of standards but also on what was being done, in particular with the technical cooperation funds, to implement the standards. His group was concerned that some of the most populous countries had not yet ratified Conventions Nos 87 and 98, thus denying the fundamental right of freedom of association and collective bargaining to a significant portion of the world's population. An enhanced effort was needed in the current biennium to push for ratification of those two Conventions and mainstream the work on freedom of association and collective bargaining into the overall work of the Office.

112. The adoption of the Social Justice Declaration was a major achievement in embedding the normative approach in the Decent Work Agenda. The implementation of the Global Jobs Pact offered an opportunity to the Office to integrate the rights-based approach in crisis responses, which should promote the ratification and implementation of standards relevant to the crisis. It was important to build the capacity of the social partners to implement the Global Jobs Pact.

113. The group supported the statement in paragraph 32 on achieving progress in the application of standards when comments of the supervisory system were accompanied with awareness raising and capacity building. In that regard, a standards dimension based on the comments of the supervisory bodies should be included in Decent Work Country Programmes. In the area of freedom of association and collective bargaining, the target set of five countries was too low, while the signing of a tripartite agreement calling for a conference on labour law reform in Egypt should not be reported as a result, contrary to what was indicated in the results table.

114. Sir Roy Trotman regretted that three out of the five regions had not achieved any results on fighting discrimination. The results achieved on child labour were impressive, and comparable investments should be directed to the other categories of fundamental principles and rights, in particular freedom of association and collective bargaining. The Office should strive to eradicate all forms of child labour, not just the worst forms of child labour, as paragraph 30 seemed to imply. The breakthroughs reported by the Office in convincing other organizations to incorporate ILO standards and comments of its supervisory bodies in their own work mentioned on page 34 were commendable.

115. In concluding, the speaker expressed concerns about the low level of resources for the International Labour Standards Department and requested that it be addressed in the current biennium. Referring to paragraph 56, he stressed that the crisis should not be used as an excuse for not ratifying standards and emphasized the increased importance of the fundamental standards in times of crisis.

116. The representative of the Government of the United Kingdom, speaking on behalf of the IMEC group, requested clarifications from the Office on a number of issues. First, the group wanted to know how the revised IPEC resource mobilization strategy mentioned in paragraph 30 would fit into the overall resource mobilization carried out by the Partnerships and Development Cooperation Department (PARDEV) and in outcome-based workplans. Second, on page 19, the inter-ministerial agreement on the possible ratification of the Palermo Trafficking Protocol was reported as a result in China. The Office was called upon to explain how its migration-related activities had made a significant contribution to achieving agreement on the entire Protocol. Third, the large differences between the targets set and results achieved under indicator 1b.1(ii) warranted some explanations. Fourth, IMEC had difficulties in accepting some results mentioned in the report. Examples included, among others: ratification of Convention No. 187 under indicator 1c.1(i) by Sweden, Denmark and the United Kingdom; changes in national legislation under indicator 1c.1(ii) by Sweden (Conventions Nos 129 and 167), Switzerland and the United Kingdom (Convention No. 81), the Netherlands and Portugal (Convention No. 103). IMEC member States were not aware of any significant assistance by the Office in achieving the aforementioned results.

117. The representative of the Government of Brazil welcomed the efforts made by the ILO to promote international standards. His Government was committed to working on South–South cooperation

through IPEC. It also supported the Office approach to prevent the infringement of international labour standards. To that end, ratification was important, but even more important was compliance. The speaker recalled that the promotion of international labour standards suffered in times of crisis, as underlined in paragraph 14 of the Global Jobs Pact, as well as in the implementation report. While the Global Jobs Pact would make it possible to move forward respecting the principles of the Organization in response to the crisis, the report did not refer to any promotional strategies on that matter.

118. The representative of the Government of South Africa, speaking on behalf of the Africa group, acknowledged the statement in paragraph 32 that work with constituents to follow through the recommendations of the supervisory bodies often led to satisfactory results. That approach should be followed by the Office in other engagements. He supported paragraph 51 and welcomed the Executive Director's statement made earlier calling for emphasis on Africa on child labour issues. He stressed that some results could not be linked to direct ILO intervention, as illustrated in paragraph 42.

119. In his reply, Mr Tapiola indicated that the difference in the results achieved under the two indicators on child labour was due to the fact that the targets of the second indicator on time-bound programmes proved more difficult to meet in times of crisis. The tripartite agreement in Egypt was the result of a technical assistance mission ensuing from the work of the supervisory bodies. Other concrete results on that matter were being supported by an ongoing technical cooperation project in the country. The supervision of the European Code of Social Security was based on a long-standing commitment with the Council of Europe on social security. With regard to the questions raised by IMEC, the speaker referred, as an illustration, to the example of the application of Convention No. 103 by the Netherlands. Following repeated comments by the Committee of Experts and discussions with representatives of the Government, a new Health Insurance Act had been adopted, which had been noted with satisfaction by the Committee of Experts. Whether such cases should be reported in the implementation report was a matter for further reflection.

