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The document is submitted for debate and guidance.

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Legal implications: None.

Financial implications: None.

Follow-up action required: The Governing Body will provide guidance to the Office on the implementation of the ILO programme for 2014–15 and the preparation of the Programme and Budget proposals for 2016–17.

Author unit: Coordinated and prepared by the Department for Strategic Programming and Management (PROGRAM).

Related documents: GB.313/PFA/1, GB.313/PFA/1(Add.), Programme and Budget for the biennium 2012–13, Strategic Policy Framework 2010–15.

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Executive summary

The 2012–13 biennium has been one of reform and consolidation. A new Director-General took office on 1 October 2012; top management functions and structures at ILO headquarters were overhauled; the Strategic Policy Framework 2010–15 with the four strategic objectives and the 19 outcomes remained in place although initial work on areas of critical importance identified for 2014–15 was carried out in 2013.

Over the biennium the ILO delivered a series of significant knowledge products compiling original data on employment, social protection and fundamental rights, coupled with analysis of the policies underpinning these trends, and recommendations on what more could be done, drawing on ILO international labour standards and guidance from the governance organs.

The ILO has been actively involved in the global consultations on the post-2015 UN development agenda, in particular, in discussions of the role played by employment and social protection policies in past and future poverty reduction.

Over the course of 2012–13 the ILO achieved over 800 country outcome results across 150 member States, one third more than the number of targets set at the start of the biennium. At least three results were achieved in each of nearly 100 member States and one third of the results were achieved in Africa, followed by the Americas (26 per cent) and Asia and the Pacific (22 per cent); of 50 indicators, 36 have met or exceeded the target which is an achievement rate of 72 per cent.

The target results meeting the measurement criteria are detailed by outcome indicator and by region and disaggregated following a typology which distinguishes the results by five broad categories. This shows that results are delivered in the form of capacity-building measures for constituents (26 per cent), in which the ILO International Training Centre in Turin played a leading part; policy development advisory services (22 per cent); legal advisory services directly linked to international labour standards (24 per cent); support for programmes (17 per cent); and support for data collection and analysis (11 per cent). Two outcomes (international labour standards and child labour) account for 32 per cent of all results, and five outcomes account for 55 per cent of all results, with 14 outcomes accounting for the balance. The substance of these results is summarized for each of the five regions, in an overview of three Decent Work Country Programmes and in 12 thematic accounts of results achieved across several countries and regions.

Sound budget management and strong oversight arrangements prevailed over the delivery of ILO services to constituents to the tune of US\$646.5 million under the regular budget, in addition to US\$444 million in extra-budgetary voluntary funding, and US\$22 million in contributions to the Regular Budget Supplementary Account (RBSA).

ILO services have been more effective when robust evidence-based analysis is combined with services to constituents, strengthening their capacity to shape policies and institutions. The scale of cooperation was larger when working through strong national, regional and global partnerships. Significant results typically require more than two years to reach maturity, although not all such results can legitimately be reported within a biennium.

The ILO continued to engage in UN system-wide coherence by leading or co-leading joint programmes on employment and social protection in 16 of the 35 “Delivering as one” countries. The evaluation function was strengthened with one third of all active technical cooperation projects evaluated over the period.

A number of reforms were initiated to enhance organizational effectiveness, in such areas as human resources management and staff development, the centralization of information and technology functions, document processing and internal communications. A detailed review of the Office's field operations was carried out; a support facility for the government groups was established; and a more efficient approach to the operation of the International Labour Conference (ILC) was piloted in June 2013. Continuing reforms of the governance organs have brought significant gains in efficiency.

Introduction

1. In 2012–13 the ILO implemented its programme in a context of slow global employment and economic recovery. All regions have seen their employment, labour and social situations altered by the lingering effects of the global crisis, albeit at different rates and in different ways. The ensuing tensions have drawn greater prominence to social justice, whether in the form of youth employment, quality employment, social protection coverage, compliance with labour regulations, elimination of child labour and forced labour, or social dialogue at national, sector and enterprise levels. Increasingly, requests have been made by governments, employers' and workers' organizations for effective solutions adapted to regional and country circumstances, placing considerable strain on the ILO's response capacity.
2. This report is being submitted first to the ILO Governing Body and thereafter to the ILC. It reviews the implementation of the ILO programme for the years 2012–13 in line with the biennial programme and budget and the Strategic Policy Framework.
3. The report is set out in a new format, which draws directly on the discussion by the Governing Body in March 2012 of the Programme implementation report 2010–11. On that occasion, Government groups and Employers' and Workers' groups in the Governing Body called for more accessible information on the progress made during the biennium against key performance measures. Such information is deemed essential to enable the Governing Body to exercise in full its governance role.
4. The Governing Body has also called on the Office to make efficiency savings by reducing the overall volume of documentation for the governance organs. Accordingly, the present report for 2012–13 is much shorter than those of previous years. A wealth of additional complementary information is made available online (www.ilo.org/program) and is appropriately referenced throughout the report.
5. Thus, through this new structure, the report seeks to bring improvements in terms of length, readability and coherence, with emphasis on lessons learned and selected highlights. The overall purpose is to move away from a mechanical count of achieved targets to a more analytical approach that looks at the underpinnings and key determinants leading to the achievement of integrated results.
6. The report is organized as set out below.
7. Part I assembles performance information in the aggregate under four subheadings, each depicting a level of results:
 1. Selected world of work trends: this section provides the overall context and gives a rapid overview of key employment, labour and social developments by region.
 2. Results achieved through ILO support: this section consolidates the country targets achieved in 2012–13 across the outcomes of the Strategic Policy Framework and complements this with information on key knowledge products.
 3. ILO operational effectiveness: this section reviews the resources, systems and procedures applied to achieve the reported results.
 4. ILO organizational effectiveness: this section reviews the progress under the governance, support and management outcomes in terms of the effective and efficient governance of the ILO and the management of ILO human, financial, information technology and technical cooperation resources, along with oversight functions.

8. Part II provides examples of the ILO in action. It gives more substance to the results by highlighting some key areas of work undertaken during the biennium. It comprises three subheadings:
5. Regional highlights covering all five ILO regions.
 6. Illustrative examples of three Decent Work Country Programmes (DWCPs).
 7. A series of 12 thematic examples of ILO work undertaken during the biennium.

Part I

1. World of work trends and context of the ILO programme

9. In 2012 and 2013, the ILO implemented its programme in a context of weak economic growth globally. In different ways, all regions are gradually recovering from the severe 2008–09 downturn across a range of developing, emerging and mature economies, with all struggling to find an adequate response to their respective employment, labour and social challenges.
10. In contrast to Africa and the Middle East, a rapid decline in working poverty is noted in Asia and the Pacific, Latin America and the Caribbean and Central Europe. Youth unemployment rates declined marginally in all regions, save in advanced economies, where they rose. Child labour dropped most significantly in the Asia–Pacific region. Employment to population ratios have risen in some regions and fallen in others. The ratio of female to male labour force participation has improved marginally in all regions save Asia and the Pacific. Social protection expenditure as a percentage of gross domestic product (GDP) has risen most rapidly in Africa and in the Middle East. Overall these trends suggest progress which is slow and uneven across regions and hampered by the weak global recovery.
11. Table 1 depicts these trends in selected indicators, comparing 2012 data with those of an earlier reference year in the same region, thereby pointing to progress within regions rather than comparing levels across regions.

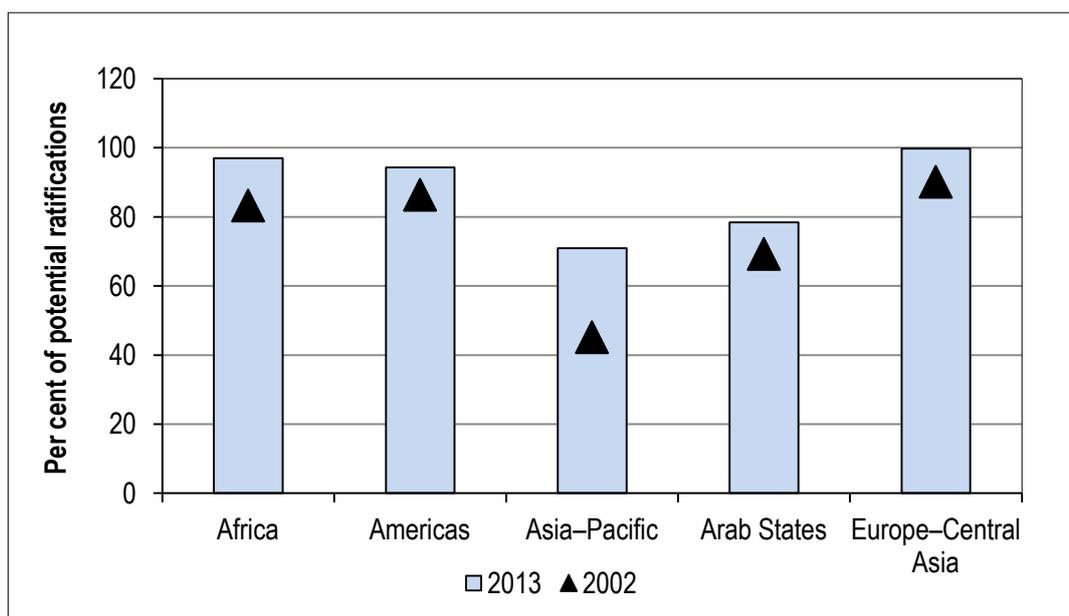
Table 1. Employment, labour and social trends by region (change in per cent of base year = 100)

	Asia and the Pacific	Sub-Saharan Africa	Middle East North Africa	Latin America and the Caribbean	CIS and Central Europe	Advanced economies
Working poor (less than US\$2 per day) (base year 2000)	53.7	84.6	75.7	47.4	36.8	–
Youth unemployment (base year 2000)	98.0	88.9	99.1	86.2	87.4	133.4
Child labour (5–17 years) (base year 2008)	68.4	90.7	–	88.5	–	–
Employment to population (base year 2000)	94.4	102.0	105.3	105.9	105.0	96.9
Female to male labour force participation (base year 2000)	94.5	103.8	111.7	112.9	100.4	106.4
Public social protection expenditure (base year 2000)	109.7	159.0	174.7	123.4	117.2	118.3

Source: ILO Statistics.

12. Where the ratification of ILO fundamental Conventions is concerned, significant progress has been recorded (figure 1). All regions have registered over 70 per cent of potential ratification, with three regions achieving ratification levels higher than 94 per cent. All regions show progress relative to 2002 with more rapid progress in Asia and the Pacific. This demonstrates the unequivocally strong support of ILO instruments and the principles that they embody on the part of constituents in the 185 member States.

Figure 1. Ratification of fundamental Conventions, by region, 2002 and 2013



Source: ILO NORMLEX.

13. In 2012–13, the ILO registered 25 new ratifications, bringing the total to a new high mark of 1,353 ratifications, which represents over 90 per cent of the potential total.
14. From this overview of the global and regional context, it is clear that ILO goals and principles are seen as critical in steering economies and societies towards greater balance – in the words of the ILO Declaration on Social Justice For A Fair Globalization, an environment in which “societies can achieve their goals of economic development, good living standards and social progress” – with some progress amidst deep and persistent challenges.
15. The UN Secretary-General makes a similar observation in his report “A life of dignity for all: Accelerating progress towards the Millennium Development Goals and advancing the United Nations development agenda beyond 2015” of July 2013 (A/68/202): “Renewed efforts are essential for achieving the Millennium Development Goals by the end of 2015. ... [P]olicies and programmes that have driven success in the achievement of the goals and can contribute to accelerating it ... include emphasizing inclusive growth, decent employment and social protection”.
16. The provision by the ILO of its assistance in 2012–13 has been guided by recognition of the persisting employment, labour and social challenges, in the context of the slow recovery from the global crisis; endorsement of ILO goals and principles; and requests for information, advice and assistance in tangibly moving forward drawing on the best experience and empirical evidence available.

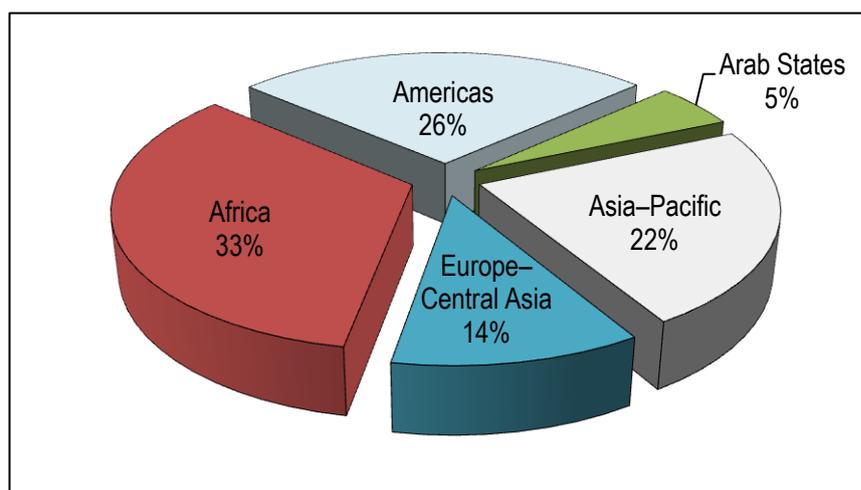
2. Results achieved

17. Detailed results tables corresponding to the 19 outcomes, disaggregated into the 50 outcome indicators may be found online at www.ilo.org/program. A description of each outcome indicator is set out in the appendix, which shows the corresponding targets for the full six-year cycle of the Strategic Policy Framework 2010–15 and the total targets achieved by the end of the second of the three biennia covered by the Framework.
18. The present section of the report sets out information on the geographical distribution of results; presents a typology of results; highlights some important tools and products produced under the outcome strategies; and outlines some generic lessons learned from these outcome strategies. Work on DWCPs and evaluation is also outlined in sections 3.3.4 and 3.6. This complements the information on results achieved. Part II of the report, particularly the thematic stories, further substantiates the aggregated results reported below.

2.1. Country results

19. Table 2 summarizes the biennial country results by region and makes for a comparison with targets for the biennium and results recorded during the previous biennium. A total of 837 results were achieved in 151 different member States across all regions. As many as 97 member States achieved at least three results and 23 member States achieved ten or more results: nearly all the latter had active DWCPs in place during the biennium.
20. In regional terms Africa registered the highest number of results (about one third of the total), followed by the Americas with about one fourth and Asia and the Pacific with slightly under one fourth. Figure 2 below sets out the regional distribution of the results. This largely reflects the distribution in the number of country programme outcomes – Africa has more outcomes than any other region – and also, more broadly, the geographical distribution of resources.

Figure 2. Country results by region



21. The 837 outcome results recorded during the biennium exceeded the number of targets set at the start of the biennium by over one third; of 50 indicators, 36 have met or exceeded the target which is an achievement rate of 72 per cent. However, it should be noted that outcome 18 on international labour standards, which includes outcome indicator 18.1 comparing results against the measurement criteria, reported 125 results (against a target of 37 set at the beginning of the biennium), and that this skews the total results when viewed against total targets. The results either equal or exceed the targets for all outcomes except

four where the results only miss the targets by narrow margins. For a number of outcomes, the results were significantly above the targets, including outcome 4 on social security; outcome 5 on working conditions; outcome 6 on occupational safety and health; and outcome 9 on employers' organizations.

22. By comparison with the previous biennium, the results were up by about 12 per cent. Significant improvements were recorded for certain areas of work under outcome 1 on employment promotion; outcome 4 on social security; outcome 5 on working conditions; outcome 9 on employers' organizations; and outcome 18 on international labour standards. Four outcomes reported results slightly down on those recorded in the previous biennium. Generally, the improvement in results over those of the previous biennium reflects the fact that much of the work started in the first biennium only bore fruit in the second biennium, reflecting the inherent time lag in the input–output–outcome results chain.

Table 2. Summary of results by outcome indicator and region

P&B outcome	P&B indicator	2010–11 results	2012–13 targets	2012–13 results	Africa	Americas	Arab States	Asia–Pacific	Europe–Central Asia
Strategic objective: Create greater opportunities for women and men to secure decent employment and income									
1. Employment promotion	1.1	10	14	12	6	2	0	2	2
	1.2	1	9	11	4	6	0	1	0
	1.3	4	10	15	6	3	0	6	0
	1.4	8	7	6	1	1	1	3	0
	1.5	6	7	7	3	2	0	2	0
	1.6	5	4	5	1	3	0	1	0
2. Skills development	2.1	7	14	12	4	3	0	3	2
	2.2	5	6	7	4	0	0	3	0
	2.3	2	8	3	1	2	0	0	0
	2.4	7	7	8	1	2	1	1	3
	2.5	14	13	15	4	6	1	2	2
3. Sustainable enterprises	3.1	6	9	5	2	2	1	0	0
	3.2	23	14	32	14	9	3	6	0
	3.3	3	2	5	2	3	0	0	0
	3.4	1	5	1	0	1	0	0	0
Strategic objective: Enhance the coverage and effectiveness of social protection for all									
4. Social security	4.1	20	16	18	7	4	1	2	4
	4.2	3	9	11	3	0	3	4	1
	4.3	8	7	20	9	4	2	4	1
5. Working conditions	5.1	5	6	12	2	6	1	3	0
	5.2	3	5	9	4	1	3	0	1
6. Occupational safety and health	6.1	10	9	17	8	4	0	3	2
	6.2	10	8	13	1	6	1	4	1
7. Labour migration	7.1	5	8	8	1	0	1	5	1
	7.2	5	6	11	1	4	0	3	3
8. HIV/AIDS	8.1	50	28	12	7	1	1	3	0
	8.2	10	17	37	21	6	0	7	3
Strategic objective: Strengthen tripartism and social dialogue									
9. Employers' organizations	9.1	10	14	10	1	3	1	5	0
	9.2	15	18	33	7	15	0	10	1
	9.3	15	9	27	8	3	0	13	3

P&B outcome	P&B indicator	2010–11 results	2012–13 targets	2012–13 results	Africa	Americas	Arab States	Asia–Pacific	Europe–Central Asia
10. Workers' organizations	10.1	30	28	39	12	14	3	8	2
	10.2	20	20	24	7	7	0	5	4
11. Labour administration and labour law	11.1	10	9	9	4	3	0	1	1
	11.2	8	11	11	3	3	1	2	2
	11.3	5	8	9	3	1	0	3	2
12. Social dialogue and industrial relations	12.1	10	12	14	7	6	0	1	0
	12.2	10	10	12	4	1	0	3	4
13. Decent work in economic sectors	13.1	15	15	12	4	3	0	2	3
	13.2	10	11	19	4	9	1	4	1
Strategic objective: Promote and realize standards and fundamental principles and rights at work									
14. Freedom of association and collective bargaining	14.1	10	11	7	1	3	0	2	1
	14.2	2	2	3	0	0	1	2	0
15. Forced labour	15.1	10	8	8	3	2	1	2	0
16. Child labour	16.1	45	34	50	20	15	1	12	2
	16.2	50	46	66	21	16	5	11	13
17. Discrimination at work	17.1	5	8	7	1	4	0	1	1
18. International labour standards	18.1	55	37	125	33	28	6	18	40
	18.2	5	5	10	1	0	1	7	1
	18.3	5	7	1	1	0	0	0	0
	18.4	15	15	20	8	0	1	6	5
Policy coherence									
19. Mainstreaming decent work	19.1	15	10	9	3	2	1	2	1
	19.2	5	5	2	–	–	–	–	–

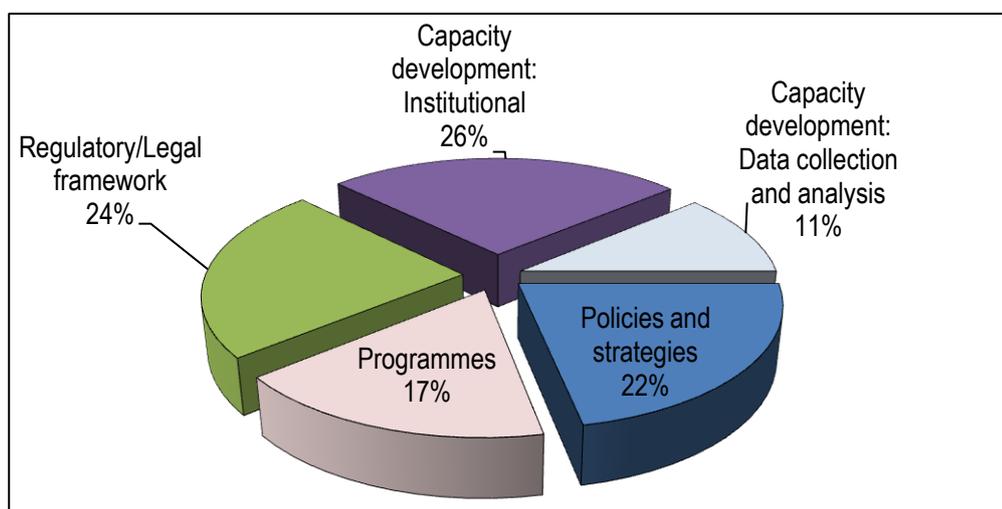
23. The information on results may be further broken down in accordance with the following typology:

- Policies and strategies: where the ILO primarily contributes to results at the upstream level. These include results relating to the development and implementation of policies and strategies by governments, as well as by one or more of the three constituents.
- Programmes: these normally, although not always, form part of broader policies. Programmes comprise practical or operational measures to give effect to policies but they are not legislative in nature. Programmes may be implemented by one or more of the constituents. Capacity-development programmes are not covered by this category.
- Regulatory and legal framework: this work covers results reflecting changes in regulatory and legal frameworks to which the ILO has contributed. These may include changes in law or practice to bring them into line with international labour standards, as well as the application of international labour standards and other tripartite international agreements.
- Capacity development (institutional): This category of results covers changes supported by the ILO that result in the enhanced capacity of a country's institutions, including employers' and workers' organizations, to effectively perform the functions and deliver the services expected of them. These results may include the

establishment or strengthening of dedicated systems and mechanisms and the development or implementation of specific capacity-building programmes.

- Capacity development (data collection and analysis): This category of results refers to improvements in the capacity of a country's institutions, to which the ILO has contributed, including through specific systems and mechanisms, to collect and analyse data and apply them in support of policy-making, decision-making and monitoring processes.
24. A single result may include elements from a number of different categories. One example of such a result is capacity-building support designed to influence policy development, which in turn entails an element of legislative reform. Consequently, the numbers in each row will not necessarily match the totals for the results under each outcome indicator. It should also be noted that there are no specific criteria against which progress can be measured in the various categories. For example, the Office undertakes an extensive volume of capacity-building work, primarily focused on the area of institutional capacity building, in particular in relation to support for constituents, but it is hard to define objective criteria against which the success or failure of capacity-building initiatives can be determined or measured. Greater clarity on, first, the relevance, second, the efficiency and, third, the effectiveness of capacity building would add value to the process of results reporting.
25. The overall distribution of results by category is shown in figure 3. This demonstrates a well-balanced mix of interventions: some 26 per cent may be categorized as institutional capacity development; 24 per cent fall in the category of regulatory and legal framework, which in most cases relates to work concerning the ratification and application of international labour standards; 22 per cent relate to policies and strategies; 17 per cent are categorized as work on programmes; and some 11 per cent include an element of capacity development through data collection and analysis.

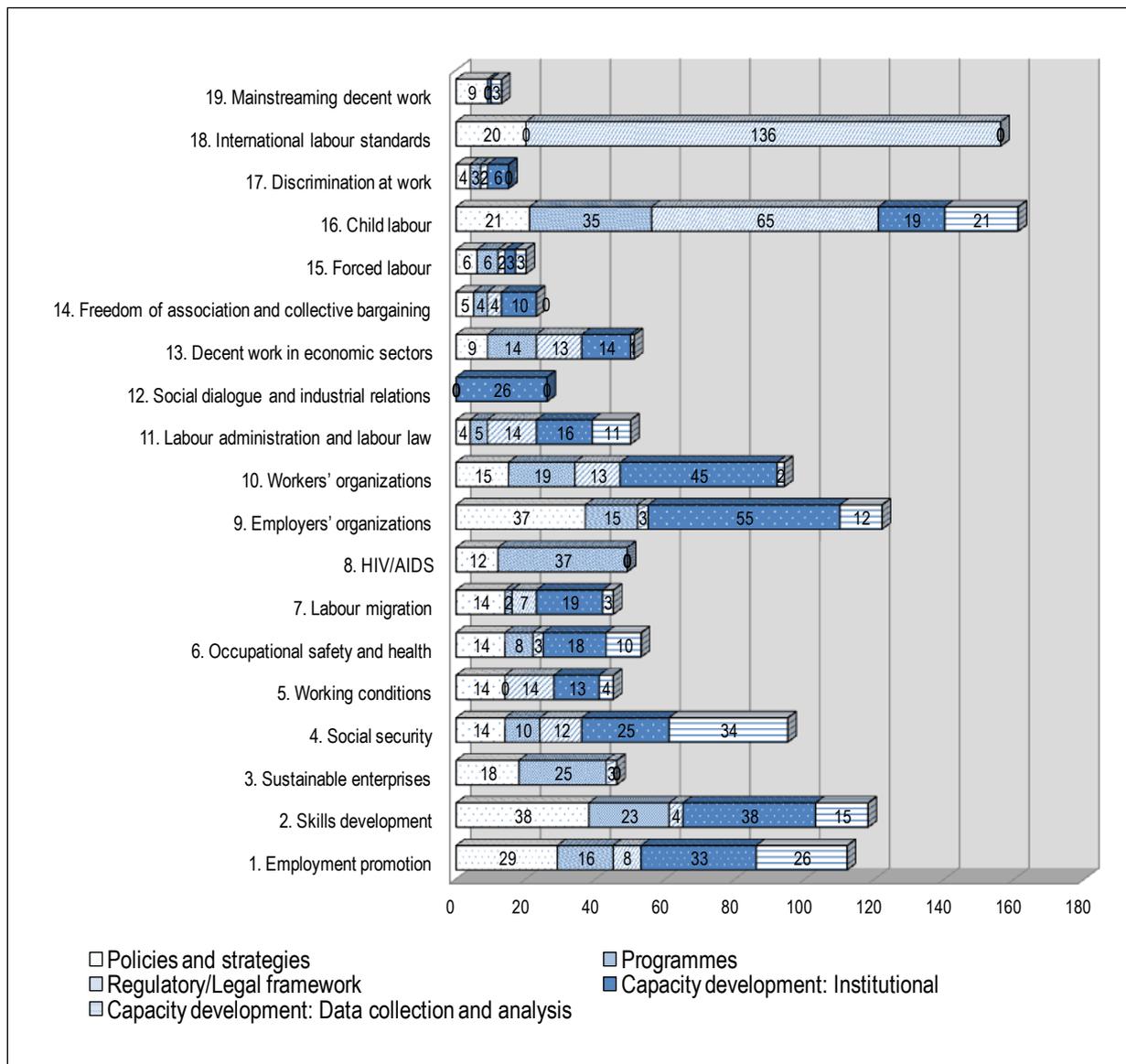
Figure 3. Results by typology



26. The breakdown of results by outcome and category yields a similar pattern of overall balance with some distinguishing features (figure 4). All but one of the outcomes show results in policy and strategy advisory work, followed by 16 outcomes with results in regulatory and legal advisory services and 14 outcomes with results in programme development and capacity building. Eleven of the 19 outcomes register results in all five categories. Six outcomes display the highest number of results in the area of capacity development, including employers' and workers' organizations; for three of the outcomes most results appear under legal and regulatory advice; for two outcomes, policy and

strategy work account for the most results; and for two others programme development is predominant.

Figure 4. Summary of results by outcome and category



2.2. Knowledge products

27. Strengthening the ILO’s knowledge base at both global and country levels has been a major thrust throughout the biennium. The work in this area is broadly guided by the ILO Knowledge Strategy (one of the five Office-wide management strategies), which may be consulted in document GB.300/PFA/9/2. The corresponding results table covering the biennium may be seen at www.ilo.org/program.

28. In keeping with the principle that research is a key pillar of knowledge management, at the beginning of the biennium four thematic areas were identified as part of the Global Research Agenda to be followed during the biennium. In addition, a peer review system was put in place for all high-profile publications and a separate peer review mechanism for statistical publications was subsequently launched. An ILO research portal has also been set up and is regularly updated.

29. Most of the research undertaken feeds into the development of practical tools and products. Box 1 below sets out a small selection of tools and products produced during the biennium which have been used to support country-level work.

Box 1
Selected tools and products drawn from across all outcomes
<ul style="list-style-type: none"> - <i>The informal economy and decent work: A policy resource guide, supporting transitions to formality</i> (published in Arabic, English, French and Spanish). - 28 national school-to-work surveys and two issues in the <i>Global Employment Trends for Youth</i> series. - Global public-private knowledge-sharing platform on skills for employment. - Tracer study on the ILO's global entrepreneurship training initiative – the Start and Improve Your Business (SIYB) programme. - Green jobs studies in six countries showing the current and potential employment impact of green economy policies reviewed and disseminated through two expert meetings. - Social security inquiry database expanded to cover 85 countries and a wider range of indicators. - ILO database of conditions of work and employment laws expanded to cover 170 countries. - 18 thematic studies to guide ILO support to constituents to implement sound wages policies within the context of appropriate indicators of labour productivity. - National system for recording and notification of occupational diseases – practical guide. - Database on good practices in labour migration policies and programmes further expanded and containing 80 examples of good practices at country and subregional levels. - Voluntary and confidential HIV counselling and testing initiative (VCT@work) jointly launched by the ILO and the Joint United Nations Programme on HIV/AIDS (UNAIDS). - ILO global business and disability network expanded. - Capacity-building programme on trade union responses to the crisis through cooperatives. - Comparative overview of ministries of labour covering the history, mandate and challenges of these institutions from 36 countries. - Database on tripartite social dialogue institutions and related guide on national tripartite social dialogue: an ILO guide for improved performance. - New sectoral tools developed to assist constituents in implementing sectoral standards and applying the Decent Work Agenda to specific sectors such as agriculture, fishing, construction and tourism in 22 countries. - Diagnostic tool to support the preparation of national plans of action on freedom of association and collective bargaining in the rural, export processing and domestic work sectors. - E-learning tool on how to detect and investigate forced labour cases. - Report on ending child labour in domestic work. - <i>Equal pay: an introductory guide</i> (published in Arabic, English, French and Spanish). - Global database on international labour standards and judicial decisions. - 17 decent work country profiles.

30. Some of this research directly supports the preparation of the ILO's flagship reports and other high-profile publications, including those described below.

- *Global Employment Trends* presents employment projections and points to the many benefits of job-friendly strategies. This work has been cited extensively in the media and used as a benchmark in global forums, including annual meetings of the International Monetary Fund (IMF).
- The *World of Work Report* shows how well-designed employment and social policies can help boost labour market and investment prospects. The recommended mix of

targeted policies, along with supportive macroeconomic and financial reforms, has been instrumental in policy discussions.

- The *Global Wage Report* has become the main publication setting out the latest trends in wages and productivity around the world and related policy issues. Special attention has been given to the issues of minimum wages and collective bargaining (first edition – 2008), low pay (second edition – 2010) and the macroeconomics of wages (third edition – 2012).
 - The ILO global estimates of forced labour highlight the plight of an estimated 21 million victims of forced labour. The global estimates provide comprehensive information on the various forms of forced labour, their prevalence and scale, which enables better evidence-based policy-making at the country level.
 - The report *Marking progress against child labour – Global estimates and trends 2000–2012* is the fruit of the ILO’s effort, since 2000, to take stock and measure global progress on the reduction of child labour. While noting significant progress, despite the global economic crisis and its aftermath, the report highlights the fact that 168 million children around the world are still engaged in child labour.
 - The *ILO World Social Security Report*, second edition, presents an up-to-date picture of social security coverage across the world, together with an analysis of the opposing trends of, on the one hand, the expansion of social security in many middle- and low-income countries aimed at strengthening rights-based and universal floors of social protection and, on the other, the contraction in the scope and quality of coverage of social security in many advanced economies. The report was prepared during the 2012–13 biennium for launch in the first semester of 2014.
 - *Eurozone job crisis: Trends and policy responses*, a study of the Eurozone crisis of mid-2012, as part of the Studies on Growth with Equity Series, led to a recommendation to create a youth employment guarantee, including estimates of costings.
 - *Labour provisions in trade arrangements: Current trends and perspectives*, a study published in 2011, showed that the number of trade agreements with labour provisions has increased significantly over the past two decades.
- 31.** The Office has made extensive efforts to improve the exchange and dissemination of knowledge related to the world of work both from the perspective of strengthening internal communication and with the purpose of sharing information and promoting its mandate among an external audience. With respect to the former, research networks have been established in a number of areas, typically structured around communities of practice, often making use of digital platforms to share information.
- 32.** Where external audiences are concerned, the use of ILO information products via mobile platforms has increased fivefold during the biennium. Various social media (such as a Facebook platform) are used systematically to share information and, in 2013, major reports and high-profile publications were made available in mobile-friendly formats. A wide range of multimedia components are increasingly being incorporated into media campaigns.
- 33.** Working on the principle that data become information when they are organized and information becomes knowledge when it is put to use, in 2011 the Governing Body entrusted the Office with establishing a new information system that “will provide simplified access to country-specific information through individual country pages ... and will be accessible through a central gateway” (GB.312/PFA/8, paragraph 36). The resulting ILO gateway is an important component of the ILO Knowledge Strategy,

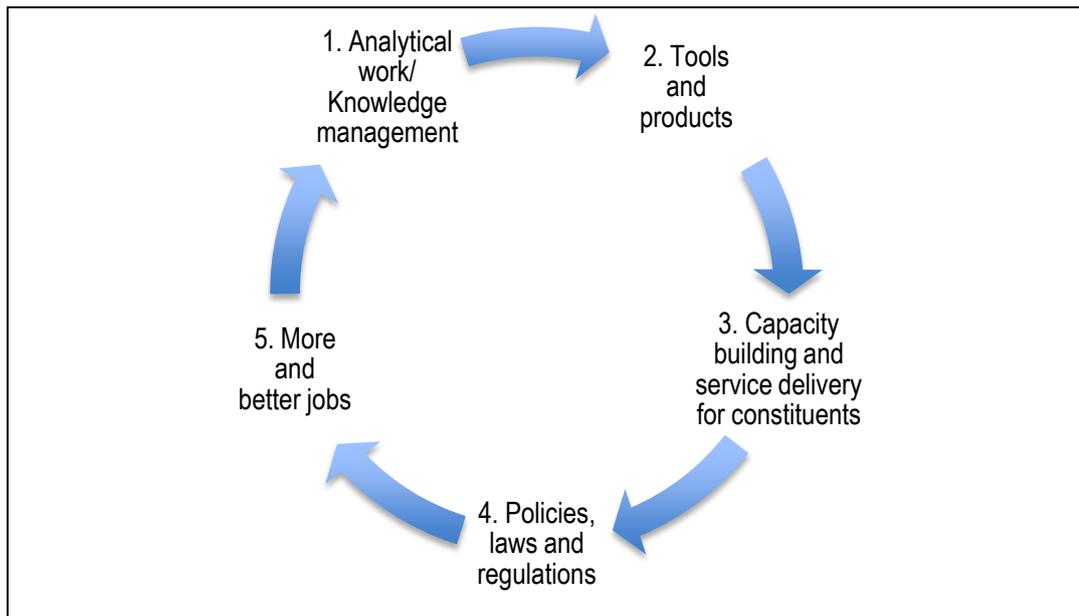
providing a one-stop access to country-specific information on the world of work. Its role is to ensure that the information is accurate, consolidated, up to date, presented in a user-friendly manner and easily accessible to all ILO colleagues, constituents and the public.

34. The Office conducted a review of existing ILO knowledge products, their structures, business processes and workflows. Based on this review, a prototype was developed, taking into consideration inputs from technical departments and the field. Guided by various models of information flows in the Office, the production and development of the first version of the gateway will follow. It is expected to be finalized at the end of March 2014 and will cover information for 30 countries in the following domains covering 14 policy areas: laws and policies; international labour standards; statistics; ILO action; reports and publications.
35. Considerable effort has been invested in strengthening the Office's statistical capacity. The ILO's statistics database, ILOSTAT, which was launched in 2010 and replaced the previous LABORSTA system, has been further expanded in terms of its coverage and number of indicators and the data sets have been standardized. The database now includes over 100 indicators and covers 230 countries, areas and territories, providing comparable annual and intra-annual labour market statistics. Work is under way on the inclusion of other ILO databases.
36. A microdata repository has been established, in which harmonized country-level microdata are made available to support evidence-based analysis. Data on a new set of indicators on rural labour, trade union membership and the informal economy have been compiled for a number of countries. Manuals to support constituents in such areas as the measurement of volunteer work; informality; and decent work indicators have been published and disseminated in several languages.
37. The 19th International Conference of Labour Statisticians was held in October 2013 and attended by 106 member States, employer and worker experts, along with 31 observers. It adopted an important resolution concerning statistics of work, employment and labour underutilization, representing the first revision of the standards and other measures on those issues in more than 30 years. Additional resolutions concerned future work in the areas of labour migration, cooperatives, and forced labour. The ILO now faces a new challenge in providing technical support to countries in implementing the new framework, necessitating further collaboration with external partners and resource mobilization.

2.3. Lessons learned through outcome strategies

38. Successful outcome strategies are those that build synergies between analytical work and the development of customized tools and products and the application of these for the provision of advisory services, training and capacity-building support. This, in turn, guides the development of policies, laws, regulations and programmes which ultimately lead to more and better jobs (figure 5). In delivering results at the country level, the ILO's comparative advantage in this cycle rests on: (a) the implementation capacity of constituents; (b) the relative strength of social dialogue and the tripartite machinery at the country level; and (c) guidance provided by international labour standards.

Figure 5. Achieving results through effective outcome strategies



- 39.** The interrelationship between tools and products developed at the global level and their application to country-level work proved integral to the achievement of results, especially when the tools and products are grounded in solid empirical work. Effective knowledge management makes use of data and other information to build an evidence base for the design of interventions, both within and across outcomes.
- 40.** The tools and products developed at the global level not only facilitate the transfer of knowledge between regions and countries, but also stimulate the demand for country assistance, contribute to policy debates and encourage partnerships and dialogue with other stakeholders including international organizations.
- 41.** Information on the outcome strategies, including information on specific lessons learned per outcome, together with the corresponding country results tables, are available online at www.ilo.org/program. The following are four broad overarching lessons that have been drawn from these results.