120. The Chairperson opened the discussion on the strategic objective on employment.

121. The representative of the Director-General (Mr Salazar-Xirinachs, Executive Director of the Employment Sector) referred to the link between the preparations for the recurrent item report on employment and the implementation report for 2008–09. The current discussion of the Committee could be regarded as an appetizer for the longer discussion of the recurrent item report due at the Conference in June 2010. The ILO mandate on employment was very broad, leading to difficult questions of prioritization. The Office approach was to make the most of synergies and collaboration through new working methods and to ensure that all those subjects converged and cohered in national employment policies. The speaker highlighted a few specific lessons emerging from the implementation of the programme in 2008–09. First, there was a need for better tools to incorporate employment objectives into growth, development and poverty reduction strategies. Ongoing work included more tools and capacity building in labour market information and monitoring systems, new design tools and a more focused research agenda feeding more clearly into policy advice. Second, it was necessary to put more resources into monitoring and evaluation of results and make that a higher priority. Third, inter-ministerial coordination and broad-based social dialogue on employment were key. Fourth, in response to the global employment crisis, institutions behind the policy measures needed to have a certain capacity to build on, and that required the involvement of constituents and social dialogue at all stages.

122. Sir Roy Trotman welcomed the inclusion of a new target on employment in the Millennium Development Goals (MDGs). During the current biennium, the ILO should do more to include workers' rights and standards in its crisis response proposals and pay more attention to the quality of employment in terms of social protection and decent working conditions. His group was pleased to note that the World Bank had recognized the ILO's critique of the methodology behind the Employing Workers Indicator in its *Doing business* report. In giving effect to the Global Jobs Pact the Office needed to work on all its elements.

123. The work of the Employment-Intensive Investment Programme warranted special mention as it could play an increasingly important role in promoting decent work as part of ensuring recovery from the economic crisis, including through the promotion of Convention No. 94 and involvement of trade unions. Trade unions should be actively involved in the programme. Information on the adoption of national employment policies by several countries was welcome, although the lack of quality information to assess the scope and impact of ILO assistance in that regard was regrettable. More information was required on how trade unions benefited from the Office's assistance in formulating employment

policies and what elements of the Global Employment Agenda were included in them. Similarly, the Workers' group was interested in receiving the list of all the trade union organizations that benefited from the support of the Social Finance Programme. More emphasis and resources should be allocated to work on cooperatives in the future. The increasing awareness on environmental concerns in the area of sustainable enterprises was welcome, although the group remained concerned about insufficient attention to working conditions. The speaker supported the identification of economic sectors and value chains with high potential for employment creation and stressed that the Multinational Enterprises Programme (EMP/MULTI) and the Sectoral Activities Department (SECTOR) should work together on that matter. He expressed concern that, as indicated in paragraph 107, demands for services remained limited to enterprises and entrepreneurship development and requested clarification on the Office's strategy to address that issue, including with a view to better involving workers in the programmes. The results achieved on the promotion of the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration) were welcomed, as was the importance of giving more attention to value-chain upgrading to increase productivity and wages as an integral part of the national employment policy and industrial development strategy.

124. Ms Goldberg, speaking on behalf of the Employers' group, acknowledged the complex and large task of the Office in the area of employment promotion and welcomed the emphasis on interdisciplinary approaches presented by the Office. Her group would have appreciated information on the impact of the ILO contribution to the results achieved. That information should be added in future implementation reports. It was also important to reflect on how the report was going to be used in the cyclical review process. She requested the Office to provide information on how the priorities previously agreed upon had changed as a result of the crisis and the adoption of the Global Jobs Pact, particularly in the regions, and the ensuing implications in terms of capacities and resources required in the area of employment.

125. The way in which the report treated the World Bank's *Doing Business* report in paragraphs 77 and 104 was not acceptable and did not reflect the truth. The language should be changed. With regard to intermediate outcome 2a, the Employers' group noted that few activities involved employers' organizations and wondered how the ILO could promote employment without involving enterprises. The ILO's advice on investment and infrastructure policy needed to take into account the fact that it was up to countries to determine their priorities and infrastructure could not be assumed to be one of the highest priorities for all countries or all ministries.

126. Work under outcome 2b on skills development and employment services was critical, especially in light of the crisis, as emphasized by the G20 request to the ILO for a training strategy. The Office should expand its limited capacity in that area. Skills development work should be prioritized over employment services, and work in the latter area should be expanded to encompass the private and non-governmental sectors.

127. Referring to outcome 2c on sustainable enterprises, Ms Goldberg stressed that the focus should be on the mainstream businesses that were more likely to create jobs. ACT/EMP should be closely involved in all the work. Paragraph 107 concerning the helpdesk on the MNE Declaration mixed two different issues. The Employers' group recognized the importance of the social economy and of cooperatives as referred to in paragraph 108 for job creation, but work in that area should not displace the main focus on enterprises, which represented by far the largest part of the economy. The table on page 53 addressed results only on cooperatives, while the work of the Office should be better balanced to also include the work on SMEs. Regarding the examples of SME legislation mentioned in paragraph 112, more detail was needed to ensure that the net effect of such legislation was indeed positive for SMEs.

128. The speaker concluded by indicating that results under outcome 2c.2 were not balanced, with most of the results involving work with government or with NGOs, not with employers' organizations. Work towards sustainable enterprises should always involve employers' organizations. The Employers' group stood ready to work with the Employment Sector on priorities.

129. The representative of the Government of the United Kingdom, speaking on behalf of the IMEC group, indicated that many results under that strategic objective were vaguely formulated and hard to grasp, for instance in the case of a result reported for Serbia on page 42. It was not clear why productive employment and decent work were referred to in paragraph 81 as separate issues, which contradicted the spirit of the Decent Work Agenda. The Office needed to strengthen its monitoring and evaluation

capacity of employment policies as well as cooperation with other organizations in that area, as mentioned in paragraphs 84–86. More information should be provided on the involvement of the Turin Centre in the design of training referred to in paragraph 89, as well as on why the targets under that strategic objective were often substantially exceeded. On page 54, IMEC regretted that the involvement of the different ILO constituents in work on local economic development, value chain upgrading and improving workplace practices was not well-balanced. Finally, the speaker requested the Office to provide clarification as to the technical and financial support provided by the ILO to establish pilot youth units in public employment services in Egypt which was mentioned in the report. Being a technical agency, the ILO was not supposed to provide financial assistance.

130. The representative of the Government of Brazil noted that since employment had become central to crisis response strategies nationally and globally, the ILO was well positioned in all post-crisis efforts. He requested more information on the implementation of the distance training programmes mentioned in paragraph 88 and emphasized the importance of social dialogue for the effective implementation of youth employment programmes.

131. In his response, Mr Salazar-Xirinachs stressed that labour standards were indeed an important dimension of the work on employment and an integral part of the work under the Global Jobs Pact. Those aspects were addressed in the recurrent item report on employment to be discussed by the Conference in June. He concurred that all constituents should be involved in the upgrading of value chains and sectoral employment policies, and stressed the importance of identifying jointly the major drivers for employment creation and focus on those sectors. He acknowledged the lack of clarity of some results, due also to the challenge of summarizing complex achievements in one sentence. The level of achievement of the targets varied across the indicators, because of different factors. An example was work on social finance in which the Office's capacity had increased substantially as a result of new extra-budgetary resources received during the biennium well after the targets for 2008–09 had been set.

132. The Chairperson opened the discussion on the strategic objective on social protection.

133. The representative of the Director-General (Mr Diop, Executive Director of the Social Protection Sector) introduced the strategy going forward as a result of the lessons learned under the strategic objective. In the area of social security, the Office would need to be more selective with regard to future activities and concentrate on knowledge transfer to the tripartite constituents together with capacity building at the national level. In the area of occupational safety and health, priority would be given to strengthened research capacity, systematic advocacy and more effective evaluation of prevention policies. The strategy combining wage policy advice with capacity building would continue. With regard to labour migration, the priority would be given to strengthening the programme's synergies with other units within the Sector and across sectors. On HIV/AIDS in the world of work, lessons had been drawn about the critical nature of evidence-based research, advocacy and rights promotion and the fact that the issue could not be addressed in isolation from socio-economic and politico-legal frameworks that shaped national responses. The new labour standard on the agenda of the 2010 Conference would provide an operational framework for prevention and protection. Work on reducing the social protection deficit in the informal economy had been integrated into all those areas of the Sector's work and would continue to be carried out in close collaboration with the Employment Sector. Emphasis would continue to be placed on strengthening the interdependence and complementarities of initiatives across all these areas.

134. Mr Julien thanked Mr Diop for the frankness with which he had addressed the issue. He recalled that, with regard to social protection, there were possible approaches other than those based exclusively on standards.

135. The Employers were concerned by the low level of involvement of their organizations in the ILO's activities, which were sometimes organized without the knowledge of ACT/EMP. In general, it was possible that other organizations, such as UNICEF or the WHO, might take over the ILO's role in the field of social protection, and the Office therefore needed to be more vigilant and to work successfully with the social partners.

136. On the issue of social security, Mr Julien congratulated the Office on the clarity and the informative nature of outcome 3a, which was undoubtedly the most well-defined outcome in the report, even if the impact measurement did not appear rigorous. The ILO should not focus exclusively on the issue

of the social protection floor. Feasibility studies on the subject needed to take into account the margin for manoeuvre in the budget available to countries and in terms of the sustainability of social protection. As informal work continued to play a dominant role in most member States, an excessively standards-based approach could worsen the problem. Those points would be very significant for the recurrent item discussion in 2011. In spite of the importance of that question, the report was not consistent with the strategies in the field of social security which had been announced in the Programme and Budget for 2008–09 (paragraph 206, for example). The social partners played a fundamental role in the monitoring or management of social security systems in many countries. Only outcome 3a.2 mentioned that fact.