2.3.1. Prioritize with fewer, bigger and better integrated programmes

- 42.** Given that demand is always likely to outstrip supply for all areas of work, the Office cannot afford to spread itself too thinly. While recognizing that not all interventions are resource-intensive and that some results can be achieved at low cost, it is generally necessary to scale up interventions by moving away from small and fragmented projects and activities to the design of larger, more integrated packages of support built around pooled resources and realistic time frames. This is likely to entail focusing selected interventions on a reduced number of target countries based on clear priority ranking and collaboration across a number of technical areas.
- 43.** Work under outcome 3 on the promotion of sustainable enterprises, for example, typically entails a range of interventions across outcome indicators, combining several products or tools for the promotion of sustainable enterprises with each serving to complement and reinforce one another. For example, in South Africa, an area-based project in the Free State Province has provided assistance across a number of technical areas, including entrepreneurship education in over 60 schools, covering around 6,000 pupils; the development of small and medium-sized enterprises (SMEs) and entrepreneurship research

and advocacy tools, including with a view to effecting change in the enabling environment (reducing red tape) and undertaking value chain analysis; and capacity building for 25 local business development service providers to help them to provide demand-driven and sector-specific services to SMEs. The interventions have been built on the basis of a relatively large donor-funded project, which has been complemented by additional leveraged funds from the South African SME Observatory (a public–private partnership), and also from the Government of South Africa and the University of the Free State. The results chain links entrepreneurship awareness and competences among school-aged children with the provision of support to a range of business-service providers, to enable them to deliver guidance to young entrepreneurs and advice to small-scale business start-ups. These nascent businesses need, however, to operate in an environment conducive to the development of sustainable enterprises, so efforts have also been made to improve the business-enabling environment in the Free State, particularly as it affects SMEs.

2.3.2. Achieve more by working in partnership with others

44. Donor support and partnerships with other international, regional and national institutions have proved critical in the effective and timely delivery of services to constituents and in leveraging policy influence.
45. Work under outcome 2 on skills development, for example, illustrates the benefits of working with a range of partners to achieve results. In Bangladesh, the National Skills Development Council (NSDC) and its Executive Committee became fully operational in 2013, as evidenced by increased government financing of the secretariat. This contributed to the implementation of the National Skills Development Policy, which had been adopted in 2011. The ILO provided technical support to the NSDC and to its executive committee and secretariat in the areas of planning, systems development and operationalization, gender mainstreaming and disability inclusion. This was achieved through a partnership with the European Commission, which led to inter-agency support and coordination with the Governments of Canada and Switzerland and through public–private partnerships. Further collaboration involved the tripartite industry skills councils, and the Centre of Excellence in the leather industry. The Office also worked with the National Statistics Office, in partnership with the Government of Switzerland and the MasterCard Foundation, to improve labour market information collection and reporting capacity on skills acquisition and use.
46. Work under outcome 8 on the world of work and HIV/AIDS demonstrates how the ILO’s work has greater impact when it is integrated with and underpins the broader work of UNAIDS covering the 38 high-impact countries. Experience shows that HIV and AIDS policies and programmes are best integrated into broader strategic frameworks targeting occupational safety and health, social protection, health (including tuberculosis) and based on collaboration with a number of different ministries. In particular, the VCT@Work initiative has demonstrated the need for strong policy dialogue going beyond the ILO constituents and encompassing other key stakeholders, including ministries of health, national AIDS bodies, UNAIDS and civil society, which takes into account the complementarity of the different actors in service provision, policy development and coordination.

2.3.3. Results take time and interventions should be planned and coordinated accordingly

47. Building capacity to implement programmes and influence policies or undertake wide-scale reforms typically requires partnerships that span several biennia and national planning cycles. The Office must be prepared to engage with countries and a wide range of stakeholders over the medium to long term in order to achieve sustainable results. For example, much of the work targeting regulatory and legal reforms is likely to take a

number of years to yield results (and even longer to achieve impact) and sustainable capacity building for constituents is rarely a short-term endeavour.

48. Work under outcome 16 on child labour involves sustained interventions over a number of years. For example, during the biennium under review, the Philippines Government approved the Convergence Programme Against Child Labour (2013–16) with a budget allocation of US\$225 million and separately passed a law on domestic workers prohibiting the employment of children below 15 years of age as domestic workers, with children above the age of 15 entitled to minimum wages and all benefits under the relevant law. Furthermore, the Conditional Cash Transfer programme was modified and adopted in November 2012 to target families in need of social protection, which included those families exposed to child labour. Henceforth, these families will receive subsidies for education, thereby ensuring that their children stay in school and out of child labour. In addition, in February 2013, the provincial child labour committees in four provinces finalized their strategic plans to combat child labour over the period until 2016.
49. All these results were built on sustained ILO knowledge sharing and technical inputs going back several years. This support included repeated advocacy for the inclusion of criteria on child labour in conditional cash transfer programmes; participation and technical advice during the drafting of the Domestic Workers Bill, including the various public hearings in Congress; and continuing technical inputs to the preparation of the Convergence Programme, including via the national Survey on Children, developed in 2010 and undertaken in 2011, which drew widespread public attention to child labour issues.
50. Work in Myanmar under outcome 15 on forced labour provides a good example of how one specific area of decent work may be targeted as an entry point and then, over time, other areas are taken into consideration. Following the appointment of an ILO Liaison Officer in Myanmar in 2002, the ILO endeavoured to implement strategies to effectively address the root causes of the forced labour situation and in 2007 established a nationwide forced labour complaints mechanism. Since 2007, the ILO has received and registered more than 3,000 complaints, about half of which have been accepted as falling within the definition of forced labour. By taking a stand against the use of forced labour and through its work under the complaints mechanism, the ILO earned the credibility to become involved in the peace process, initially the only agency of the UN system to have that role.
51. Following Aung San Suu Kyi's visit to the ILC in 2012 and a review of the progress achieved, in 2013 the Conference decided to lift all restrictions on Myanmar and to expand the ILO's programme in the country. In 2012–13, the ILO's work in Myanmar continued to focus on promoting fundamental rights at work. The Government has agreed on a joint action plan with the ILO to eliminate all forms of forced labour by 2015 and to ratify the Worst Forms of Child Labour Convention, 1999 (No. 182). Significant progress has been made in the area of freedom of association with the introduction of the new Labour Organization Law, which allows employers and workers to organize.

2.3.4. Develop core tools and products which can be used rapidly to scale up and expand outreach

52. Greater synergy and coherence are needed in the cycle of research and knowledge, production of new accessible and customized tools, policy advisory services and capacity-building initiatives. The development of training tools, complemented by practical manuals and guides, along with strategic partnerships with other public and research institutions, has dramatically increased the capacity of the Office to provide effective technical advisory and capacity-building services. Practical tools are strengthened when they are backed by a solid knowledge base, including comparative research on trends, innovative practices and evidence on impact and outcomes.

53. Work under outcome 6 on occupational safety and health makes use of a range of off-the-shelf and customized tools to promote safer workplaces. These tools include such core products as the ILO International Classification of Radiographs on Pneumoconiosis and the training package of the interactive training programme “Addressing Psychosocial Factors through Health Promotion in the Workplace” (known as SOLVE), on integrating health promotion into workplace occupational safety and health policies. SOLVE was integral to the ILO’s rapid response to the Rana Plaza industrial disaster in Bangladesh in April 2013. The application of such tools was also facilitated by the fact that the first national occupational safety and health policy in Bangladesh was adopted in 2013. Core tools on occupational safety and health have also been successfully applied in Chile, where a revision to the legal code on accident insurance and occupational diseases was prepared following the development of guidelines on safety and health management systems for workers in companies at risk of exposure to silicosis (a type of pneumoconiosis), based on the long-standing *Guidelines on occupational safety and health management systems, ILO-OSH 2001*. These guidelines were also used in Chile as the basis for the capacity building and training of over 300 trainers and 20,000 workers in enterprises at risk of exposure. In addition, tools developed under the Better Work Programme and the Sustaining Competitive and Responsible Enterprises (SCORE) programme, which have drawn on core ILO occupational safety and health products, have been used to expand the outreach of the Office’s occupational safety and health work along sectoral lines in, among other countries, Colombia, Ghana, South Africa (for SCORE) and Indonesia, Lesotho and Viet Nam (for Better Work).

3. Operational effectiveness

54. To deliver on its results, the ILO harnesses human, financial and systems resources. This section provides an overview of these resources and their effective use.

3.1. Staffing and human resources development

55. At the end of 2013, the staff complement was 2,817. Of these staff members, 1,716, or 61 per cent, are funded from the regular budget and 1,101, or 39 per cent, from extra-budgetary resources. Compared with the situation at 31 December 2011 when ILO staff numbered 2,990, this represents a reduction of 173 staff members. Of the staff members financed from the regular budget, 44 per cent were stationed in the regions; and 53 per cent of the total staff posts in the regions were financed from extra-budgetary resources.

Table 3. ILO staff at the end of 2013 by location and funding source

	Regular budget	Extra-budgetary *	Total
Headquarters	958	218	1 176
Regions	758	883	1 641
Africa	213	317	530
Americas	183	111	294
Arab States	39	41	80
Asia–Pacific	250	363	613
Europe–Central Asia	73	51	124
Total	1 716	1 101	2 817

* Including Junior Professional Officers.

56. In 2012–13, the ILO spent just over US\$7 million on staff training for both regular budget and extra-budgetary staff (table 4). Over 4,800 staff members took part in training activities in a total of eight subject areas, including training for the Integrated Resource Information System (IRIS). On average, each participant received 4.4 days of training. Approximately the same number of training days was provided in the regions and at headquarters. In the regions, some 80 per cent of the total training days were spent on IRIS training, while at ILO headquarters 65 per cent were devoted to language training.

Table 4. Training at the ILO

	Amount (US\$)	Number of days of training	Number of participants	
			G staff	P staff
Governance and administration *	1 656 649	2 996	765	778
IRIS	1 632 881	8 753	622	532
Leadership	1 593 559	1 228	39	584
Languages	1 019 926	6 806	338	638
Communication	499 137	1 222	169	202
Knowledge management	370 741	22	0	22
Research	121 849	143	3	45
Other **	122 910	164	68	55
Total	7 017 652	21 334	2 004	2 856

* Includes the internal governance e-learning programme. ** Includes personal effectiveness and health and safety.

3.2. Financial resources

57. In 2012–13, the ILO spent US\$646.5 million under the strategic part of the regular budget, financed through the assessed contributions of member States; US\$444 million from voluntary extra-budgetary contributions, and US\$22 million under the RBSA. These numbers are provisional and unaudited.

58. Some broad trends can be drawn from this table. Regular budget expenditure is in line with the budget set at the outset, both in terms of overall spending (99.7 per cent expenditure) and in terms of the distribution of spending. Extra-budgetary funding amounts to 70 per cent of the strategic regular budget. A few programmes, including the International Programme on the Elimination of Child Labour (IPEC), forced labour, HIV/AIDS and employment, are heavily dependent on voluntary funding relative to the regular budget. Voluntary funding is concentrated in employment (47 per cent of total) and fundamental principles and rights at work (27 per cent).

59. Conversely, RBSA resources are more evenly distributed across the four strategic objectives, with the largest share (29 per cent) going to social dialogue, followed by employment (25 per cent), with social protection and fundamental principles and rights at work each receiving one fifth of the total.

60. It is noted that expenditure data cannot be linked directly to country results for the following reasons. Global products are not counted as country results; not all ILO support – and hence expenditure – yields a result meeting the measurement criteria within the biennium; and work in relation to advocacy, overall support and preparatory work is not meant to yield any direct measurable result.

Table 5. ILO expenditure by outcome *

	Regular budget	Extra budgetary **	RBSA **
Employment			
Employment promotion	88 077 031	114 548 144	2 870 245
Skills development	45 983 592	46 971 199	896 610
Sustainable enterprises	57 554 300	45 875 227	1 834 323
Subtotal	191 614 923	207 394 570	5 601 178
Social protection			
Social security	41 794 197	10 707 957	1 814 274
Working conditions	24 537 882	3 994 390	554 434
Occupational safety and health	38 801 773	4 473 078	736 486
Labour migration	14 762 628	15 342 638	561 503
HIV/AIDS	6 782 829	17 476 335	794 798
Subtotal	126 679 309	51 994 397	4 461 495
Social dialogue			
Employers' organizations	38 402 783	3 852 799	1 251 227
Workers' organizations	53 364 906	8 861 265	1 436 029
Labour administration and labour law	25 734 852	4 812 604	1 598 580
Social dialogue and industrial relations	28 328 286	10 767 895	1 455 968
Decent work in economic sectors	29 525 256	24 753 554	684 705
Subtotal	175 356 083	53 048 118	6 426 509
Standards and fundamental principles and rights at work			
Freedom of association and collective bargaining	18 353 538	4 134 887	368 915
Forced labour	5 186 869	9 070 480	679 193
Child labour	13 166 668	88 373 948	1 325 154
Discrimination at work	12 867 426	5 098 781	835 233
International labour standards	76 705 818	13 072 688	1 226 496
Subtotal	126 280 319	119 750 783	4 434 991
Policy coherence			
Mainstreaming decent work	26 532 832	12 181 423	1 081 504
Total strategic objectives and policy coherence	646 463 466	444 369 291	22 005 677

* Provisional and unaudited numbers. ** Excluding programme support costs.
Source: ILO IRIS.

3.3. ILO extra-budgetary expenditure in 2012–13

61. Extra-budgetary expenditure totalled US\$444 million in 2012–13, exceeding the target of US\$385 million set in the programme and budget. RBSA expenditure totalled US\$22 million, below the amount of US\$50 million projected. The financial delivery rate of extra-budgetary projects reached 80 per cent in 2013, the highest rate ever recorded by the Office. In compliance with its membership of the International Aid Transparency

Initiative, the Office has made public its Development Cooperation Dashboard (<https://dashboard.ilo.org/developmentcooperation/faces/home.jspl>). Multi-bilateral contributions continue to dominate ILO extra-budgetary funding, with US\$507 million mobilized in 2012–13 (see table 6).

Table 6. Extra-budgetary technical cooperation contributions by source of funds (US\$ thousands)

Source of funds	2010–11		2012–13 ¹	
	\$	% share	\$	% share
Multi-bilateral donors	300 994	66.0	362 597	71.5
Domestic development funding	13 681	3.0	18 702	3.7
Public–private partnerships ²	26 149	5.7	17 123	3.4
Social partners	675	0.1	500	0.1
International financial institutions (banks)	5 902	1.3	19 867	3.9
United Nations ³	72 312	15.9	49 591	9.8
Other intergovernmental organizations ⁴	36 308	8.0	38 535	7.6
Total	456 021	100.0	506 915	100.0

¹ Preliminary 2013 data: contributions recorded in the Partnerships and Field Support Department (PARDEV), as at 24 January 2014. ² Includes foundations, public institutions, private sector initiatives and others. ³ Includes projects financed through multi-partner trust funds, joint programmes and One UN Funds. ⁴ Includes the European Commission, the Arab Gulf Programme for Development (AGFUND), and the International Organization for Migration (IOM). Source: ILO Development Cooperation Dashboard.

62. The top 20 donors account for 96 per cent, and the top five donors for just over 50 per cent of total extra-budgetary approvals in 2012–13 (table 7).

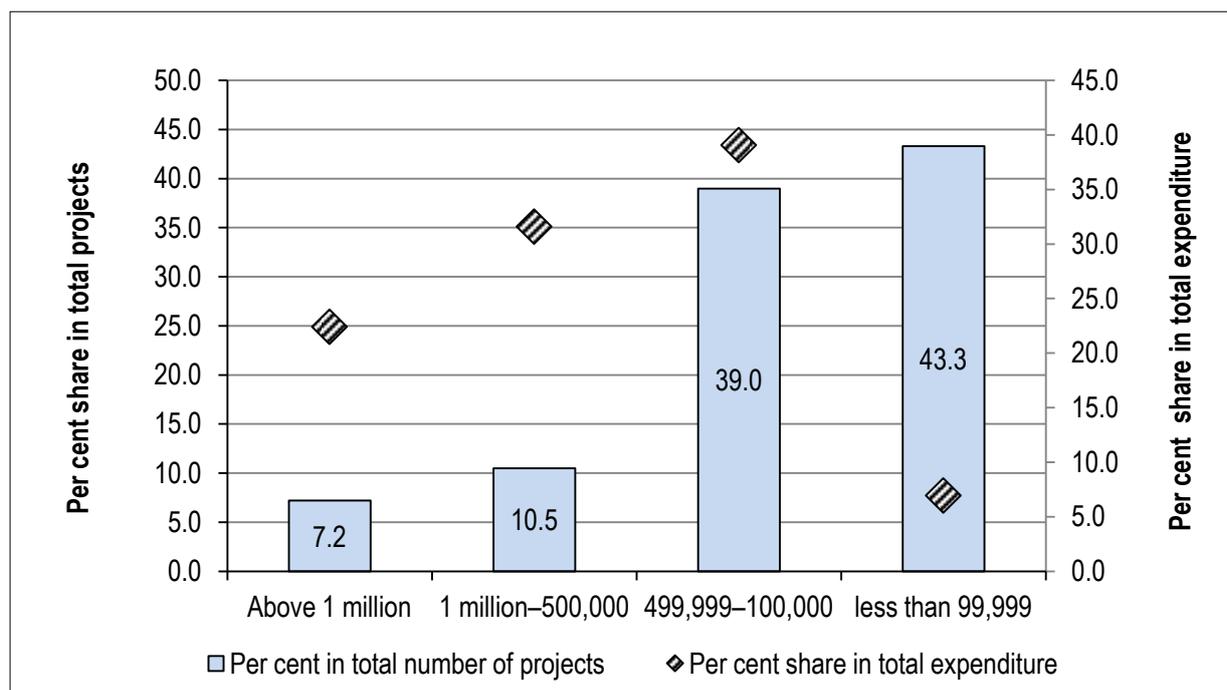
Table 7. Top 20 contributors to the ILO's extra-budgetary funding in 2012–13¹

Contributor	US\$ thousands
United States	72 487
Australia	58 102
UN organizations and agencies	49 591
European Commission	31 740
Denmark	30 118
Norway	28 340
Canada	20 364
Multi-donor programmes ²	20 241
International financial institutions	19 867
Domestic development funding	18 702
Public–private partnerships	17 123
Finland	15 870
Belgium ³	13 806
Japan	13 616
United Kingdom	12 868
Switzerland	12 470
Netherlands	10 381
Spain	10 152
Sweden	10 095
Ireland	9 809
Total	475 744

¹ Preliminary 2013 data: contributions recorded in PARDEV, as at 24 January 2014. ² Pooled funding for special programmes from Canada, Hennes & Mauritz, the Netherlands, Sweden and the United Kingdom. ³ Including contributions from Flanders. Source: ILO Development Cooperation Dashboard.

63. In 2012–13, the ILO expended US\$444 million in extra-budgetary resources across 924 projects. This total includes all projects for which a financial activity was recorded in this period, irrespective of the project's approval date. The median project expenditure was US\$173,532. Projects with expenditure of over US\$1 million in the period – 110 in all – accounted for 11.9 per cent of all projects and 60.2 per cent of total expenditure; whereas 76.7 per cent of projects – 709 in all – incurred expenditure of less than US\$500,000 and 37.3 per cent – 345 projects – less than US\$100,000. The distribution of projects by expenditure, as illustrated in figure 6 shows a skewed pattern in a relatively small number of projects of over US\$1 million.

Figure 6. Distribution of ILO extra-budgetary projects by level of expenditure 2012–13 (US\$ thousands)



Source: ILO IRIS.

64. During the biennium, the ILO's quality assurance mechanism for technical cooperation projects covered 398 project proposals which were reviewed in respect of design quality in such critical areas as project logic, outcome indicators and strategic fit. As a result of the quality assurance review, more than half of these proposals underwent significant improvements. During the biennium some 80 ILO staff members completed formal training to improve their skills in project cycle management and related skills. Such training directly contributes to better project design and higher delivery rates.

3.3.1. RBSA

65. The RBSA was established in 2008–09 to provide donors with a modality of unearmarked funding to the ILO, in full compliance with the guidelines of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD-DAC). The RBSA modality is used exclusively for countries eligible for official development assistance. RBSA resources enable the ILO to allocate funds within the strategic framework when and where they are most needed in an independent, flexible and rapid manner, complementing other ILO resources. They also enable the Office to expand, accelerate, deepen and replicate existing technical cooperation programmes, allowing the ILO to serve those thematic areas and member States that do not attract voluntary contributions as easily as others. Donors to the RBSA funding modality in 2012–13 are set out below, in table 8. Globally, about half of the country programme outcomes that

received RBSA funds reported a result in 2012–13 and about 10 per cent of the total country programme outcomes that reported results received some RBSA funding.

Table 8. Donors to the RBSA, 2012–13

Donor country	US\$ thousands
Netherlands	11 650.5
Norway	10 334.6
Denmark	7 014.7
Belgium	5 606.3
Germany	814.1
Italy	611.8
Total	36 032.0

66. In 2012–13, the ILO has used the RBSA for the following purposes:

- to kick-start innovative programmes, such as those on productivity and working conditions in small enterprises;
- to respond rapidly to emerging needs, such as in Myanmar and in dealing with the refugee crisis in Lebanon;
- to enhance partnerships with other UN agencies in the context of UN reform, for example in Malawi;
- to build the capacity of the social partners in social and economic development policies, in such areas as Burundi, Papua New Guinea, the Philippines and the Occupied Palestinian Territory;
- to provide incentives for joint work and effective results-based management, in DWCPs, for example in Pakistan.

67. Ireland, Norway and Sweden supported the outcome-based funding modality.

3.3.2. South–South and triangular cooperation

68. At its March 2012 session, the Governing Body adopted a strategy on South–South and triangular cooperation, complemented by indicators of achievement adopted in November 2012. The strategy includes two outcomes relating to the ILO’s institutional awareness and capacity to implement South–South and triangular cooperation, and to the advancement of the Decent Work Agenda through new partnerships with governments, social partners and civil society organizations from the south.

69. More partnerships have been concluded with emerging and developing countries through domestic development funding and South–South and triangular cooperation modalities. In 2012–13, 16 emerging and developing countries signed agreements with the ILO, contributing 4 per cent to extra-budgetary approvals. During the biennium the Office renewed partnerships with Brazil and Panama and concluded new partnerships with China and Mexico. In addition, in 2013 the ILO published a compendium of guidance on the issue: *South–South Cooperation and Decent Work: Good Practices*.

3.3.3. Public–private partnerships

70. In 2012–13, resources raised through public–private partnerships reached some US\$15 million, with half of this total coming from foundations and half from private companies. In 2010–11, 76 per cent of such resources came through foundations.
71. The number of public–private partnerships increased from 30 in 2010–11 to 58 in 2012–13. Eleven partnerships were signed with universities and research centres. New partnerships cover all dimensions of ILO work and new partnership modalities are emerging with multi-stakeholder coalitions and networks.
72. The ILO has produced a range of factsheets on public–private partnerships approved since the introduction in July 2009 of the new guidelines. The factsheets, published on a dedicated website (<http://www.ilo.org/pardev/public-private-partnerships/lang--en/index.htm>), highlight key areas addressed in the partnerships and describe the strategies and results achieved through collaboration between the ILO and the private sector.

3.3.4. DWCPs

73. DWCPs are the ILO’s country programming instrument (three examples of DWCPs are outlined in Part II). DWCPs are designed and implemented with the engagement of constituents; they outline the country context for decent work and spell out the ILO’s proposed programme of support over a specified time frame. Prior to their finalization, DWCPs undergo a standard quality assurance procedure which entails a multidisciplinary review and assessment from the perspective of results-based management. The quality assurance methodology was updated at the beginning of the biennium.
74. DWCPs have evolved since they were first developed nearly ten years ago and a body of good practices has been established. Three key lessons are shown below:
 - Successful DWCPs are built on solid participatory processes with the active engagement of constituents underpinning ownership and implementation.
 - DWCPs should be aligned with national planning frameworks and with the UN Development Assistance Framework (UNDAF).
 - A thorough country context analysis is a prerequisite for preparing a realistic, relevant and prioritized country programme.
75. Given the limited resources and capacities, however, it is important not to underestimate the difficulty of striking an optimal balance between, on the one hand, a comprehensive, analytical and coherent understanding of the country context and, on the other, the need to identify key time-bound priorities and outcomes on which the ILO should focus its support.
76. At the end of 2013, 109 country programmes were being implemented, 31 of which were new country programmes launched during the biennium. Not all countries, however, have circumstances propitious to the preparation of a DWCP.

Table 9. Status of DWCPs at the end of December 2013

	Countries preparing DWCPs	Countries with active DWCPs	DWCPs that became active in 2012–13	DWCPs appraised in 2012–13 through the quality assurance mechanism
Africa	21	32	14	21
Arab States	1	4	2	2
Asia and the Pacific	10	11	8	9
Europe and Central Asia	5	7	5	6
Latin America and the Caribbean	12	6	2	2
Total	49	60	31	40

Source: ILO.

3.4. UN system-wide coherence

- 77.** Resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, adopted by the UN General Assembly in 2012, and the related resolutions of the Economic and Social Council, such as resolution 2013/5, reaffirm the continued importance of the UNDAF as the programming framework for the UN system in both “Delivering as one” countries and other countries. Paragraph 18 of resolution 67/226 calls for improved coordination and coherence at the country level, with recognition of the respective mandates, roles and unique expertise of all United Nations funds, programmes and specialized agencies.
- 78.** The ILO has actively supported UN system-wide coherence and participated in a number of task teams created in follow-up to the quadrennial comprehensive policy review. The ILO has led or co-led joint programmes on employment and social protection in 16 of the 35 “Delivering as one” countries. In 2012–13, the ILO mobilized some US\$48 million through the UN, or just under 12 per cent of all its extra-budgetary resources.
- 79.** A knowledge-sharing course organized in cooperation with the ILO International Training Centre in Turin in December 2013 brought together ILO field office directors responsible for “Delivering as one” countries, with a view to sharing experience and developing common positions on the ILO’s engagement in the process of building UN system-wide coherence.
- 80.** In 2012–13, over 90 per cent of the total active UNDAFs integrated at least three of the four pillars of the Decent Work Agenda. Consultation with constituents featured in 73 per cent of the active UNDAFs, as compared to 39 per cent observed in the previous biennium. The UNDAF guidance (2010) and UN Development Group (UNDG) tools, including the standard operating procedures being developed to operationalize the “Delivering as one” approach, recognize employers and workers as key among the national stakeholders with which UN country teams need to interact.
- 81.** Alongside the support provided by the ILO for the achievement of the Millennium Development Goals (MDGs) by 2015, in partnership with the UN and the World Bank under the MDG Acceleration Framework, the ILO supported and facilitated the involvement of the constituents in the national, regional and global consultations on the formulation of a new global development framework beyond 2015. This led to recognition of the significance of full employment and decent work, including social protection, in efforts to achieve sustainable development.

82. In the spirit of system-wide coherence, the ILO worked closely with other agencies – in particular, the United Nations Development Programme (UNDP), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Children’s Fund (UNICEF), the Food and Agriculture Organization of the United Nations (FAO), the World Health Organization (WHO) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) – in implementing joint programmes during the 2012–13 biennium. Thus, the ILO served as either a participating or lead agency in implementing such programmes in 17 countries that are applying the “Delivering as one” approach to engaging with the UN. These were: Albania, Cabo Verde, Comoros, Ethiopia, Fiji, Indonesia, Kenya, Kiribati, Kyrgyzstan, Malawi, Mozambique, Pakistan, Rwanda, United Republic of Tanzania, Uganda, Uruguay and Viet Nam.
83. Through its work with other agencies, the ILO aims to contribute to the strengthening of normative and operational linkages within UN programmes in the areas identified by member States in resolution 67/226. Greater efforts are required to integrate rights at work, labour standards and social dialogue into UN country programmes as part of the rights-based approach to development.
84. A 2013 UNDP evaluation report, *Evaluation of UNDP contribution to poverty reduction*, makes a strong case for closer ILO–UNDP cooperation. On page xviii, the report states:

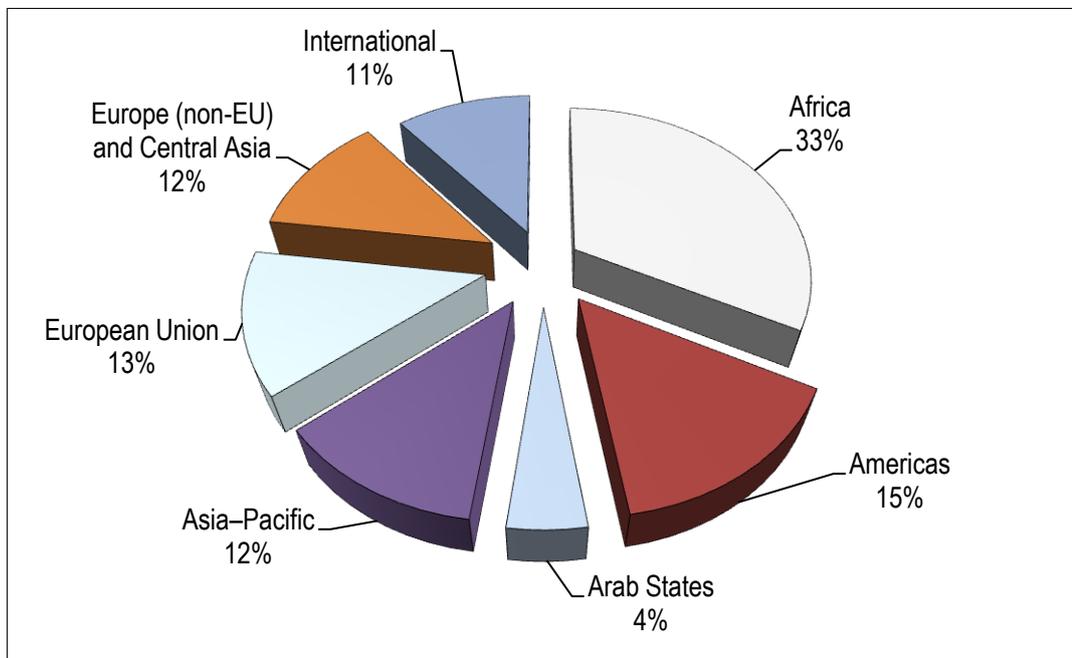
Since ILO is specifically mandated to promote the cause of employment and labour standards, and since the income dimension of poverty is crucially dependent on the creation of productive employment opportunities for the poor, it would seem logical to suppose that UNDP and ILO would be “comrades in arms” in the fight against poverty. A good deal of cooperation between the two organizations does in fact take place at the global and regional levels (as noted in the findings), but UNDP country programmes are conspicuously weak in building partnerships with ILO.

3.5. *ILO International Training Centre, Turin*

85. The ILO International Training Centre in Turin hosted 24,402 participants in its courses in 2012–13, which ranged across all the main policy areas of the ILO and the broader international development agenda. Participants in 2012–13 came from more than 190 countries and territories. In terms of countries of origin, the largest group came from Africa, followed by Europe and Central Asia (figure 7). Tripartite government, employer or worker participants numbered 16,000, distributed as indicated in figure 8. In addition to the programme of standard courses, offered mostly on the Turin campus, tailor-made training activities were delivered both on the campus and at regional, subregional and country levels.
86. The strengthening of the Centre’s alignment with the ILO’s strategies and programming framework has led to the better identification of training needs and priorities and this was duly reflected in the selection of participants in relevant standard courses and academies and in the implementation of tailor-made, region-specific activities.
87. The Centre’s role in ILO staff development has expanded considerably, to incorporate the implementation of activities jointly planned with the ILO Human Resources Department, the facilitation of staff meetings and knowledge-sharing workshops for ILO departments and offices.
88. The establishment of partnerships with international, regional or national training academic institutions has increasingly become a core component of the Centre’s strategy. The Centre implemented 28 per cent of its 2012 activities in partnership with other training, research and academic institutions – well beyond the 17.3 per cent which was the 2010 baseline.

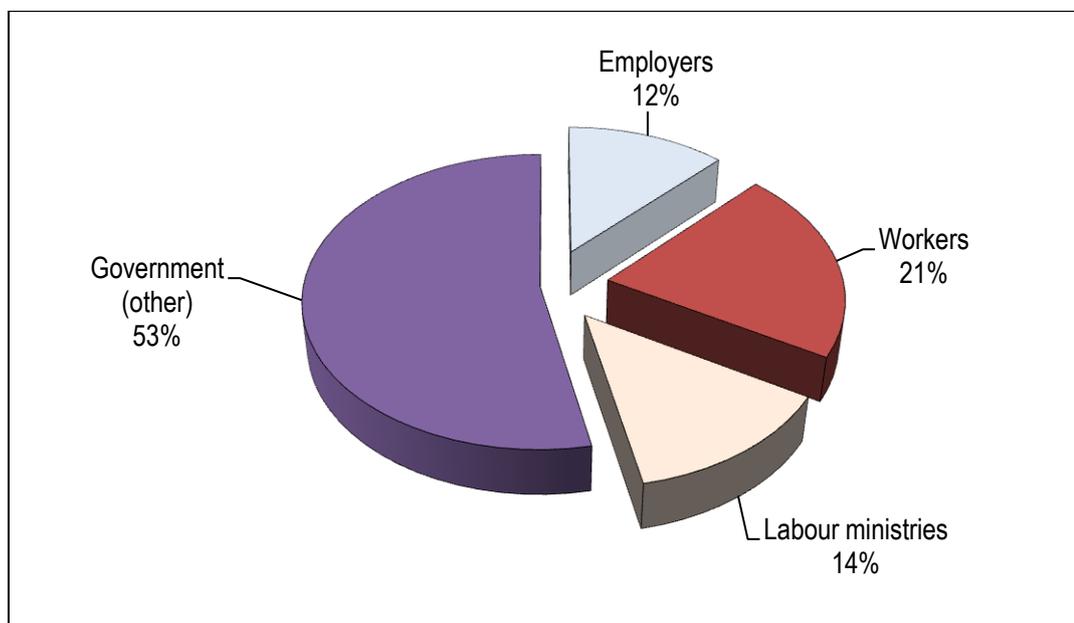
89. The regional dimension of the Centre’s activities remains one of its major comparative advantages. It complements the portfolio of interregional training courses offered on campus and adds to the relevance of the Centre’s training portfolio, thus contributing to regional, subregional and country-specific outcomes.

Figure 7. Participants in the ILO Training Centre by region



Source: ILO International Training Centre, Turin.

Figure 8. Distribution of tripartite participants in the ILO International Training Centre, Turin

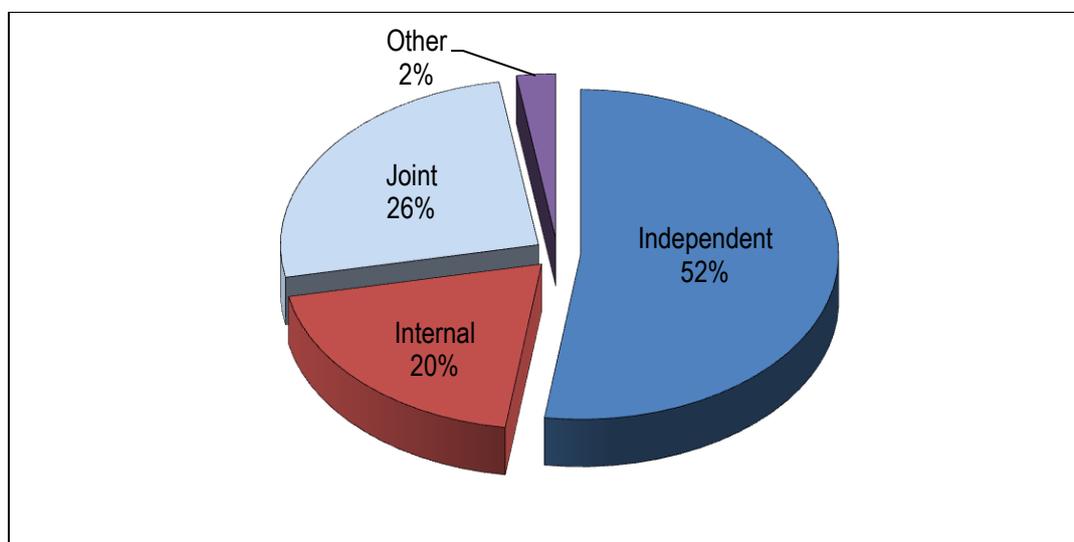


3.6. Evaluation in the ILO

90. The ILO policy on project evaluation calls for the self-evaluation of all projects; an internal evaluation for all projects over US\$500,000; and at least one independent (external) evaluation for all projects above US\$1 million. In 2012–13 the ILO carried out 245 project evaluations, covering 36.2 per cent of all active projects in both of those years.

A breakdown by type of evaluation may be seen in figure 9. Over half of all evaluations were independent evaluations. About three high-level evaluations – in the sense of evaluations at the level of policy or strategy, typically of either outcomes or country programmes – are completed each year (see box 2). The ILO Evaluation Unit submits an annual report to the ILO Governing Body covering both its activities and its key findings.

Figure 9. 2012–13 project evaluations by type



Source: ILO EVAL database.

Box 2

Selected high-level evaluation reports published during the biennium

- ILO sector-specific approach to decent work.
- ILO strategy for integrating inclusive employment policies.
- ILO DWCP for India 2007–12.
- ILO strategy to promote sustainable enterprises and decent work.
- ILO strategy to promote decent work in the Arab region: a cluster evaluation of Jordan, Lebanon and the Occupied Palestinian Territory.
- ILO strategy on occupational safety and health: workers and enterprises benefit from improved safety and health conditions at work.

Source: (<http://www.ilo.org/eval/lang--en/index.htm>).

91. Sound progress has been made in using the outputs of the Office's evaluation work to foster an organizational learning culture in the ILO. This has been achieved through a combination of updated and enhanced guidance material; outreach through a newsletter and improved website; and the introduction of certified training for evaluation managers.
92. The growing demand both in terms of quantity and quality of evaluations posed a particular challenge. One response has been to prepare a number of meta-studies and systematic reviews synthesizing performance and lessons learned from the many evaluations being undertaken. In addition, independent assessments of the quality of evaluation reports have been commissioned to identify means of improving them.
93. Among these exercises, one meta-analysis of decent work results and the effectiveness of ILO operations, drawing on an analysis of technical cooperation evaluations (see the internet link at <http://www.ilo.org/eval/lang--en/index.htm>), yielded a number of valuable

insights, many of which have general application across the Office's work – in other words, not just in relation to technical cooperation activities. In general, the meta-analysis concluded that the ILO had been largely successful with its technical approaches and that it had produced good results but that progress had sometimes been impeded by weak project design and management. Selected points raised in the meta-analysis are explored below.