137. The Employers were satisfied with the work carried out in relation to outcome 3b, but there was no indication that the NGOs mentioned in paragraph 124 were social partner organizations. The speaker said he would have preferred to see more information on the work done with the WHO, especially concerning the List of Occupational Diseases and workers' health. The Employers were surprised by the confusion, in paragraph 147, of the issue of social security at work with the creation of a group of wage experts. The cut in programme resources in the field of occupational safety and health and the environment (SafeWork) was a cause for concern; the Office should enable it to fulfil its role. With regard to immediate outcome 3b.1, it merged the issues of occupational safety and health and the issue of the minimum wage. Informal or illegal work was more detrimental to occupational safety and health than the lack of a minimum wage. The importance given to that issue appeared out of place in that chapter. The Office should not make it into an ideological issue.

138. On the issue of labour migration, the Employers requested comments on the collaboration with the International Organization for Migration (IOM), wondered about the Office's comparative advantage (paragraph 158), and wished to know what the ILO had achieved in terms of the problem of the brain drain referred to in the Programme and Budget for 2008–09. In the future, it would be good for the Office to work on identifying the needs of the workforce.

139. Finally, the Employers asked whether, and in what way, ACT/EMP had participated in the activities relating to HIV/AIDS mentioned in paragraph 171, and in what way the companies involved had worked with the ILO. It was perhaps more a matter of principle, but nevertheless a very important issue, particularly in terms of ensuring transparency.

140. Sir Roy Trotman commended the Office on the result that 16 countries had developed policies to extend social security and some 40 countries had taken other measures to strengthen the work related to social security. The work of the Office on HIV/AIDS in the workplace was noteworthy, in particular the assistance provided to over 80 countries, with special emphasis on Africa. The Workers' group placed high hopes on the adoption of a Recommendation on HIV/AIDS at the June 2010 session of the Conference. The speaker requested the Office to provide information on why no results were given for the Americas and the Arab States for indicators 3d.2(i) and 3d.3(i).

141. The concept of a social protection floor, endorsed by the Global Jobs Pact, was an important guiding principle for the ILO's work. Future advisory services to the constituents on that matter needed to be integrated in the UNDAFs and Decent Work Country Programmes.

142. In the area of occupational safety and health (OSH), the work of the Office on Convention No. 187 was welcome, while more work was needed on Convention No. 155. The Workers were pleased that a plan of action had been adopted by the LILS Committee for ratification and implementation of those instruments. The lack of resources for SafeWork was a source of concern and an issue to be remedied. OSH issues should be more systematically integrated into the Decent Work Country Programmes in close collaboration with SECTOR.

143. The speaker praised the Office for the *Global Wage Report* 2008–09, its 2009 update, the new global wages database covering some 80 countries, as well as the new training course on wages in the Turin Centre. Demands for assistance on wages were growing, and more resources were required to strengthen the expertise of the Office in that area.

144. He appreciated the work of the Office on the gender-sensitive labour migration policies but regretted the lack of reference to Conventions Nos 97 and 143 dealing with the protection of migrant workers. The Office needed to pay special attention to the Arab States region where serious abuses of migrant workers' rights were reported. Clarifications from the Office were necessary as to why no results were achieved in three regions for two of the migration-related indicators (3.c.1(ii) and (iii)).

145. Finally, the increase in the ratification of gender equality standards was noteworthy, as were the Office's efforts to link maternity protection at work and Convention No. 183 to the MDGs. It was important for the gender component of the Decent Work Country Programmes to be further strengthened.

146. The representative of the Government of the United Kingdom, speaking on behalf of the IMEC group, reiterated that some results reported in the report had not been supported by significant assistance from the Office. Examples included Denmark and the United Kingdom (Convention No. 187) and the Netherlands (Convention No. 183) under indicator 3b.1(ii). This was also the case of Australia, Canada and Japan under indicator 3a.1(i). Under indicator 3d.2(i), the results reported did not provide any information on the number of women involved in those programmes, which was part of the target. The speaker requested the Office to provide further information on the mechanism put in place to guide improvements in social security coverage in member States mentioned in paragraph 134. She also asked for further clarification on the Office's strategy to deal with the different level of priority placed by countries on occupational safety and health, which was mentioned in paragraph 142.

147. The representative of the Government of Brazil welcomed the initiative on the social protection floor and confirmed the commitment of his Government to working for the consolidation of that concept and its incorporation into cooperation projects with other developing countries. He called for increased efforts to equip countries with the resources to implement measures for social protection, so that a universal basic protection scheme could be applied in all countries as stated in paragraph 131. The Brazilian Government commended the efforts made by the Office to promote the rights of migrant workers, recognizing the extent of the challenge and supporting it. It also requested information on the findings of ILO research concerning the economic role of migrant workers and their contribution both to countries of origin and of destination.

148. The representative of the Government of Mexico thanked the Office for the assistance provided to his country in the area of safety and health at work as mentioned in paragraphs 150, 151, 152 and 154 under outcome 3b.1, as well as in the results given under indicator 3b.1(iii), concerning improvements to safety at work measurement systems.

149. In his response, Mr Diop confirmed the commitment of the Office to strengthening the involvement of social partners in all social protection work, in particular in the area of migrant workers. The uneven results across indicators often reflected the different demands from countries. With regard to partnerships with other UN agencies, the Office was careful to respect the mandate and responsibilities of each, while fostering collaboration towards common goals. Concerning HIV/AIDS, the figures provided in the report resulted from surveys conducted at the country level. Their soundness would be carefully verified in the future. The lack of results in that area in some regions was due to the fact that the ILO could not impose its activities in the absence of an explicit request.

150. The Chairperson opened the discussion on the strategic objective on social dialogue.

151. The representative of the Director-General (Mr Dragnich, Executive Director of the Social Dialogue Sector) noted that social dialogue activities during 2008–09 had been discussed under the common denominator of strengthening the capacities of ILO constituents. The growing involvement of trade unions in national poverty reduction strategies in many countries as well as in Decent Work Country Programmes had been a positive result. Employer-specific support had focused on strategic priorities with a view to maximizing value added to Members and ensuring sustainable impact of ILO action. The creation in 2009 of the new Labour Administration and Inspection Programme responded to increasing demand in this area. Cross-sectoral collaboration was a standing feature of the Programme's working methods and would continue in the future. The efforts of the Industrial and Employment Relations Department had focused on assisting constituents in the crisis response, on strengthening social dialogue institutions, and on labour law reform processes. SECTOR had worked more closely with other ILO units and developed closer collaboration with other UN agencies. Decent Work Country Programmes had progressively incorporated a sectoral overview of the labour market and specific activities had been carried out to give effect to the recommendations of the Global Jobs Pact.

152. Looking to the future, a more integrated team approach was needed within the Office, as required by the ILO Declaration on Social Justice for a Fair Globalization and the Global Jobs Pact. The current workplans for 2010–11 and the newly developed global products demonstrated the ILO's commitment to more integrated activities. The need for a more integrated approach was also essential for the current reform efforts within the UN system. There was much to be done to better associate workers' and

employers' organizations to UN country programmes. It was, therefore, necessary to instil a better understanding throughout the UN system of what the Office was doing and to demonstrate the added value of tripartism for UN development programmes.

153. Finally, the speaker indicated that the crisis had led the Sector to reorient rather than simply discontinue activities. To face an increasing demand from tripartite constituents, the Office should develop strategies to take advantage of new funding mechanisms, such as RBSA and private–public partnerships. The new outcome-based workplans would fully engage workers and employers in setting priorities.

154. Sir Roy Trotman thanked the Bureau for Workers' Activities (ACTRAV) for the support provided to workers' organizations. Support to trade unions should be mainstreamed across the Office. The implementation of the 2010–11 outcome-based workplans had been developed to reflect this spirit of partnership and would allow a channelling of resources to the global products for workers' organizations.

155. The speaker expressed his appreciation for ACTRAV's work on freedom of association and collective bargaining, especially the holding of a symposium to celebrate the 60th anniversary of Convention No. 98. The Office should ensure appropriate follow-up action on the symposium conclusions and provide adequate resources for future work in that area. The Turin Centre played an important role in that exercise, particularly as a provider of invaluable services to constituents.

156. The Workers' group welcomed the establishment of the Labour Administration and Inspection Programme and the Industrial and Employment Relations Department. The information on intermediate outcome 4c (paragraphs 218–224) was clear in terms of the results achieved and the adoption, by several member States of labour policies or laws in line with international labour standards, was welcome. The Workers' group requested information on the extent to which the Office had used Recommendation No. 198 in its advice to member States and on the specific work undertaken to implement this instrument. The promotion of social dialogue and of Conventions Nos 144, 150, 151 and 154 required the allocation of appropriate resources, including supporting follow-up to the high-level meeting on collective bargaining held in November 2009.

157. The speaker acknowledged the result of 29 ratifications of sectoral Conventions and the production of studies on sectoral dimensions of the crisis. The stronger links of the Better Work Programme with other departments within the Sector and with the International Labour Standards Department were welcome and should be extended to other departments across the Office, including TRAVAIL, SafeWork and EMP/MULTI.

158. Ms Horvatic, speaking on behalf of the Employers' group, welcomed the fact that ACT/EMP had achieved a 95 per cent programme implementation rate but asked the Office to do more, through ACT/EMP, to assist the employer constituents.

159. There was an error relating to the contents of paragraph 180: it was not incumbent on companies to respect fundamental labour standards, but rather on States. With regard to immediate outcome 4c, the Employers' group wished to see examples of collaboration with ACTRAV and ACT/EMP. Ratification was not the Organization's sole objective. The Office needed to work upstream, by examining a country's capacity to adopt a specific standard, and downstream, by helping the country in question to implement a standard following its ratification. The Office should focus on fundamental labour standards and favour a pragmatic approach, in order to avoid the censure of international financial institutions, which were frequently more in touch with reality at the national level than the ILO. The information contained in paragraph 220 contradicted the information pertaining to indicator 4d.2(i) concerning Gabon and needed to be corrected.