3.6.1. Relevance

- 94.** Technical cooperation is now systematically matched to Strategic Policy Framework and DWCP outcomes, where applicable. Institutional coherence is thus no longer a concern. At times, however, reference to DWCPs appeared to be purely a matter of form, whereas the synergies and complementarities that were to result from being part of such a DWCP were not always systematically explored.
- 95.** Technical cooperation design emerged as a major shortcoming, as evaluations frequently pointed to overambitious objectives, unrealistic time frames and inadequate resources. In many cases the targets set were beyond the control of programmes, start-up times were systematically underestimated, institutional inertia had to be overcome, and there was a generally unwarranted optimism that everything would go according to plan.
- 96.** The setting of too many technical cooperation objectives had the effect of diluting the thrust of programmatic undertakings. By contrast, a single technical cooperation objective would force developers of interventions carefully to match components in a more tightly integrated scheme.
- 97.** Many of the ILO's technical cooperation measures across the various sectors focused on the poor (child labour, migrants, human trafficking, women's micro-entrepreneurship) but poverty per se was not specifically discussed. As a result, projects occasionally lost track of the ultimate goal of addressing poverty conditions.
- 98.** The gender dimension is now generally acknowledged by technical cooperation. There is still some way to go, however, before initiatives plainly address gender as a force for development. In a number of interventions, the participation of women was nominal, especially in some of the more male-dominated societies. Recognizing the need for ingenious solutions to overcome deep-rooted cultural obstacles, some programmes, regional and interregional, have therefore been specifically conceived to deal with gender concerns.

3.6.2. Effectiveness

- 99.** Technical cooperation interventions have been effective – albeit sometimes only partially – in achieving their objectives in terms of knowledge development, capacity building, normative standards, and policy influence. Performance gaps were attributable to flaws either in intervention design (relevance), or in implementation and management (efficiency).
- 100.** In a number of instances it is clear that technical cooperation has contributed to the impact of programmes. Measuring impact is rarely part of the intervention's design, however, and, in any event, it is difficult to distinguish between the impact of technical cooperation and other unrelated changes. For that reason, the ILO rightly accepts the presumption pursuant to causal logic that impact is likely, on condition that the assumptions underpinning the setting of outputs and outcomes are borne out, that there is real evidence of the outcomes, and that the causal link between outcome and impact is credible.

3.6.3. Efficiency

- 101.** Generally speaking, technical cooperation is difficult to manage. Good logical frameworks helped managers steer through the complexities of the operational environment. In turn, through good management it was possible to overcome weaknesses in the design framework. Too few programmes established baselines to measure progress. In general, monitoring is not yet sufficiently integrated into the mainstream of programme implementation. Accountability frameworks, usually in the form of project steering committees, are becoming more common. There is little mention, however, in evaluation reports of their actual functioning.
- 102.** Management across country borders involving backstopping by ILO headquarters has worked satisfactorily, but bureaucratic inertia and the remoteness of decision-making have repeatedly impeded programme implementation. Decentralized management structures tended to be more responsive to country needs, especially when supported by local management and clearly established support lines.
- 103.** Cost efficiency does not seem to have been an issue, although in many cases the programme resources proved to be inadequate. Sometimes, the dearth of programme funding and available staff for the task at hand even contributed to cost efficiency. In others, these shortcomings led to inefficiency and below-par performance. In a few cases, resource endowments were entirely adequate. Without activity-based costing or related methodologies, which has not yet been introduced by the ILO, proper efficiency measurement in evaluations is well-nigh impossible.

4. Organizational effectiveness

- 104.** The governance, support and management functions are guided by the Organization's overall approach to results-based management and fall under two overarching outcomes:
- the effective and efficient use of all ILO resources; and
 - the effective and efficient governance of the Organization.
- 105.** In addition, key governance, support and management functions are also guided by five management strategies covering: knowledge; information technology; human resources development; technical cooperation; and evaluation.
- 106.** In 2012–13, the governance, support and management functions have undergone structural reforms aimed at enhancing efficiency in service delivery. Responsibilities within the Internal Services and Administration Department (INTSERV), the Information and Technology Management Department (INFOTEC) and the Official Meetings, Documentation and Relations Department (RELMEETINGS) have been restructured along functional lines. The internal communications function within the Department of Communications (DCOMM) has been strengthened.

4.1. *Outcome 1 – Effective and efficient use of all ILO resources*

- 107.** The results table for outcome 1, together with detailed tables corresponding to the information technology, human resources development and technical cooperation and strategies, are available at www.ilo.org/program. Progress reports on the latter two are submitted to the Governing Body on a regular basis, as is other information captured under the outcomes related, for example, to the introduction of an environmental audit which was

undertaken in 2012 and to progress in the implementation of the headquarters renovation project.

4.1.1. Programming

- 108.** Results-based management remains the guiding principle under which all 19 technical outcomes, and also the two governance, support and management outcomes, are implemented.
- 109.** Following the guidance provided by the Governing Body in March 2012 in response to the implementation report for 2010–11, the Office has revised the methodology for collecting information on results achieved, with the provision of more detailed information on how the ILO has contributed to the achievement of a result. This guidance has also informed the restructuring of the present report and the manner in which information on results is presented.
- 110.** A key instrument for giving effect to results-based management is the twice-yearly outcome-based workplanning exercises, which have now been embedded in the Office's operations. These exercises make use of the IRIS Strategic Management Module for planning and entail interactive discussions between staff based in the regions and at headquarters with the use of videoconferences. These represent cost-effective ways of fostering coordination and cooperation in workplanning and resource allocation, structured around a traffic light system linked to monitoring progress against country programme outcomes. Improvements have been made to the quality assurance and oversight of DWCPs (from which the country programme outcomes are derived).

4.1.2. Human resources development

- 111.** Working within the reform agenda and building on the identified challenges and lessons learned in this and previous biennia, the Office has initiated reforms in four areas of human resources development: mobility, recruitment and selection; contract policy based on operational needs and harmonized employment conditions; a comprehensive rewards and recognition framework; and an updated, solid, effective framework on industrial relations.
- 112.** In line with the Human Resources Strategy 2010–15, the Office has maintained its focus on four areas: first, the enhancement of talent and leadership capacity; second, increased accountability; third, teamwork and collaboration; and fourth, creating an enabling working environment.
- 113.** Progress has been most significant in areas where management staff have a high level of autonomy in defining policy, in particular in respect of workforce planning, performance management, staff development, leadership and management initiatives, and also in initiatives aimed at streamlining administrative processes to improve cost effectiveness.
 - Workforce planning: four recruitment, assignment and placement system (RAPS) rounds, comprising 99 competitions, were completed during 2012–13 under the interim arrangements agreed upon with the Staff Union. In addition, 31 calls for expression of interest were issued for high-level positions within the context of the reform process. An employee profile e-tool is being configured which will track skills and interest in mobility and will be used for overall and long-term workforce planning.
 - Staff development: a learning management system was launched at headquarters in March 2013 and progressively rolled out to all field offices. An e-learning programme on internal governance has also been launched. A total of 1,128 staff members have used the system and 555 have completed the e-learning programme. In addition, 49 online materials and e-learning programmes and 59 face-to-face sessions have

been made available through the learning management system. In the context of the reform process, emphasis has been given to change management, executive communication and coaching, with targeted groups including emerging leaders, executive leaders, and also potential candidates for the UN Resident Coordinators programme.

- Performance management: support for performance management has included a number of actions, ranging from training and coaching to management accountability mechanisms, targeted communications, streamlining of the Reports Board, internal guidelines and advice. Some 95 staff members have participated in workshops on effective performance conversations and 80 managers have attended workshops on achieving results through people and by building effective teams. This has contributed to an overall increase in the performance management compliance rate, which now measures 77 per cent of all regular budget ILO staff.
- Streamlining administrative processes: the Office has conducted a benchmarking analysis among United Nations system organizations, with a view to aligning its operations with best practices in the administration of social benefits. Standard operating procedures and workflows have been comprehensively updated and documented. In addition, an electronic application form for the annual family benefits was introduced and an electronic health insurance claims form is under development. An online application was also developed to collect leave information from field offices, in line with the year-end employee benefits accrual system prescribed by the International Public Sector Accounting Standards (IPSAS).
- Enabling environment: cooperation with the Staff Union has resulted in progress in such areas as occupational safety and health, medical evacuation, field security and travel policy. An Office Directive was issued in July 2012 establishing an occupational safety and health management framework for all ILO offices and an Office Directive on medical evacuation and transportation for medical purposes was issued in September 2013.
- To complement the successful roll-out of the internal governance e-learning programme, the Office has developed a set of internal governance manuals to provide a comprehensive resource reference covering selected GSM functions, including finance, procurement, programming and human resources. The manuals and the accompanying workshops are to be completed in 2014.

4.1.3. Information technology

- 114.** As part of the reform agenda, information and technology management (including library services) has been merged into a single department. This will create synergies by combining technical and business expertise and consolidating resources and functions.
- 115.** The roll-out of IRIS to the Regional Office for Latin America and the Caribbean was completed in 2012 and to the Regional Office for Asia and the Pacific in June 2013. The IRIS human resources and payroll functionality was introduced in the Regional Office for Africa. The IRIS software, database and hardware were upgraded and connectivity was enhanced globally in anticipation of the further deployment of centralized information technology systems across the Office. The infrastructure transformation projects have proceeded in accordance with the five-year timeline approved by the Governing Body in March 2011. The identity management system was implemented and file and print services were upgraded at headquarters in February 2013. Replacement of the email system was initiated in June 2013. A second phase of data centre renovations commenced in August 2013.

- 116.** A large number of other projects in support of Office-wide initiatives were carried out during the biennium, over three-fourths of which were completed. A detailed listing of these projects may be found on the INFOTEC website (<http://www.ilo.org/public/english/support/itcom/index.htm>). The planned roll-out of the electronic document management system was postponed until a formal classification structure and governance have been established. The development of a road map for the better management of Office-wide content (records, documents, digital assets, web content, social media and other materials) was nearing completion by the end of 2013.
- 117.** During the biennium, a significant number of new priorities emerged which imposed a re-ordering of previously committed deliverables. The decentralization of the information technology services continued to pose a number of challenges, such as non-standard and unsustainable solutions, along with fragmented delivery. These challenges have been tackled through the following measures: consolidation of information technology and information management functions; establishment of a new governance framework on information technology; establishment of a project management office; enhancement of processes and tools used by the INFOTEC Service Desk; and capacity building (36 per cent of INFOTEC staff now have formal information technology process management certifications).

4.1.4. Technical cooperation

- 118.** The in-depth review of the Office's field operations and technical cooperation programme will yield recommendations to be implemented during the 2014–15 biennium.
- 119.** During 2012–13, the Office concluded or renewed development cooperation partnerships with ten long-standing partners. The resource base for technical cooperation was diversified through 12 public–private partnerships with non-state actors and six agreements with emerging economies and middle-income countries.
- 120.** The Office's technical cooperation programme is situated in an increasingly complex environment, characterized by:
- declining levels of official development assistance (which, according to OECD-DAC, dropped by 6 per cent in 2012 from 2010 levels);
 - more stringent demands in terms of development effectiveness imposed both by donors and beneficiary countries;
 - the emergence of new stakeholders, including emerging economies, private enterprises, local entities, financial institutions, foundations and individual philanthropists;
 - the ILO's dependence on a relatively small number of key partners (62 per cent of the Office's voluntary contributions are provided by some 20 donors).
- 121.** The Office seeks to respond to these challenges by enhancing the results-orientation, reporting, monitoring, transparency, accountability and visibility of its technical cooperation, by concluding partnerships with new stakeholders, and by developing its field support function. Moreover, the Office seeks to increase the predictability and flexibility of voluntary funding through a broader range of partnership modalities.
- 122.** Voluntary contributions, which constitute two fifths of the Office's resource base, remain key to supporting the Decent Work Agenda through DWCPs. The Office has stepped up efforts to publish donor-specific, country-specific or thematic results information. Its technical cooperation quality assurance mechanism has proved beneficial at all stages of

the project cycle. Measures have been introduced to improve the quality and timeliness of progress reports.

- 123.** In recent years funding from the UN system has increased considerably as a result of the Office's active engagement in achieving UN system-wide coherence. This warrants even closer cooperation with UN funds, programmes and agencies at both local and central levels.

4.2. Outcome 2 – Effective and efficient governance of the Organization

- 124.** The results table for outcome 2 is available at www.ilo.org/program. Detailed information on the Office's evaluation strategy may be found in the Annual Evaluation Report 2012–13, available at http://www.ilo.org/gb/GBSessions/GB319/pfa/WCMS_222508/lang-en/index.htm.
- 125.** In line with the targets established under outcome 2, the Office can report an unqualified audit opinion on the financial statements for the 72nd financial period (2010–11) and also on the consolidated financial statements for the year ended 31 December 2012. On risk management, responsibility has been formally assigned to the Office of the Treasury. Resources are supporting the systematic implementation of enterprise resource management throughout the Office. A strategic risk register has been revised and included in the Programme and Budget for 2014–15.

4.2.1. Governance organs

- 126.** The targets underpinning the efficient planning, preparation and management of the governance organs have been met.
- 127.** The Office facilitated the increased participation of constituents in the governance of the Organization by coordinating contacts between the different groups and the Office, and ensuring effective and timely exchanges on issues and papers submitted by the Office for consultation. In response to a request by governments as part of the reform package, a dedicated support facility was set up for governments, which has strengthened the Office's regular contacts with the permanent missions. The support facility also organized, among other activities, the first ILO orientation seminar for newly arrived diplomats in Geneva, to brief them on the work of the Organization. The feedback from participants has been positive.
- 128.** It is essential that documents should be available on time to constituents to allow them fully to exercise their governance role. The 95 per cent target has been reached through enhanced planning and monitoring of workflows. This has reduced the overall volume of documentation and yielded efficiencies in serving the governing organs.
- 129.** A new Document Coordination Unit has been put into place, together with an electronic workflow system for the management and monitoring of the department's internal document production chain. This has enabled the Office to reach the target of a 20 per cent decrease in the number of pages prepared, translated, printed and distributed. In 2012–13, documentation for the Governing Body decreased by 29.3 per cent, and that for the ILC by 23.4 per cent, relative to 2010–11.
- 130.** Further improvements are necessary and the arrangements currently in place need to be fine-tuned if the present structure, timing and flow of the Governing Body meetings are to function well. The enhanced support provided to constituents in terms of briefings and consultations has been widely appreciated, resulting in a constantly growing demand with significant cost implications.

- 131.** Official documents are posted on the Web in PDF format and some are also converted to e-book format. These options are being further reviewed.
- 132.** Reforms aimed at the more efficient functioning of the ILC were piloted at the June 2013 session, yielding significant results, including deferral of the publication of the *Provisional Record* of statements in the plenary during the discussion of the Director-General's Report. This exemplified how the Office can achieve positive results when it is able to build a valid and well-substantiated case for proposing changes.
- 133.** Over the biennium, through the close monitoring of all expenditure in relation to major meetings, significant gains have been achieved, including the reduction of overtime; more efficient official documents production processes; the introduction of new technologies; and paper-smart initiatives. A key lesson learned from these initiatives is the need to invest in securing the buy-in by all parties concerned, both within the Office and also among constituents.

4.2.2. Oversight functions

- 134.** The External Auditor delivered an unqualified audit opinion on the ILO's consolidated financial statements for the years ended 31 December 2012 and 31 December 2011. The financial statements were fully compliant with IPSAS starting in 2012.
- 135.** At its 316th Session, in November 2012, the Governing Body approved revised terms of reference for the Independent Oversight Advisory Committee (IOAC) and appointed five members for a term of three years.
- 136.** The Office of Internal Audit and Oversight reports annually to the Governing Body on significant findings and investigations, including on follow-up to its recommendations.
- 137.** The ILO reports annually to the Governing Body on the status of acceptance of and follow-up to the recommendations made by the Joint Inspection Unit (JIU). During the biennium, the Office participated in 19 reviews conducted by the JIU, ten of which were finalized. In 2012, the JIU launched a web-based system to track the status of follow-up to the JIU recommendations.

Part II

- 138.** This section highlights ILO work during the biennium structured around highlights from each of the five regions, three examples of DWCPs and a series of thematic stories. It lends further substance to the information presented in Part I, particularly concerning the country results.

5. Regional highlights

- 139.** A selection of significant achievements by region is highlighted below.

5.1. Africa region

- 140.** Africa is experiencing positive economic growth, yet progress is slow in the creation of productive employment and decent work for women and men. Youth unemployment in particular is a priority challenge for the region.
- 141.** During 2012–13, a number of countries developed national youth employment policies and action plans. In Uganda, a national action plan on youth employment has been adopted by

the Government in consultation with the social partners. Similar efforts are under way in Tunisia, the United Republic of Tanzania and Zambia. In Zambia, youth employment is mainstreamed in the Sixth National Development Plan revised in 2013. In West Africa, the Economic Community of West African States (ECOWAS) is implementing a regional action plan for youth.

- 142.** Botswana, Egypt, Ethiopia, Uganda and Zambia are building entrepreneurial capacities for young men and women, along with facilitating their access to labour market information and career guidance. In Egypt, public employment services have improved their ability to provide career education, counselling and job placement for youth. A national youth employment initiative was launched by the Prime Minister of Malawi in 2013. Comoros is implementing a programme of apprenticeships, entrepreneurial training and labour market mediation services. Burundi, the Democratic Republic of the Congo, Ethiopia and Kenya are improving the provision of technical and vocational skills training and have adopted labour-intensive technologies in infrastructure investments.
- 143.** Benin, Burkina Faso and Zimbabwe have developed new vocational training for rural young women and men; Uganda is supporting efforts by young people to establish small and medium enterprises. In Rwanda and the United Republic of Tanzania, entrepreneurship promotion, business start-up and management skills and access to finance for young entrepreneurs have been expanded. Burundi and South Sudan have developed similar interventions to support returnee refugees, displaced persons and ex-combatants.
- 144.** With growing recognition of the role of social protection in reducing poverty, governments have developed a framework of cooperation with the UN, including the ILO, to establish social protection systems. Cameroon, Ethiopia, Gambia, Togo and Mozambique are reviewing their social security systems to expand coverage to private and semi-public private employees, the disabled and people in the informal economy and rural areas. In Mozambique, the number of households covered by social protection schemes more than doubled to 370,000 in 2013. Likewise Cabo Verde has doubled its social protection coverage over the past five years.
- 145.** Kenya, Madagascar, Nigeria and Uganda have stepped up measures to combat child labour. A subregional action plan on the worst forms of child labour is under implementation in ECOWAS member States. Uganda adopted a national training curriculum on child protection, while Kenya revised its list of hazardous work. Madagascar provided training to parents of child labour victims; Malawi established child labour-free zones; and Togo stepped up measures to remove children from hazardous work in agriculture and domestic work.
- 146.** Zimbabwe has implemented the recommendations of the ILO commission of inquiry relating to freedom of association and the rights to collective bargaining.

5.1.1. Selected ILO contributions

- 147.** In the Africa region, the ILO has:
 - collected new data on the school-to-work transition of young people in eight African countries;
 - undertaken research on youth entrepreneurship and the effectiveness of support methods carried out under the auspices of the multinational Youth Entrepreneurship Facility (Kenya, Uganda and United Republic of Tanzania);
 - developed a vulnerability assessment tool to prioritize infrastructure investments;

- reviewed social protection spending through its budget modelling tool, and developed proposals to extend social security benefits to low-income earners;
- supported the establishment of training institutions for the Arab Maghreb region and francophone Africa to build social security governance and management capacities;
- deepened the knowledge base on child labour and provided technical and financial support to national and subregional action plans to eliminate the worst forms of child labour;
- supported the capacity building of tripartite constituents to improve awareness, promote ratification and improved implementation of international labour standards in the region.

5.2. Latin America and the Caribbean region

148. The sound average economic performance in Latin America and the Caribbean over the last decade and strategies focusing on employment in public policies have resulted in a reduction in unemployment to around 6 per cent and an increase in average pay and real minimum wages. However, the region still faces challenges in matters concerning equality, job quality, workers' rights and informal employment, all of which must be tackled in the context of a global economic slowdown.

149. Chile, Dominican Republic, El Salvador, Mexico and Peru have incorporated objectives for employment and decent work into their national and sectoral development plans. The design and execution of employment policies have been facilitated by more comprehensive, integrated information systems, as in Saint Lucia and Saint Vincent and the Grenadines in the Caribbean. The same trend has also occurred subnationally, as evidenced by the implementation of decent work agendas at state and local levels in Santa Fe Province, Argentina; in Brazil; and in Maule Region, Chile.

150. Various countries in the region have increased support for programmes promoting youth employment, such as “Jóvenes con más y mejor trabajo” in Argentina, “Empléate” in Costa Rica and “Jóvenes a la obra” in Peru. Specific legislation was passed in Uruguay, and progress was made in policy development concerning decent work for youth in Brazil, Ecuador, El Salvador and Paraguay. Alongside these policies, job placement systems focused on youth have been developed, vocational training programmes have been strengthened and targeted surveys have been conducted to gather relevant information on the school-to-work transition in Brazil, Colombia, El Salvador, Jamaica and Peru.

151. The region has been a pioneer of the Domestic Workers Convention, 2011 (No. 189), resulting in Uruguay being the first country in the world to ratify it, followed by the Plurinational State of Bolivia, Guyana, Nicaragua and Paraguay.

5.2.1. Selected ILO contributions

152. In the Latin America and Caribbean region, the ILO has:

- provided direct advisory services in the region to governments, workers' organizations and employers' organizations; collected and disseminated knowledge and relevant statistics; strengthened institutional capacities and developed cooperation projects. In many cases, the ILO has worked in partnership with agencies from the UN system, financial institutions and the Organization of American States (OAS). Social dialogue was at the forefront throughout;

- actively participated in regional conferences – for example, with the OAS and the Caribbean Community (CARICOM) – and in the international forum “Public Policies on Employment and Social Protection” held in November 2013 in Mexico City. It has also promoted information on employment and decent work by lending support to national statistics offices, preparing overviews of the labour market situation in collaboration with the Economic Commission for Latin America and the Caribbean (ECLAC), conducting research into rural employment along with the Food and Agriculture Organization of the United Nations (FAO), and publishing the *Labour Overview*;
- supported the development of subnational decent work agendas through experience sharing and horizontal cooperation;
- implemented specific youth employment projects within the framework of the Millennium Development Goals Achievement Fund, to which the Inter-American Centre for Knowledge Development in Vocational Training (ILO/CINTERFOR) made a significant contribution;
- given impetus to the Domestic Workers Convention, 2011 (No. 189), in the region, exemplifying the ILO’s information and outreach work, which included studies on the implications for labour standards of the adoption of the Convention and campaigns conducted in cooperation with government departments, trade unions and other key stakeholders;
- in a region of mostly middle-income countries, horizontal cooperation, experience sharing and securing local funding for development are becoming increasingly important means of international cooperation.

5.3. Arab States region

- 153.** The biennium was characterized by further political instability in the aftermath of the Arab Spring. The Syrian crisis and its protracted humanitarian emergency continued to have severe consequences on neighbouring countries.
- 154.** In a context of marked social discontent which crystallized over popular demands for social justice and jobs, several countries and areas, including Jordan, Lebanon, Oman and the Occupied Palestinian Territory, have increased the level of minimum wages and taken measures to enhance working conditions. Some countries have also taken significant steps to enhance social dialogue and strengthen tripartite consultation.
- 155.** A few countries have embarked on a comprehensive review of their labour legislation. The collective bargaining agreement in the Jordanian garment industry signed in May 2013, which is expected to improve the working conditions of some 55,000 workers, is considered to be a landmark agreement.
- 156.** Migrant workers make up a significant share of the labour force in many countries in the region, especially those of the Gulf Cooperation Council. The organization of migrant workers and the protection of their rights have been integrated into trade union priorities. Policy dialogue on labour migration and the promotion of the Domestic Workers Convention, 2011 (No. 189) has been initiated in selected Gulf countries as part of the launch of two new regional projects.
- 157.** There is growing recognition that expanding social protection should be part of a coherent national social security strategy, which should have a strong focus on workers in the informal economy. A few countries have taken steps to develop comprehensive systems based on entitlements and rights rather than a welfare approach. The consolidation of a

social protection floor initiative in Jordan (in addition to the commitment to ratify the Social Security (Minimum Standards) Convention, 1952 (No. 102), and the support extended to the establishment of a pension scheme for private sector workers in Lebanon and in the Occupied Palestinian Territory illustrate the strong commitment in the region to move towards defined benefit pension schemes.

5.3.1. Selected ILO contributions

158. In the Arab States region, the ILO has:

- provided support to established and new workers' organizations in a quest for broad-based, democratic and representative institutions that can respond to the social, economic and political challenges of transition;
- organized conferences and expert group meetings following the launch of the ILO–UNDP report *Rethinking economic growth: Towards productive and inclusive Arab societies* in early 2013. These gatherings have fostered policy dialogue and explored policy options around the economic empowerment of women, workers' rights, decent work and the informal economy. The recommendations of the regional conference on labour market governance in the context of changing Arab societies, jointly organized by the Arab Labour Organization and the ILO in Egypt in September 2013, reaffirmed the commitment of governments and social partners to adopt inclusive pro-employment development policies with social dialogue, social protection and coherent labour governance;
- provided services on minimum wage setting and collective bargaining, in the light of an unprecedented level of requests for ILO technical advisory services in this area, and support for the development of a national collective bargaining strategy in Jordan, which will be replicated in other countries;
- undertaken costing studies for the implementation of the social protection floor, which will be supported through the South–South cooperation framework.

5.4. Asia and the Pacific region

159. Notable progress has been made in the ratification of international labour standards in a number of countries. For example, the Government of China has established a Cabinet-level committee to fast-track the ratification of fundamental ILO Conventions. Major progress was marked by China's decision in November 2013 to reform its system of re-education through labour, a major block to its ratification of ILO forced labour Conventions. The Chinese Special Regulation on Labour Protection for Women Workers, issued in 2013, also reflects the country's strengthened compliance with international labour standards. Nepal and Thailand have established unified trade union platforms to pursue ratifications.

160. Significant progress has been achieved in a number of countries in support of the production and use of labour statistics for evidence-based employment policy-making. Cambodia, Lao People's Democratic Republic and Samoa produced their first ever labour force survey reports, including on youth, informal employment and migration. Bangladesh is piloting quarterly labour force surveys, while Fiji is testing an annual labour market data series. Provincial labour force surveys have been piloted in the Philippines.

161. The protection of migrant workers and access to productive employment and decent work remains a priority in the Asia and Pacific region. The capacity of social partners to promote the rights of migrant workers has increased significantly with the adoption of national laws, rules and regulations and the establishment and strengthening of governance

structures in Bangladesh, the Greater Mekong subregion, the countries of the Association of Southeast Asian Nations (ASEAN) and the Pacific.

162. Bangladesh, Indonesia, Philippines and Sri Lanka have incorporated into national and sectoral strategies and local initiatives measures to promote employment and enterprise practices in specific sectors such as tourism, renewable energy, housing construction, municipal waste management and green jobs.
163. As the number of middle-income countries in the region grows, so does demand for ILO advice in the area of wage setting. In Viet Nam, a major step towards tripartite minimum wage setting has been made with the establishment of the tripartite National Wage Council.
164. The ten member States of ASEAN adopted the 2013 Declaration on Strengthening Social Protection, incorporating and referring to key principles of the ILO Social Protection Floors Recommendation, 2012 (No. 202). The Declaration commits the governments to establish nationally defined social protection floors, incorporating equality of treatment for all. A regional database on social protection assessments has been prepared with completed reports from Cambodia, Indonesia, Thailand and Viet Nam. Similar efforts to establish nationally determined social protection floors have been made in India, Pakistan and Sri Lanka.
165. Regional technical cooperation agreements further illustrate the importance attached to the ILO and ILO issues. These include the first South–South cooperation agreement between China, Cambodia and the Lao People’s Democratic Republic on expanding employment services and labour market information; the Memorandum of Understanding between Singapore and the ILO on employment, skills training and occupational safety and health, and the expansion of the ILO–Japan and ILO–Republic of Korea cooperation agreements covering youth employment, skills and employability, social protection, and labour migration.

5.4.1. Selected ILO contributions

166. In the Asia and the Pacific region, the ILO has:

- initiated a region-wide campaign to promote the ratification of international labour standards and comprehensive labour law reform, which contributed to the ratification of 32 international labour standards in 2012–13, encompassing the fundamental Conventions and the new labour standards on maritime and domestic workers;
- provided technical advisory support and guided the formulation of the national human resources and employment policy in Sri Lanka;
- successfully promoted the use of labour-based road maintenance through community organization, generating local employment opportunities in the Philippines following natural disasters;
- participated systematically in relevant UN system bodies such as the Asia-Pacific Thematic Working Group on International Migration; and
- strengthened existing partnerships with ASEAN as a means of advancing ILO issues.

5.5. *Europe and Central Asia region*

167. A major achievement was the adoption of the Oslo Declaration by constituents from 51 member States at the Ninth European Regional Meeting of the ILO, held in Oslo in

April 2013. This states, among other affirmations: “the ILO is ideally placed ... to help design sound and equitable reform policies” and paves the way to intensified work in the region. This has resulted in the ILO responding to calls for assistance from constituents in a number of countries in the Eurozone. One such response is a workplan agreed upon with the Cypriot Government which aims, among other things, to develop a comprehensive youth action plan, including the design of a youth employment guarantee.

- 168.** It is important that carefully balanced technical support should be provided to address the wide range of issues in Central and Eastern Europe, and also in Central Asia. In this regard, one achievement has been the strengthening of partnerships with a view to enhancing the ILO’s work in the region. For example, at the International Conference on Decent Work organized by the Russian Federation with the support of the Office in December 2012, three agreements were signed: a programme of cooperation to promote labour relations with a view to promoting decent work; an agreement to apply the G20 training strategy in five countries (three countries of the Commonwealth of Independent States, Jordan and Viet Nam); and a global partnership agreement between the ILO and Lukoil on youth employment expertise and training.
- 169.** Youth unemployment is a priority concern in the region. In the former Yugoslav Republic of Macedonia, a three-year national action plan to promote more and better jobs for youth was adopted in October 2012.
- 170.** In Georgia a new labour code was adopted on 12 June 2013. This was achieved through tripartite social dialogue and the process of its preparation and adoption had a multiplier effect as it strengthened and institutionalized this form of dialogue.
- 171.** Ukraine introduced changes to its Collective Agreements Act and Employers’ Organizations Act, which strengthened the role of labour administration in voluntary and effective collective bargaining.
- 172.** Cooperation between the European Commission and the ILO has deepened and there are an increasing number of references to ILO instruments and the Decent Work Agenda in policy documents from the Council, the Commission and the Parliament. The results of this cooperation have also been demonstrated by the visit of the President of the European Council, Mr Herman Van Rompuy, addressing the ILC in June 2013, and the President of the European Parliament, Mr Martin Schulz, attending the March 2013 session of the Governing Body.

5.5.1. Selected ILO contributions

- 173.** In the Europe and Central Asia region, the ILO has:
 - provided assistance in the implementation of fundamental labour standards and other relevant international labour standards in all countries in the region;
 - contributed to the development of the action plan on youth employment in the former Yugoslav Republic of Macedonia through the provision of technical assistance and the establishment of a national tripartite working group;
 - engaged at the highest levels in Georgia to build trust and confidence and provided technical expertise to facilitate social dialogue;
 - produced a study on the legal framework and existing practices of collective bargaining in Ukraine and facilitated tripartite discussions on the findings. A comprehensive training package on the role of labour administration in promoting collective bargaining was provided for central and regional labour administration

officers. Similar training sessions were provided to workers' and employers' representatives;

- contributed research and technical advice on labour legislation reforms in Bulgaria and industrial relations reforms in Romania. Senior policy dialogue seminars were held in both countries in July 2012 and January 2013, respectively, with participation from the constituents, the European Commission, the IMF and the World Bank;
- provided technical input for the development of the European Youth Guarantee Scheme, drawing, among other sources, on the 2012 ILO study: *Eurozone job crisis: Trends and policy responses*;
- provided support in Greece to rebuild trust among the social partners and strengthen social dialogue at national and sectoral levels. Technical assistance is being provided in the areas of: apprenticeships; labour inspection with a focus on undeclared work; social economy; labour regulations and collective dismissals; and on temporary employment. A senior liaison officer for Greece has been appointed to coordinate this work.

6. Decent Work Country Programmes

174. DWCPs are the ILO's principal programming instrument at the country level. Three examples – from India, the Republic of Moldova and Senegal – of ILO engagement and achievements through an integrated DWCP are illustrated below.

6.1. Country achievements through the DWCP in India

175. The DWCP 2013–17 for India was adopted by the Government, the social partners and the ILO in October 2013. It is aligned with the country's 12th five-year plan (2012–17) and the UNDAF for 2013–17. The independent evaluation of the country's earlier DWCP (2007–12), completed during the biennium, found that it provided “a useful framework for translating the four pillars of decent work into a programme”.
176. The DWCP is a collaborative framework between the Ministry of Labour and Employment, the workers' and employers' organizations, other line ministries at national and state levels, the Planning Commission, other relevant stakeholders and the ILO. The Ministry of Labour and Employment and the social partners established a DWCP tripartite advisory committee to guide implementation of the DWCP, monitoring and evaluation. Thematic advisory committees or working groups continue to support the implementation process in selected outcomes of the DWCP.
177. Substantive country results have been achieved in 2012–13 under the outcomes on: skills development; sustainable enterprise; social security; working conditions; HIV/AIDS; strengthening employers' and workers' organizations; forced labour; child labour; and the ratification and application of international labour standards.
178. Total resources under the DWCP – from the regular budget for technical cooperation (RBTC), the RBSA and extra-budgetary technical cooperation resources (XBTC) – measure US\$8,228,631 for 2012–13.

Table 10. Country results chain for India

ILO contribution	Results (action taken by the country)
<ul style="list-style-type: none"> ■ Technical inputs to the Prime Minister's National Council on Skills Development, the Planning Commission's National Skills Coordination Board and the Ministry of Finance's National Skills Development Corporation ■ Support to the Government and social partners on governance of the country's skills system 	<p>Skills development is prioritized in the 12th five-year plan (2012–17). The Government of India established the National Skills Development Agency in June 2013 as the overarching apex body for the National Skills Qualifications Framework (NSQF)</p>
<ul style="list-style-type: none"> ■ Provided briefs on the inclusion of domestic workers under the new sexual harassment act to the Inter-Ministerial Tripartite Task Force on Gender Equality ■ Prepared a step-by-step guide to the implementation of the sexual harassment act and administered training to constituents 	<p>The Government adopted the Sexual Harassment of Women at Workplace (Prevention, Prohibition, and Redressal) Act in March 2013, which includes domestic workers</p>
<ul style="list-style-type: none"> ■ Provided technical contributions on extending the coverage of workers under the national health insurance scheme; and prepared operational guidelines and carried out awareness raising of workers ■ Facilitated tripartite meetings at national and state levels to discuss the extension of coverage 	<p>The Government of India extended coverage of the national health insurance scheme (Rashtriya Swasthya Bima Yojana) in June 2013 to various categories of informal economy workers not previously covered</p> <p>In November 2012, the Cabinet approved the amendments to the Building and Other Construction Workers Acts incorporating the recommendations of the ILO-led tripartite working group. The amended bill was tabled in Parliament in March 2013</p>
<ul style="list-style-type: none"> ■ Technical support to trade unions in capacity building to participate actively in policy dialogues, including in such areas as the social protection floor, HIV/AIDS, domestic work (including Convention No.189), child labour, construction and sanitation 	<p>Trade unions participated and contributed to India's 12th five-year plan (2012–17) and the UNDAF for India (2013–17)</p> <p>Recommendations of trade unions to include a separate development goal on full and productive employment with reference to the social protection floor was incorporated in the report of the global consultations on the "post-2015 UN development agenda"</p> <p>A joint platform of 11 national trade union confederations negotiated with the Government a ten-point list of issues, including ratification of Conventions Nos 87 and 98, and the establishment of minimum wages and improvements in social security</p>

6.2. Country achievements through the DWCP in Senegal

179. The DWCP 2012–15 for Senegal was adopted by the Government, the social partners and the ILO in July 2012. The DWCP addresses selected decent work deficits in line with the four strategic pillars of decent work but with a particular focus on employment creation and decent jobs for women and men, and social protection coverage, including workers in the informal economy. These priorities are implemented through seven outcomes and 53 outputs.

180. The Senegal DWCP was developed through a consultative process between the Government and social partners facilitated by a tripartite inter-ministerial committee.

181. Substantive country results were achieved in 2012–13 in relation to such issues as sustainable enterprises; labour migration; HIV/AIDS; employers' and workers' organizations; and child labour.

182. The inter-ministerial national steering committee includes members from key sectoral ministries and is facilitated by the ILO Decent Work Technical Support Team (DWT) for West Africa in Dakar (DWT/CO–Dakar). The successful implementation of the DWCP is contingent on its alignment with other developmental frameworks and partnerships with key stakeholders. The Senegalese constituents have been instrumental in the development of the UN system Joint Programme on Youth Employment, including in relation to migration issues. This programme, which has a budget of US\$12 million, was signed by the UN and the Government in August 2013.

183. Total resources under the DWCP (from the RBTC, the RBSA and the XBTC) measure US\$2,366,020 for 2012–13.

Table 11. Country results chain for Senegal

ILO contribution	Results (action taken by the country)
<ul style="list-style-type: none"> ■ Prepared a report on the promotion of a favourable tax environment for small businesses ■ Produced an analysis of the strengths and weaknesses of the composite tax to facilitate payments by SMEs, known as the single consolidated tax (CGU) ■ Made recommendations to improve the operations of the departments responsible for SMEs, taxes and state property, and the National Agency of Statistics and Demography 	<p>A new tax code adopted in December 2012 takes into account ILO recommendations on simplification of the tax declaration for SMEs. The new code also improved the functioning of the global unique contribution regarding tax-specific categories of small businesses</p>
<ul style="list-style-type: none"> ■ The ILO supported technically and financially the Ministry of Labour and national stakeholders in the preparation and validation of the national action plan on the prevention and elimination of child labour 	<p>The national action plan was endorsed and included in the national development strategy for 2013–17, which was adopted in November 2012</p>
<ul style="list-style-type: none"> ■ Supported the revision of the sectoral policy on Senegalese abroad and, jointly with the Ministry, produced some tools for its implementation ■ Ensured the participation of trade unions, employers and representatives of migrants and contributed to the creation and strengthening of coordination bodies ensuring the involvement of all constituents ■ Developed and made available tools used in the capacity-building activities, organized more than 100 training sessions for Public Employment Services (PES) staff 	<p>In 2012, the Government of Senegal updated its policy for Senegalese abroad, reintegration of returnees and use of remittances</p> <p>The Government strengthened the PES in 2012 with a single placement database</p>

6.3. Country achievements through the DWCP in the Republic of Moldova

184. The DWCP 2012–15 for the Republic of Moldova was adopted by the Government, the social partners and the ILO in June 2012. This is the third DWCP cycle for the Republic of Moldova. The present country programme is informed by the UNDAF for 2007–12 and the United Nations–Republic of Moldova Partnership Framework for 2013–17. The DWCP is based on the “Moldova 2020” national development objectives. The priorities are to improve governance of the labour market, promote decent work and employment opportunities, and improve social protection. The DWCP was developed through close consultations between the Government and social partners.