160. The Employers' group found the reform of the sectoral activities to be satisfactory. The results were conclusive, the interaction between the Office and the constituents had improved, but there continued to be insufficient information provided on the follow-up of the meetings. ACT/EMP and the International Organisation of Employers needed to be fully involved in following up activities.

161. With regard to indicator 4d.2(ii), the speaker asked why the ratification of the Treaty of Rome, which was not an ILO standard, had been included in the outcomes.

162. The representative of the Government of the United Kingdom, speaking on behalf of the IMEC group, expressed concern that the outcomes, indicators and results related to the strategic objective were intertwined, thus leading to repetition in reporting of results. She gave the example of a result in

Brazil, reported under both immediate outcomes 4b and 4c. While understanding the interrelated nature of the outcomes, she asked for the views of the Office and the social partners on the matter.

163. Mr Dragnich referred to the synergies established with the Turin Centre, in particular on social dialogue and collective bargaining. There was a direct link between ratification of Conventions and sectoral activities, as illustrated for example by the tripartite workshop to promote ratification of the Private Employment Agencies Convention, 1997 (No. 181). ACTRAV and ACT/EMP were fully involved in the management team of the Sector. He acknowledged the problems of overlapping results across indicators under the strategic objective but stressed that this problem had been addressed under the 2010–11 results framework.

164. The Chairperson opened the discussion on the financial dimensions of the programme implementation.

165. Ms Horvatic stressed that in the Programme and Budget for 2008–09, the extra-budgetary resources had stood at US\$230 million, with a further \$43 million under the RBSA, compared to an original estimate of \$350 million dollars in the initial estimate. The Employers wished to know whether the serious overestimate had had an impact on the attainment of objectives.

166. Furthermore, the Employers noted that the extra-budgetary resources allocated to certain programmes, especially those relating to the Declaration, had significantly decreased, and they wanted the Office to ensure that the new financial mechanisms, such as the RBSA, did not damage certain fundamental programmes. The main criticism levelled by the Employers at the RBSA related to the lack of transparency concerning the allocation of those funds. As table 5 in document GB.307/PFA/2(Add.) showed, the RBSA had increased the disparities between regular budget resources and the priorities defined by the constituents, instead of reducing them. The speaker was surprised that RBSA funds had hardly benefited employers' organizations or ACT/EMP, if at all, and had not been used to fund social dialogue in Africa and Asia. For that reason, the Employers called for greater transparency and, in the future, wished to see clear indicators relating to the allocation of RBSA funds and extra-budgetary resources among the various outcomes, especially those relating to programmes for the social partners.

167. Finally, the speaker, with that transparency in mind, requested that ACTRAV and ACT/EMP fully participate in the decision-making process concerning the allocation of those funds.

168. Sir Roy Trotman made three comments related to financial aspects. First, while recognizing the efforts made by the Office to allocate limited available resources, the Workers' group wanted to reiterate that all strategic objectives were part of a whole. In turn, that pointed to the need to close the resource gap across strategic objectives. Action should be taken during the current biennium. The speaker suggested a policy debate to determine the most effective strategy to ensure a more balanced share of extra-budgetary and RBSA resources across strategic objectives. Second, the lack of RBSA expenditure for capacity building of workers' organizations in Asia warranted clarification from the Office. More information was needed in general on the level of technical cooperation and RBSA resources allocated to building the capacity of workers' organizations and whether one could see an increase further to the introduction of the RBSA. Third, the increase in non-earmarked RBSA funds could be a sign of the confidence placed by donors in the Office. In turn, the latter should provide clarification on criteria and procedures used in allocating RBSA resources in 2008–09 as well as on how outcome-based workplans could contribute to better RBSA distribution. The group wanted to be assured that more adequate technical cooperation funds would be provided for workers' activities.

169. The representative of the Government of the United Kingdom, speaking on behalf of the IMEC group, expressed the group's appreciation for the information on RBSA contributions and expenditures presented per strategic objective. She encouraged the Office to track RBSA expenditures by outcome and to include the information in the 2010–11 programme implementation report. It was important that the RBSA was spent in line with the official development assistance (ODA) guidelines. The Office should clarify what was spent under the heading "support" in table 5 in the addendum to the implementation report, as well as whether RBSA-funded programmes had not been evaluated in Asia and the Pacific, and in Africa given that same tables did not include any expenditure for evaluation in those regions. Noting that the total amount budgeted for the biennium exceeded the total expenditure by some \$1 million, the speaker concluding by asking what would happen to that surplus.