185. A tripartite overview board was established in early 2009 to enable the Government and social partners to monitor the programme’s implementation. The alignment of the DWCP

with other developmental frameworks and partnerships with key stakeholders has been a key factor in its successful implementation.

- 186.** Total resources under the DWCP (from the RBTC, the RBSA and the XBTC) measure US\$1,253,613 for 2012–13.

Table 12. Country results chain for the Republic of Moldova

ILO contribution	Results (action taken by the country)
<ul style="list-style-type: none"> ■ The ILO prepared a legal analysis on social security coordination for non-EU countries in South and Eastern Europe; supported the Moldovan delegation during the negotiations and provided capacity building on the social security agreements 	<p>The Republic of Moldova concluded social security agreements with various countries in 2012–13, including Austria, Belgium, Czech Republic, Estonia, Luxembourg and Romania. Social security agreements ensure the right of migrant workers for long-term benefits including old age, invalidity, employment injury, survivorship, and in some cases medical care benefits</p>
<ul style="list-style-type: none"> ■ The ILO provided technical assistance and guidance in support of the data collection and analysis of the consumer price index (CPI) survey 	<p>The National Bureau of Statistics (NBS) reviewed the methodology of the CPI in light of the ILO's recommendations</p>
<ul style="list-style-type: none"> ■ The ILO supported the negotiation of a protocol on migrant workers' rights, including through a study visit and a regional workshop 	<p>In May 2013, a bilateral protocol on migrant workers' rights was signed by trade unions from the Republic of Moldova and Ukraine and three Italian unions (CGIL, CISL, UIL)</p>
<ul style="list-style-type: none"> ■ The ILO organized a tripartite awareness-raising workshop on Convention No.156 and commissioned an analysis of existing legislative provisions relating to workers with family responsibilities 	<p>The Government has drafted a plan of action in consultation with the social partners to improve work and family reconciliation</p>
<ul style="list-style-type: none"> ■ The ILO organized a training of trainers workshop on work and family reconciliation for employers' organizations 	<p>The National Confederation of Employers of the Republic of Moldova (CNPM) devised a training plan and carried out training sessions on work and family reconciliation</p>
<ul style="list-style-type: none"> ■ The ILO provided training for the employers' organization using the enabling environment toolkit 	<p>The CNPM prepared an assessment of the enabling environment for sustainable enterprises and agreed on a set of policy recommendations</p>
<ul style="list-style-type: none"> ■ The ILO provided technical advice and financial support for research, including focus group meetings and a survey of 200 companies in early 2013 	<p>The assessment was followed by an enabling environment assessment for women entrepreneurship development</p>
<ul style="list-style-type: none"> ■ The ILO provided technical training based on the African Development Bank–ILO toolkit for assessing the environment for women entrepreneurship 	

7. Selected examples of ILO work

- 187.** The ILO has worked across all four strategic objectives in all regions of the world. Selected examples of this work are set out in the following section.

7.1. Strengthening employers' organizations

- 188.** The Cambodian Federation of Employers and Business Associations (CAMFEBA) and the ILO have jointly developed a code of practice and a series of guides for employers on promoting equality and preventing discrimination at work in Cambodia. The purpose of the code and guides is to provide employers with practical guidance on measures to promote equal opportunity and treatment, and to eliminate discrimination in their company policies and practices.

- 189.** Cambodia has ratified relevant Conventions but in practice serious challenges remain to the implementation of equality and non-discriminatory principles and CAMFEBA has reported a number of disputes arising from discrimination. The code and guide series elaborate on the legislation on discrimination and accompanying principles and best practice, with a view to providing practical assistance to enterprises. CAMFEBA has significantly strengthened its advisory services to companies by providing technical assistance to members on discrimination-related legislation. The code was formally launched by the Minister of Labour, with more than 80 companies participating in the launch. This event significantly raised CAMFEBA's profile in the media and among its membership. For its part, the ILO provided technical support to ensure that relevant international labour standards were taken into account in the code's development, that the code complied with national labour legislation, that the information which it contained was legally sound and that it was accessible to a business audience. The code is being promoted by CAMFEBA through its nationwide membership.
- 190.** In order to create an environment conducive to business, the Serbian Association of Employers (SAE) conducted research on the burden of doing business and organized a number of round-table discussions and meetings with employers throughout Serbia in order to formulate its policy position and priorities for its advocacy agenda. The SAE advocated its recommendations through the national Economic and Social Council and obtained policy support from reputable economists for its position. Specific policy recommendations were developed and launched through a wide media campaign and press conference. This enabled the SAE to influence changes in the legislation in December 2012 that resulted in: the abolition of local taxes (estimated at €600–€1,000 per year per company) that affected 90 per cent of businesses; the removal of the obligation for various small businesses to operate a fiscal cash register, a requirement that affected 16 per cent of businesses in Serbia and resulted in significant savings; and the doubling of the value-added tax (VAT) registration threshold which yielded significant savings in bookkeeping fees for micro- and small businesses.
- 191.** The ILO provided technical and advisory services for the development and adoption of the strategy of the General Confederation of Algerian Companies (CGEA), with a view to enhancing the CGEA's visibility in the regions of the country and to improve dialogue and services between its local offices and headquarters. In collaboration with the ILO International Training Centre in Turin, training was provided for local staff in basic management skills based on the Effective Employers' Organization toolkit and two major events – in Oran and Annaba – were organized on the role of the CGEA in local development. As a direct result of this capacity building, the CGEA increased its membership from 1,476 in January 2012 to 1,823 in April 2013. The CGEA also opened 16 new offices over the same period in 34 out of 48 districts. These new offices have improved the ability to communicate with, and provide services to, local members including through the publication of a new CGEA magazine for the business community.

7.2. Strengthening workers' organizations

- 192.** The ILO provided policy advice and technical support to unions in many countries with the objective of fostering a united labour movement at the national level. In India, for example, the ILO provided institutional capacity-building support for the establishment of a joint platform for 11 national trade union confederations in order to negotiate a ten-point list of issues with the Government. The list included ratification of the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), and the Right to Organise and Collective Bargaining Convention, 1951 (No. 98), the establishment of minimum wages and improvements to the social security system. A campaign is currently being waged to promote the ratification and application of Conventions Nos 87 and 98. The campaign has been strengthened by the solidarity and united action of all the 11 central trade union organizations in India, which apply political pressure wherever

necessary. As a result, the ratification of core labour standards are now included as one of the priority areas of the current DWCP 2013–17.

193. The Federation of Independent Trade Unions of the Russian Federation (FNPR), with a membership of more than 23 million, is one of the most representative and influential trade unions in the international trade union movement. The trade unions play a vital role in promoting the Decent Work Agenda at the national and subnational levels. The FNPR has a large network of member organizations across the country, covering the major sectors of the economy. During the biennium and with ILO support, the trade unions significantly helped promote ratification of the Protection of Workers' Claims (Employer's Insolvency) Convention, 1992 (No. 173), the Maritime Labour Convention, 2006 (MLC, 2006), the Prevention of Major Industrial Accidents Convention, 1993 (No. 174), and the Safety and Health in Mines Convention, 1995 (No. 176). They have been actively lobbying for ratification of the Social Security (Minimum Standards) Convention, 1952 (No. 102), the Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144), and the Maternity Protection Convention, 2000 (No. 183).

194. The Russian trade unions were also closely involved in: the development of the new 2013–20 employment programme for the Russian Federation; improvement of the country's labour legislation by amending the Labour Code with important provisions in line with international labour standards; and, through their substantial political and technical contribution, the conduct of the international high-level Decent Work Conference in Moscow in December 2012, which was attended by 900 representatives from 87 countries. With ILO support, FNPR experts have used a range of international labour standards to guide the application of policy in such areas as wages, working conditions and social benefits to the real conditions in the Russian Federation, and have promoted the incorporation of those standards in numerous regional and enterprise-level collective agreements. More than 800 trade unions leaders and activists from eight federal districts of the Russian Federation were included in the nationwide campaign designed to promote the Decent Work Agenda throughout the country and to put decent work at the heart of social policies.

195. The master's degree programmes and short-term postgraduate programmes (ENGAGE) for trade unionists on labour and globalization, run by the Global Labour University in Brazil, Germany, India and South Africa, are the fruit of institutionalized cooperation between partner universities, national and international trade union organizations and the ILO. They offer a one-world study and research environment conducive to the fostering of social justice and decent work. In an externally conducted survey of the 430 alumni of the Global Labour University (2004–12), 83 per cent responded that their analytical capacities had been enhanced after the programme and 87 per cent said that they were now more confident to contribute to discussions and projects of a political or international nature.

7.3. Gender equality

196. Given the wide support for the principles of gender equality reflected in the almost universal ratification of the relevant ILO Conventions, progress towards gender equality now hinges on implementation in the specific contexts of each member State. The ILO is working with governments and employers' and workers' organizations to address these challenges.

197. The ILO Action Plan for Gender Equality 2010–15 giving effect to the 2009 ILC resolution on gender equality at the heart of decent work pursues two objectives, namely: first, gender mainstreaming or assessing the implications for women and men of planned actions; and, second, the effective and gender-responsive delivery of the Decent Work Agenda.

198. The following examples highlight ILO action for gender equality in these two areas:

- By tracking the proportion of women delegates and advisers at the ILC (27 per cent in 2012–13 across all groups and 23 per cent of all speakers in plenary), the ILO has been able to encourage those member States that have yet to reach the goal of 30 per cent participation of women in their delegations to improve their record. The Gender Academy, in cooperation with the ILO International Training Centre in Turin, has attracted over 360 participants in 2012–13. The 19th International Conference of Labour Statisticians, convened in October 2013, discussed proposals to survey work-related violence and address gender mainstreaming in the production of labour statistics.
- Gender equality issues have featured prominently in a number of products and tools, including: an introductory guide on equal pay, prepared as a contribution to efforts to tackle the persistent problem of the gender pay gap; a compendium of good practices and challenges in applying the Maternity Protection Convention, 2000 (No. 183) and the Workers with Family Responsibilities Convention, 1981 (No. 156); a working paper on the gender dimensions of national employment policies; and a global study on social protection floors and gender equality, illustrating the impact of gender equality on poverty reduction and employment.
- Many country-level activities focus on, or integrate gender dimensions in, support programmes. These include: a successful project promoting gender equality for decent employment in Pakistan; capacity building and training for judges and members of civil courts on gender equality and discrimination in Africa and the Caribbean; the gender-sensitive review of strategies and policies for youth employment in the National Youth Employment Action Plan in Zambia; and work in Angola, Brazil, China, India and South Africa focusing on legislative reform and gender equality at the workplace and working through tripartite arrangements. These activities have borne fruit in productive South–South cooperation arrangements.

7.4. Conflict-affected countries and natural disasters

199. By 2015, half the world’s population living on less than US\$1.25 a day will be living in countries categorized as fragile States. Most MDG goals will not be met in fragile States. The ILO provides technical support to such countries, particularly targeting livelihood recovery and employment generation through infrastructure projects. In 2012–13, more than 13 per cent of the ILO’s total extra-budgetary resources were spent in fragile States.

200. In Haiti, the ILO programme has moved from emergency employment-intensive reconstruction to the development of enterprises and entrepreneurship. With ILO technical assistance three facilities referred to as “Enterprise service centres” have been opened. These centres provide practical technical and managerial training in recycling the debris material resulting from the 2010 earthquake into pavement blocks, and in road and public space rehabilitation. Some 50 small enterprises have acquired the capacity to rehabilitate roads, with 600 workers trained and 50 trainers equipped with business development skills. The ILO has formed partnerships with various government departments, the National Institute of Vocational Training, several municipalities, the employers’ association and trade unions.

201. In Somalia, the ILO has worked with the Government and local implementing organizations in employment-intensive infrastructure investments. Flood-retaining walls, roads and irrigation canals have been constructed and rehabilitated, generating work opportunities for 1,174 young men and women in 2012–13, injecting wage earnings into the economy and stimulating the procurement of local tools. Government officials have been trained to supervise employment-intensive investment projects.

- 202.** In Timor-Leste in March 2012, the Ministry of Public Works launched a national rural roads programme, known as the “Roads for Development” or R4D programme, with a budget of US\$31.6 million over four years. Its design is based on employment-intensive approaches and a comprehensive social safeguards framework. The R4D programme is implemented by the Government in partnership with the ILO. The ILO provides technical assistance and training to the Ministry of Public Works and to the collaborating training institutions in technical, managerial and business development.
- 203.** The ILO is carrying out technical cooperation programmes in other countries, such as Afghanistan, Democratic Republic of the Congo, Sierra Leone and South Sudan. In response to the devastation caused by typhoon Haiyan in the Philippines in November 2013, the ILO has launched programmes on emergency employment and the restoration of livelihoods.

7.5. Better Work programme

- 204.** While globalization can stimulate job creation and contribute to poverty reduction, in particular in developing countries, precarious employment contracts, growing income inequality, unhealthy working conditions and the exploitation of young and vulnerable workers jeopardize its potential benefits. In many countries, it is necessary to build the capacity of governments, workers and employers to ensure the effective enforcement of labour law, to give effect to international labour standards and to strengthen social dialogue.
- 205.** The ILO–International Finance Corporation (IFC) Better Work programme provides a unique response to this challenge, in bringing together national constituents and private enterprises, and harnessing additional resources and incentives to promote compliance. Under tripartite governance advisory committees, the ILO, through the Better Work programme, is implementing a system for improving compliance with labour standards in approximately 900 garment-producing factories employing in total over 1 million workers in Cambodia, Haiti, Jordan, Indonesia, Lesotho, Nicaragua and Viet Nam. The system focuses on further developing tripartite mechanisms that promote sustainable adherence to national labour law and core labour standards, and on strengthening business competitiveness in these countries. The Better Work programme has formalized a partnership arrangement with 20 buyers that are committed to improving working conditions in supplying factories. The partnership increases transparency and accountability in the relationships with buyers and serves as an important tool in changing behaviour among a core group of leading brands.
- 206.** As part of the approach, the Better Work programme has developed a thorough impact assessment methodology demonstrating the impact of improved compliance with labour standards on workers, businesses and households. The ILO and constituents are using these results to inform upstream policy and find sustainable solutions to labour-related issues specific to each of the countries, and also to provide an evidence base for policy debates that are relevant to global supply chains and broader labour market governance.
- 207.** Results demonstrate that the programme has a direct effect on conditions for workers. For instance, in Jordan, compliance rates improved in such areas as health services (19 per cent), emergency preparedness (17 per cent) and employment contracts (26 per cent). In Viet Nam, compliance rates improved in the areas of regular hours (36 per cent), occupational safety and health management systems (66 per cent) and contracting procedures (19 per cent). In addition to the improvement in working conditions, there are also demonstrable benefits in terms of the business case for improving compliance with labour standards. For example, evidence from the programme to improve working conditions in the Cambodian garment industry, Better Factories Cambodia, suggested that compliance with laws governing wages, workplace communication, discipline and

termination regulations was strongly correlated with a higher probability of business survival during the financial crisis of 2008–09.

- 208.** There is evidence that high labour standard compliance gives a competitive advantage to factories in attracting and retaining reputation-sensitive buyers. In Viet Nam, data from factories that have been surveyed twice as part of the impact assessment of the Better Work programme show that employment has grown by 165 per cent, that more than 50 per cent of factories have added new production activities to their traditional product line and that profits are higher in Better Work Vietnam factories, where workers report better working conditions.
- 209.** The Better Work approach also creates opportunities to strengthen labour law, compliance and industrial relations. For example, in Viet Nam, a revision of the Trade Union Law providing for bipartite committees with freely elected workers in all enterprises was based on experimental pilots within the Better Work programme. The creation of factory-level social dialogue mechanisms in Jordan formed the basis for an unprecedented collective bargaining agreement between employers and trade unions in the garment sector in Jordan.

7.6. Labour law

- 210.** ILO member States frequently seek assistance in designing, drafting and revising labour laws and related policies, requesting technical analysis, research and training services, and workshops to build both knowledge and the capacity to contribute to policy development. In the course of the biennium, the Office responded to more than 40 requests for comments on nationally drafted labour laws.
- 211.** ILO support for labour law reform is underpinned by continuous knowledge management, in particular through the publicly available databases on international labour standards (NORMLEX), termination of employment laws (EPLex) and laws on working conditions. Research on the design and effects of legal regulation draws on these databases and delves into other topics, including regulation of the employment relationship, the impact of different forms of employment contracts on labour market segmentation and employment quality, the regulation of temporary agency work and the impact of labour law reforms on industrial relations.
- 212.** During the biennium, eight member States adopted new labour legislation or employment relationships' policies that drew on tailored ILO support and which took account of at least 50 per cent of the Office's comments (China, Comoros, Georgia, Nicaragua, Niger, Mauritius, Slovakia and Viet Nam). In some cases the Office commented on more than one law or policy. For example, for China, comments were prepared on the Labour Contracts Act and also policies regulating public employment services; and for Viet Nam, on the Labour Code, the Trade Union Act, a labour dispatch decree and circulars on migrant workers. In Zambia, the Occupied Palestinian Territory and a number of Pacific island countries, the Office has worked intensively to support a comprehensive labour law reform process.
- 213.** Technical support takes various forms. For example, for Mauritius and Slovakia, the Office organized technical consultations at ILO headquarters in Geneva; for Nepal and Viet Nam, the Office arranged study tours and access to international experts and updated comparative labour law knowledge. In the Comoros, the Office delivered legal workshops to follow up on technical comments on draft legislation and in Nicaragua, workshops to build judges' knowledge before the new Labour Procedure Code came into force. On numerous occasions, the Office facilitated tripartite consultations on labour law reform (for example in Albania, Georgia, Haiti, Liberia and Viet Nam).

214. It is increasingly clear that less developed and more fragile countries benefit from greater emphasis on capacity building, while middle-income countries, particularly those influenced by international or regional political and economic factors, require evidence-based policy advice and targeted research. Evidence suggests that effective labour law reform requires high levels of support for governments and social partners – separately from one another – so that all parties are able to participate effectively in tripartite discussions.

7.7. Domestic workers

215. At a minimum, there is an estimated total of 53 million domestic workers worldwide, 83 per cent of whom are women. Of that total, some 10.5 million are children.

216. The Domestic Workers Convention, 2011 (No. 189) came into force on 5 September 2013. By the end of 2013, ten ILO member States – the Plurinational State of Bolivia, Germany, Guyana, Italy, Mauritius, Nicaragua, Paraguay, Philippines, South Africa and Uruguay – had ratified the Convention. Since the adoption of the Convention, more than ten countries have passed or begun reforming laws and regulations to improve protection of domestic workers' labour and social rights.