170. In his reply, the representative of the Director-General (Mr Thurman, Director of the Bureau of Programming and Management) first explained that ILO expenditure of extra-budgetary technical cooperation funds in 2008–09 was just over \$378 million, which was higher than the estimated \$350 million. He then addressed a number of questions raised on the RBSA. Low social dialogue expenditures reported in table 5 were misleading because of the Office's effort not to double-count the expenditures and results. For example, expenditures related to strengthening the capacity of employers' and workers' organizations to respond to the economic crisis had been classified under the strategic objective on Employment. The Office would continue to ensure the full participation of the three constituents in work under all strategic objectives and would improve the presentation of expenditure data in the future. All 2008–09 RBSA allocations had been determined by the regions, and Regional Directors would explain how constituents had been involved. For 2010–11, RBSA allocations would be based on resource gaps identified through the outcome-based workplans for each of the 19 outcomes found in the programme and budget. Full participation of all relevant units, including ACTRAV, ACT/EMP, the Gender Bureau and the Turin Centre, would make the allocation process more transparent. The Office was careful to follow OECD guidelines on ODA and was obtaining OECD endorsement for the RBSA as fully ODA-compatible. The RBSA was spent essentially in regions, although a certain level of funding support was required for headquarters' contributions. Support costs related to costs of administration, mainly covering human resources and finance. The Office was committed to not exceeding 7 per cent support costs for the RBSA as opposed to 13 per cent support costs required for extra-budgetary technical cooperation. Evaluation spending for the RBSA was low, since most evaluation work would occur in 2010. The full 5 per cent of RBSA funds allocated to evaluation would be spent. Subject to donors' agreement, unspent RBSA from 2008–09 would be rolled into 2010.

171. The representative of the Director-General (Ms Al-Nashif, Regional Director of the ILO Regional Office for Arab States in Beirut) highlighted the value added of the ILO in the Arab States during the biennium. She focused on three issues. First, there had been achievements in advancing the operational partnerships around the "One UN" efforts and decent work. The ILO had positioned itself strategically to mainstream the Decent Work Agenda into the UN programming frameworks as well as at the national level. More than half of the resources raised in the region came from UN partnerships. Second, progress had been made with regard to consolidation of regional partnerships. The 2009 Arab Employment Forum had resulted in the endorsement of the Arab employment agenda based on the Global Jobs Pact, which provided the overarching framework for ILO interventions in the region. Third, Decent Work Country Programmes had become the main vehicle for delivery. Tripartite committees had been established in an increasing number of countries. The speaker acknowledged the critical role of RBSA funding in bridging gaps between projects, its use to jump-start activities and the investment in capacity-building activities.

172. The representative of the Director-General (Ms Yamamoto, Regional Director of the ILO Regional Office for Asia and the Pacific) highlighted a number of features of the programme in Asia and the Pacific. Progress had been achieved on Decent Work Country Programmes as well as on mainstreaming decent work into UNDAFs and other development frameworks. Initiatives undertaken on knowledge management included tools to promote the Asia Decent Work Decade and the Global Jobs Pact, as well as the establishment of communities of practice in several areas. RBSA allocations to the region were lower than originally projected, which had not made it possible to fund some activities, including on labour market governance. RBSA-funded programmes on green jobs, employment-intensive infrastructure development, domestic workers, labour trafficking and microfinance had proved invaluable as part of the response to the crisis. All included the direct involvement of the social partners. An independent review of an RBSA local economic development project had been conducted in 2009 and other RBSA-funded projects would be evaluated in the course of the biennium. Based on the lessons learned identified in 2008–09, the region had developed a workplan for monitoring and evaluation activities.

173. The representative of the Director-General (Ms Ulshoefer, Regional Director for Field Programmes in Europe and Central Asia) focused her comments on the programme implementation in Europe and Central Asia on three issues. First, despite the efforts made by the region to improve indicator and results formulation, tracking the ILO's contribution to results achievement remained a complex task. In most situations, the ILO was acting as facilitator and the achievement of results depended on constituents. In order to strengthen the sense of ownership amongst constituents, tripartite advisory boards had been established for every Decent Work Country Programme in the region. Second, the suggestion

made by some members of the Committee to increase regional focus in the implementation report was noted. However, she recalled that regional reports were prepared by the Office every four years for the Regional Meetings. Third, the response to crisis in the region had required flexibility and adaptation from the Office. Some existing Decent Work Country Programmes had been redrafted to strengthen the areas affected by the crisis and others had been formulated taking the crisis into account. The flexible use of the RBSA had proved invaluable in the process.

174. The representative of the Director-General (Mr Maninat, Director of the ILO Regional Office for Latin America and the Caribbean) referred to initiatives undertaken by the Office in Latin America and the Caribbean in response to the crisis. These included a labour observatory, which had produced, among other things, 16 country analysis reports and bulletins on the impact of the crisis. Several lessons had been learned from the programme implementation in the biennium. First, decent work programmes should be established at the local level. Second, South–South cooperation in the region was becoming a reality. Third, social dialogue enabled a more consistent response to the crisis. Fourth, alliances with UN agencies and other multilateral institutions contributed to strengthening the ILO’s mandate. Fifth, there was an increase in requests for assistance from governments in the field of sectoral development. Sixth, RBSA funding has been invaluable in the region. Finally, the speaker stressed that youth employment was the main challenge facing the Organization in the region.