217. In 2012–13, the ILO supported more than 30 countries in their efforts to improve the working and living conditions of domestic workers. The ILO prepared a law and practice study in Uruguay, provided technical comments during parliamentary meetings, worked with the Tripartite Committee on Equal Opportunities, and also – separately – with employers and workers. In Brazil, the ILO facilitated dialogue among constituents and other stakeholders, which contributed to the enactment of a constitutional reform establishing equal labour rights for domestic workers in April 2013.

218. In India, through a study of practices in seven states and a national knowledge-sharing workshop on experience and lessons learned, the ILO supported the Government's initiatives to extend the coverage of minimum wage legislation and a health insurance scheme to domestic workers. In the Philippines, the ILO contributed to the enactment of the Domestic Workers' Act and ratification of Convention No. 189, through its support for multi-stakeholder consultations, analysis of the domestic work sector and policy advice. In Zambia, support was provided to the Zambia Federation of Employers to promote domestic workers' rights under national law and Convention No. 189 and to disseminate a code of conduct for employers of domestic workers, in addition to working with the Government on labour law reform and domestic work.

219. The ILO organized training workshops and provided technical advice to domestic workers' organizations and trade unions in conducting advocacy and information campaigns, which included collaboration with, and support for, the International Trade Union Confederation and the International Domestic Workers' Network (which, since 28 October 2013, has had the status of a Global Union federation) and their national affiliates.

220. The ILO has organized six regional tripartite knowledge-sharing forums on domestic work. It produced the first ever reliable global and regional estimates of the number of domestic workers and the extent of their legal protection, along with policy briefs and guides on such issues as organizing domestic workers, the labour regulation of domestic work, compliance and labour inspection in domestic work, working time and minimum wage setting, and methods for assessing the conditions of work and employment of domestic workers.

7.8. Labour migration

- 221.** Labour migration levels are very high and rising, with an estimated 112 million migrant workers in 2012, roughly half of whom are women, generating some US\$400 billion of remittances annually. The task of the ILO is to promote the protection of the rights of migrant workers in accordance with international labour standards, including by fostering effective labour migration governance and assisting governments, in cooperation with employers' and workers' organizations, to effectively apply these by means of coherent labour migration policies. In this regard, a database of some 80 cases of good practices in labour migration is available online. The ILO responded to a strong demand for training, with close to 600 participants attending specialized courses on labour migration run by the ILO International Training Centre in Turin.
- 222.** With ILO support, 19 countries have adopted policies, laws and regulations on labour migration in compliance with international labour standards in both origin and destination countries. Cambodia introduced standards and regulations for recruitment agencies through tripartite consultations. Thailand established a training course for labour inspectors, to enhance their ability to reach migrant workers, including through mobile inspection. Viet Nam introduced regulations and a code of conduct for assessing recruitment agencies, and stepped up training programmes.
- 223.** The Republic of Moldova and Ukraine introduced a labour migration module in their labour force surveys, providing a more effective assessment of the impact of migration on skills, with results that furnish important new data for policy-making, particularly on the issue of temporary labour migrants.
- 224.** The Southern African Development Community (SADC) adopted a plan of action on labour migration, which led to better collaboration between ministries of labour and internal affairs in the subregion. ASEAN adopted a policy to promote cooperation in the protection of women and men migrant workers. In all, 19 migrant worker resource centres have been established in Cambodia, Lao People's Democratic Republic, Malaysia, Thailand and Viet Nam, to provide information and counselling on rights and regulations, including online and through radio and television, in job fairs and vocational training centres.
- 225.** The ILO has provided technical advice to governments, employers and workers in all regions. This has included comments on bills, regulations and policies on labour migration, including measures for the protection of migrant workers' rights, recruitment practices, skills recognition, social protection, gender and the inclusion of labour migration in employment policies. The ILO has facilitated exchanges between labour inspectors in Brazil and Thailand, especially on mobile inspection arrangements.

7.9. Youth employment

- 226.** The global youth employment rate, estimated at 12.6 per cent in 2013, is close to a critical peak with some 73 million young people estimated to be unemployed. There is a persistent problem in youth labour markets of the mismatch of skills: while many young people are over-educated and over-skilled, many others are under-educated and under-skilled. At the same time, there is a growing incidence of skills obsolescence among young jobseekers, brought about by long periods out of the labour market.
- 227.** Of the 15 countries that registered results in policies and programmes to promote productive employment and decent work for young women and men, nearly all did so on the basis of extensive tripartite discussions and most of them did so within the context of their overall national development plans.

- 228.** For example, a national youth employment creation programme was adopted by the Government of Malawi and launched by the Prime Minister in 2013; youth employment is a priority of the National Employment Strategy launched in Jordan in 2012; effective social dialogue has underpinned the development of national youth employment plans launched in El Salvador and Nicaragua in 2012; and in the former Yugoslav Republic of Macedonia a four-year tripartite national action plan on youth employment was formulated in 2012 and backed with significant levels of funding from the Government and the European Union. It targets various types of support, including training and job search, covering 28 per cent of the total youth population.
- 229.** The ILO provides support for youth employment across a range of projects and programmes. One example of such support is the Youth Entrepreneurship Facility, which is a partnership between the Africa Commission, the Youth Employment Network and the ILO, and provides a variety of knowledge, capacity building and technical services targeting youth in Kenya, United Republic of Tanzania and Uganda.
- 230.** The ILO's work related to conflict prevention, reconstruction and recovery under way in Haiti, Indonesia, Occupied Palestinian Territory, Solomon Islands, Somalia and Sri Lanka is also largely designed to address the needs of young people. Much the same can be said for the ILO's work on employment-intensive infrastructure programmes for local development, the results of which have been reported for seven countries.
- 231.** It is under skills development, however, where youth employment issues are most explicitly addressed. The ILO has supported 28 countries in developing national school-to-work surveys and provided technical support to 15 countries in the implementation of UN joint programmes on youth employment and migration. A joint review of international good practices on apprenticeships, drawing on experience from 11 countries, was undertaken in collaboration with the OECD and the World Bank, and technical support provided to the G20 Task Force on Employment. With contributions from the social partners, the G20 Task Force has formulated a report on key elements for quality apprenticeship. Institutional capacity building on comprehensive services on youth employment has been provided in 14 countries. In addition to producing two issues of the report series *Global Employment Trends for Youth* (2012 and 2013), in 2013 the ILO International Training Centre conducted the first session of the Academy on Youth Development in Turin, from 24 June to 5 July 2013.

7.10. Social protection floors

- 232.** In June 2012 the ILC adopted the Social Protection Floors Recommendation, 2012 (No. 202) providing guidance to Members to “implement social protection floors within strategies for the extension of social security that progressively ensure higher levels of social security to as many people as possible,” while the resolution concerning efforts to make social protection floors a national reality worldwide, adopted by the Conference on that occasion, calls on the ILO to implement measures aimed at “building the capacity of governments and employers’ and workers’ organizations to enable them to design, implement, monitor and evaluate national social protection floor policies and programmes”.
- 233.** In 2012–13, 11 member States adopted measures with ILO support to extend coverage of social protection. In December 2012, Burkina Faso adopted a plan to progressively expand coverage to all formal and informal economy workers. A series of amendments to the Building and Other Construction Workers Welfare Act of 1996 have been introduced by Parliament in India to extend the country's social security benefits. In 2013, Jordan adopted a new law extending coverage to enterprises with fewer than five employees and to several previously excluded occupations. Viet Nam adopted an employment promotion act in October 2013 expanding the coverage of unemployment insurance to all enterprises

with at least one employee and all employees with at least a three-month contract. An ILO-led joint UN study on a social protection floor for India was completed; and an inter-agency report on social protection floors in Latin America and the Caribbean submitted to a high-level tripartite meeting in August 2013.

- 234.** The ILO has provided advisory services to constituents in 30 member States on the design, administration, management and governance of social security schemes. It has also facilitated national dialogues on national social protection extension strategies through preliminary diagnostic studies and cost estimates in 12 member States.
- 235.** The ILO has promoted Recommendation No. 202 in discussions of the Economic and Social Council, in the global consultations on the post-2015 UN development agenda, in the G20 and through the Social Protection Inter-Agency Cooperation Board. An extensive training activity was deployed through the ILO International Training Centre in Turin and in the regions, involving close to 600 participants. The ILO Social Security Inquiry database was expanded to include 85 countries covering five categories of benefits.

7.11. Minimum wages

- 236.** In a context where an estimated average of 30.6 per cent of wage earners in developing countries earn less than US\$2 per day, the ILO publication *Global Wage Report 2012–13: Wages and equitable growth* underscores the potential role of minimum wages in improving the incomes of low wage earners. The *World of Work Report 2013: Repairing the economic and social fabric* documents the positive association between, on the one hand, minimum wages and earnings in the informal economy and, on the other, lower inequality and working poverty. ILO constituents have increasingly turned to the ILO for assistance in establishing or applying minimum wages. The Minimum Wage Fixing Convention, 1970 (No. 131), had reached a total of 52 ratifications by the end of 2013. The processes of introducing or revising minimum wages entail a wide range of technical issues in handling which constituents seek ILO support.
- 237.** The ILO provided advisory services on the design, legislation and economics of wage-setting to constituents in 16 member States. Through the ILO International Training Centre in Turin, 400 constituents from 44 member States underwent training on wage policies, and 18 studies were prepared to support constituents' capacities to implement sound wage policies.
- 238.** Of nine country results recorded under the "Sound wage policies" indicator, four specifically concerned cases where countries had established a minimum wage or modified key aspects of their application. The Government of Cabo Verde adopted a national minimum wage, to be effective from 1 January 2014. In January 2012, the Government of Costa Rica introduced a new formula to adjust its minimum wage, which incorporated changes in prices and productivity. In October 2012, the Wages Advisory Board in Lesotho agreed on a new minimum wage rate applicable, among other areas, to the garment sector. In August 2013, Viet Nam launched its tripartite National Wage Council responsible for determining minimum wages. These results were all achieved through tripartite mechanisms.
- 239.** In Cabo Verde, the ILO trained members of the country's tripartite Council on Good Practices in Minimum Wage Setting, conducted two studies on the minimum wage and provided estimates of their impact. The Council further requested ILO assistance in monitoring the new minimum wage.
- 240.** In Costa Rica, the ILO provided training on the methodology for adjusting minimum wages and prepared technical studies on productivity and prices in relation to wages. In Honduras, the ILO provided technical assistance to the Economic and Social Council on

minimum wage adjustments based on consumer price and productivity trends. In Lesotho, the ILO facilitated agreement between workers and employers on the criteria for the minimum wage adjustment, compiled data in a technical report and provided training to members of the board responsible for those issues. In Viet Nam, the ILO carried out preparatory studies and provided technical comments and legal advice that paved the way for the creation of the tripartite National Wage Council. At the same time, the ILO provided training to the members of the Council and facilitated data collection and analysis.

7.12. Maritime Labour Convention, 2006

- 241.** The MLC, 2006, entered into force on 20 August 2013. By December 2013 the Convention had been ratified by 53 Members responsible for over 80 per cent of the world's fleet. Taken together, these Members, situated in almost all regions, are home to the majority of the world's 1.5 million international seafarers. Other Members have already implemented the MLC, 2006, ahead of ratification and are de facto applying the standards.
- 242.** In 2012–13, building upon the success of the five-year (2006–11) action plan to achieve rapid and widespread ratification and effective implementation of the MLC, 2006, the focus moved to ensuring effective national implementation through legislation and capacity building. These activities mainly involved workshops offered by the Maritime Labour Academy of the ILO International Training Centre in Turin and activities delivered through regional offices and at the country level. These workshops and other activities were designed to ensure consistency in international ship inspections and employer actions to implement the requirements of the MLC, 2006, on board ships.
- 243.** The resources developed by the ILO include the publication *Handbook: Guidance on implementing the Maritime Labour Convention, 2006 – Model national provisions*, combined with international, regional and national legal implementation workshops offered by the Maritime Labour Academy. To date, 38 countries have benefited from this assistance. As of September 2013, in connection with capacity-building measures for on-board implementation conducted over the period 2012–13, 663 representatives of maritime authorities, shipowners and seafarers attended workshops and close to 400 maritime operators were trained. Of the 286 participants who followed the training of trainers track over the period 2009–12, 124 have mounted national and regional training activities. The certified trainers have trained over 11,000 new trainees in different regions and countries.
- 244.** The ILO has developed a new database responding to the requirements of the MLC, 2006, for online access to resources concerning national law and practice, and implementation information. To give an indication of the impact of this database, its most popular items over the period January–August 2013 were the Convention itself (136,965 views) and the “Frequently asked questions (FAQ)” page (12,355 views). The ILO is continuing to build on these initiatives and also on other important activities, such as the meeting of experts on training of ships' cooks and the initiative taken by the Governing Body in 2013 to establish the Special Tripartite Committee pursuant under the MLC, 2006, to keep the working of the Convention under continuous review.

Appendix

P&B outcome indicator	SPF target by 2015	Total results by 2013 ¹
Strategic objective: Create greater opportunities for women and men to secure decent employment and income		
<i>Outcome 1: Employment promotion</i>		
<i>More women and men have access to productive employment, decent work and income opportunities</i>		
Indicator 1.1: Number of member States that, with ILO support, integrate national, sectoral or local employment policies and programmes in their development frameworks	18	22
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	27	12
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	25	19
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	21	14
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	18	13
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	12	10
<i>Outcome 2: Skills development</i>		
<i>Skills development increases the employability of workers, the competitiveness of enterprises and the inclusiveness of growth</i>		
Indicator 2.1: Number of member States that, with ILO support, integrate skills development into sector or national development strategies	22	19
Indicator 2.2: Number of member States that, with ILO support, make relevant training more readily accessible in rural communities	28	12
Indicator 2.3: Number of member States that, with ILO support, make relevant training more readily accessible to people with disabilities	17	5
Indicator 2.4: Number of member States that, with ILO support, strengthen employment services to deliver on employment policy objectives	15	15
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	35	29
<i>Outcome 3: Sustainable enterprises</i>		
<i>Sustainable enterprises create productive and decent jobs</i>		
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	25	11
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	34	55
Indicator 3.3: Number of member States that, with ILO support, implement programmes to foster the adoption of responsible and sustainable enterprise-level practices	25	8
Indicator 3.4: Number of member States that, with ILO support, adopt policies that integrate the principles of the MNE Declaration	25	2

¹ Cumulative total results from two biennia (2010–11 and 2012–13).

P&B outcome indicator	SPF target by 2015	Total results by 2013 ¹
Strategic objective: Enhance the coverage and effectiveness of social protection for all		
<i>Outcome 4: Social security</i>		
<i>More people have access to better managed and more gender-equitable social security benefits</i>		
Indicator 4.1: Number of member States that, with ILO support, improve the knowledge and information base on the coverage and performance of their social security system	87	38
Indicator 4.2: Number of member States that, with ILO support, develop policies improving social security coverage, notably of excluded groups	9	14
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	24	28
<i>Outcome 5: Working conditions</i>		
<i>Women and men have better and more equitable working conditions</i>		
Indicator 5.1: Number of member States in which tripartite constituents, with ILO support, adopt policies or implement strategies to promote improved or more equitable working conditions, especially for the most vulnerable workers	15	17
Indicator 5.2: Number of member States that, with ILO support, strengthen their institutional capacity to implement sound wage policies	9	12
<i>Outcome 6: Occupational safety and health</i>		
<i>Workers and enterprises benefit from improved safety and health conditions at work</i>		
Indicator 6.1: Number of member States that, with ILO support, adopt policies and programmes to promote improved safety and health at work	30	27
Indicator 6.2: Number of member States in which tripartite constituents, with ILO support, implement programmes to promote improved safety and health at work	30	23
<i>Outcome 7: Labour migration</i>		
<i>More migrant workers are protected and more migrant workers have access to productive employment and decent work</i>		
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	20	13
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	15	16
<i>Outcome 8: HIV/AIDS</i>		
<i>The world of work responds effectively to the HIV/AIDS epidemic</i>		
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	120	62
Indicator 8.2: Number of member States where tripartite constituents, with ILO support, take significant action to implement HIV/AIDS programmes at workplaces	30	47
Strategic objective: Strengthen tripartism and social dialogue		
<i>Outcome 9: Employers' organizations</i>		
<i>Employers have strong, independent and representative organizations</i>		
Indicator 9.1: Number of national employers' organizations that, with ILO support, adopt a strategic plan to increase effectiveness of their management structures and practices	40	20
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	55	48
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	49	42

P&B outcome indicator	SPF target by 2015	Total results by 2013 ¹
<i>Outcome 10: Workers' organizations</i>		
<i>Workers have strong, independent and representative organizations</i>		
Indicator 10.1: Number of national workers' organizations that, with ILO support, include the Decent Work Agenda in their strategic planning and training programmes	70	69
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	50	44
<i>Outcome 11: Labour administration and labour law</i>		
<i>Labour administrations apply up-to-date labour legislation and provide effective services</i>		
Indicator 11.1: Number of member States that, with ILO support, strengthen labour administration systems in line with international labour standards	20	19
Indicator 11.2: Number of member States that, with ILO support, strengthen their labour inspection system in line with international labour standards	18	19
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	15	14
<i>Outcome 12: Social dialogue and industrial relations</i>		
<i>Tripartism and strengthened labour market governance contribute to effective social dialogue and sound industrial relations</i>		
Indicator 12.1: Number of member States that, with ILO support, strengthen social dialogue institutions and mechanisms in line with international labour standards	20	24
Indicator 12.2: Number of member States that, with ILO support, strengthen the machinery for collective bargaining and labour disputes settlement, in line with international labour standards, and in consultation with the social partners	20	22
<i>Outcome 13: Decent work in economic sectors</i>		
<i>A sector-specific approach to decent work is applied</i>		
Indicator 13.1: Number of member States that, with ILO support, implement sectoral standards, codes of practice or guidelines	45	27
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	30	29
Strategic objective: Promote and realize standards and fundamental principles and rights at work		
<i>Outcome 14: Freedom of association and the right to collective bargaining</i>		
<i>The right to freedom of association and collective bargaining is widely known and exercised</i>		
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	30	27
Indicator 14.2: Number of member States that, with ILO support, take significant action to introduce freedom of association and the right to collective bargaining in export processing zones	6	5
<i>Outcome 15: Forced labour</i>		
<i>Forced labour is eliminated</i>		
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	24	18
<i>Outcome 16: Child labour</i>		
<i>Child labour is eliminated, with priority being given to the worst forms</i>		
Indicator 16.1: Number of member States in which constituents, with ILO support, take significant policy and programme actions to eliminate child labour in line with ILO Conventions and Recommendations	135	95
Indicator 16.2: Number of member States in which constituents, with ILO support, take action to adopt or modify their legislation or reinforce their knowledge base on child labour	150	116

P&B outcome indicator	SPF target by 2015	Total results by 2013 ¹
<i>Outcome 17: Discrimination at work</i>		
<i>Discrimination in employment and occupation is eliminated</i>		
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	15	12
<i>Outcome 18: International labour standards</i>		
<i>International labour standards are ratified and applied</i>		
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	165	180
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	11	15
Indicator 18.3: Number of member States that, with ILO support, improve ratification of up-to-date Conventions to include at least the instruments classified as core labour standards, as well as those regarded as most significant from the viewpoint of governance	11	6
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	35	35
Policy coherence		
<i>Outcome 19: Mainstreaming decent work</i>		
<i>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</i>		
Indicator 19.1: Number of member States that, with ILO support, make the goal of decent work increasingly central to policy-making	50	24
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	15	7