175. The representative of the Director-General (Mr Dan, Regional Director of the ILO Regional Office for Africa) noted that the Governing Body discussion on the biennial programme implementation had been a learning process, which had informed the workplan for the Africa region for 2010–11. He noted two main challenges faced by the region. The first challenge related to the high-level target set by the 2007 African Regional Meeting, namely the formulation of Decent Work Country Programmes in each country in the region by 2011. Currently, 13 Decent Work Country Programmes were operational and another 21 were under preparation. A second challenge related to the fact that many member States in the region were in crisis or political transition. With regard to the RBSA, it had helped resource allocations across the four strategic objectives. The speaker stressed the need for constituents’ capacity building in the area of monitoring and evaluation for Decent Work Country Programmes and technical cooperation projects. The region would also continue to work towards better ILO coordination with UN country teams, including in the 40 countries where the ILO was a non-resident agency.

176. Sir Roy Trotman called on the Office to ensure a more balanced way of distributing resources and to use the RBSA to cover resource gaps. In the context of UNDAFs and Decent Work Country Programmes, a greater effort from the Office was required to build social partners’ capacity to become effective partners of the UN system at the country level, to sensitize UN Country Teams to be knowledgeable about decent work and to increase visibility of Decent Work Country Programmes in “Delivering as One”. National tripartite committees guiding the whole cycle of Decent Work Country Programmes should become a standard feature of all these programmes. In the context of the ongoing economic and financial crisis, there was also a need to strengthen support to trade unions in developing their response to the crisis, as well as the capacity of ACTRAV to provide such support, including through extra-budgetary and RBSA resources.

177. The Workers’ group had three specific proposals on the RBSA: an allocation should be set aside in each country for capacity building of workers’ and employers’ organizations; partnership agreements should incorporate strategies to mainstream tripartism and capacity building for workers’ and employers’ organizations; and ACTRAV and ACT/EMP should be involved in the management of RBSA resources.

178. Ms Horvatic believed that the current discussion was a key part of the programming process. In the future, the Employers’ group wished to have bilateral consultations with the Executive Directors. The report should be brought up to date by using, for example, Internet connections to offer more detailed information on each outcome. That would involve updating the web sites of certain departments. It would result in a greater level of involvement on the part of the members of the Governing Body and the staff. The Executive Directors ought to feel responsible for the activities undertaken in the regions and at headquarters, in order to guarantee better governance in the regions and to better respond to constituents’ needs, in line with the Social Justice Declaration.

179. Within the framework of the Field Structure Review, reports on the regional activities and the Decent Work Country Programmes should be submitted to the Office so that the Executive Directors could ensure the coordination of the work. The Employers noted the progress made in defining those

programmes, but believed that the Office should listen more closely to the constituents who should not have priorities, or regional decent work promotion programmes, imposed on them. The constituents should also be better prepared to participate in the Decent Work Country Programmes.

180. It was necessary to promote the role of the Turin Centre. The implementation report should enable the Centre to highlight the added value that it contributed to the ILO's activities.

181. The comments that had been made needed to be taken into account in the implementation of the current programme and budget and the preparation of the proposed Programme and Budget for 2012–13. The speaker proposed annexing the minutes of the current debate to the report which was to be submitted in June to inform the Conference of the debates of the Governing Body.

182. The representative of the Government of the United Kingdom, speaking on behalf of the IMEC group, expressed concern that the target set for indicator (i) on page 121 had not been reached and that the indicator on the informal economy was reported as difficult to measure (paragraph 258). She requested the Office to elaborate on this. Overall, the joint outcomes looked like a duplication of reported achievements. With regard to institutional capacities, the speaker asked for more information on efforts undertaken to publicize the Global Jobs Pact and requested the Office to elaborate on what it considered a "high-quality research publication" (paragraph 298). The proposed upgrading of the web site was much needed. The section on capacity building should not focus only on the Turin Centre and should include more information on efforts by headquarters and regions. In the area of knowledge development, the mentioned insufficient development of external networks with the academic community was a concern for IMEC, as was the lack of relevant statistics and policy information. The Office was called upon to clarify what the strategy was to avoid similar challenges in the future. Finally, the speaker requested that written responses to the questions raised during the discussion be submitted by the Office to the IMEC regional coordinator for the implementation report within one month.

183. The representative of the Government of India made one general observation followed by three suggestions. With regard to the numerous references to India in the report, he acknowledged the support of the ILO but noted that in some cases the contribution of the ILO to results had been peripheral. Building on that, he suggested that the support of ILO technical staff to the country should be strengthened, that ILO priorities and those of the country should be harmonized and that an action plan should be established at the beginning of each year.

184. In his reply, the Director-General expressed his appreciation for the interventions made by the Committee members. The outcome of the discussion would inform three major programming exercises, namely the execution of the current programme, the preparation of the Programme and Budget for 2012–13, and the implementation report for 2010–11. He emphasized the Office's strong commitment to results-based management and to continuing the process of strengthening accountability, transparency and performance. One issue that had featured throughout the discussion was how to judge and value the contribution of the ILO. The most successful case would be when an ILO approach, policy or product was utilized without any direct participation of the ILO. That issue needed to be thought through further by the Committee and the Office jointly with a view to reaching a common understanding of the ILO contribution to results for reporting purposes.

185. The Committee took note of the Office papers.

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