



## SECOND ITEM ON THE AGENDA

**Strategic Policy Framework 2010–15**<sup>1</sup>**Making decent work happen***Contents*

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<sup>1</sup> This is an edited version of the Strategic Policy Framework 2010–15 endorsed by the Governing Body at its 304th Session (March 2009), taking into account the views expressed during its discussion. It reflects decisions from the subsequent discussion of the Programme and Budget for the biennium 2010–11, as adopted by the International Labour Conference.

## Abbreviations

EPZ	export processing zone
FAO	Food and Agriculture Organization of the United Nations
Global Fund	Global Fund to Fight AIDS, Tuberculosis and Malaria
HR	human resources
IMO	International Maritime Organization
IPSAS	International Public Sector Accounting Standards
IT	information technology
OSH	occupational safety and health
RBSA	Regular Budget Supplementary Account
SMEs	small and medium-sized enterprises
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNWTO	World Tourism Organization
WHO	World Health Organization

## I. Introduction

1. The Strategic Policy Framework (the SPF) is the ILO's medium-term planning document. It is the expression of the strategic orientation of the Organization, what it aims to achieve and how.
2. The SPF 2010–15 provides the framework for delivering on the Decent Work Agenda over the planning period in response to the needs of ILO constituents in the context of a globalized world shaken by multiple crises. Concomitantly, it aims to reinforce the governance of the Office in order to effectively assist constituents in delivering on that Agenda. The SPF sets priorities and ensures an effective use of resources. While it aims to provide a stable framework, it is open to adaptation to new developments, in particular through the adoption of each biennial programme and budget during the planning period.
3. The ILO Declaration on Social Justice for a Fair Globalization adopted in June 2008 (the Social Justice Declaration) has significantly influenced the preparation of this SPF covering the period 2010–15. It has led the Office to re-examine priorities, capacities and methods of work within a renewed affirmation of the relevance and mandate of the Organization.
4. This SPF contains a number of new features and approaches that will underpin the three consecutive programme and budget documents over the period:
  - A strategic framework that emphasizes the inseparable, interrelated and mutually supportive nature of the four equally important strategic objectives of employment, social protection, social dialogue and rights at work, through which the Decent Work Agenda is expressed.
  - Emphasis on services to constituents in response to the priorities identified by the governing organs (International Labour Conference and Governing Body), Regional Meetings and in Decent Work Country Programmes:
  - A significant simplification of expected results and a clearer identification of priorities captured in 19 outcomes.
  - Greater emphasis on results measurement, detailed further in the programme and budget through specific measurement statements for each performance indicator.
  - A renewed focus on strengthening four key technical capacities of the Office, namely knowledge, capacity building of constituents, partnerships and communication, and operational capacity, to serve constituents better under each outcome.
  - A method of work entrenched in a work culture linked to results rather than administrative structures, and that accentuates collaboration across the Office at headquarters and with the regions and the International Training Centre in Turin (the Turin Centre).
  - Stronger integration of different budgetary resources to achieve results specified by indicators and targets. This will be supported by a workplan specific to each outcome detailing staff and resource commitments from across sectors and regions.

- Improvements in governance, support and management of the Office, including changes in administrative work methods allowing for streamlining and efficiency and management information systems based on IRIS to improve transparency and accountability.
5. The vision underpinning the Strategic Policy Framework 2010–15 is that of an Organization assisting its Members to seize, from the standpoint of the world of work, the opportunities of globalization and confront its challenges; and to respond to the short-, medium- and long-term national, regional and global implications of the world financial and economic crisis. It is founded on the experience that ILO tripartite constituents are able, separately and together, and as an Organization, to advance towards decent work and humane conditions of labour for all working women and men.

## The ILO mandate

6. The International Labour Organization embodies a vision of universal humane conditions of labour as an expression of social justice and a condition for peace among nations. This vision is rooted in the values of the Organization and its unique tripartite structure giving equal weight to Government, Employer and Worker representatives.
7. The International Labour Organization is mandated to realize, through social dialogue and tripartism, social justice and the universal values of freedom, human dignity, security and non-discrimination in the world of work. The contemporary expression of the ILO's vision and strategy is the Decent Work Agenda.
8. In the Social Justice Declaration, the tripartite delegations of ILO member States confirmed the key role of the Organization in assisting its Members in their efforts to reach the ILO's objectives, as set out in its constitutional mandate, in the context of globalization.
9. The Social Justice Declaration is “based on the mandate contained in the ILO Constitution, including the Declaration of Philadelphia (1944)” while “drawing on and reaffirming the ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up (1998)”. It requires the Organization to “promote the ILO's standard-setting policy as a cornerstone of ILO activities by enhancing its relevance to the world of work, and ensure the role of standards as a useful means of achieving the constitutional objectives of the Organization”.
10. The Organization's foremost task is to respond to constituents' needs related to the world of work, in keeping with its basic values and mandate in a globalized world.

## The ILO today

11. The world of work is being transformed through the rapid globalization of trade, labour, financial, information and technology flows. As a consequence, the economic and political geography of the world is changing.
12. In today's societies, work and employment constitute the main path to a better life. The promise of rapid economic growth raises expectations for advancement through decent work. The extent to which the world of work is able to meet such expectations is a major contributory factor to economic and social progress and political stability.

13. Globalization is accelerating adjustments in employment, occupations and skills, bringing new pressures on labour markets and insecurities to individuals, families and societies. Overall gains in one country and globally, by themselves, do not compensate for the adjustments borne by enterprises and workers.
14. The World Commission on the Social Dimension of Globalization in its 2004 report, *A fair globalization: Creating opportunities for all*, proposed that decent work should become a global goal to be pursued by every country and the international community. The World Commission pointed to the uneven impact and volatile nature of globalization. It emphasized the central role of the ILO Decent Work Agenda, in partnership with other international and regional organizations, in contributing to an inclusive and sustainable globalization. It is vital that effective national and international tripartism influence decisively the shaping of a social dimension to a new and more stable globalization for the twenty-first century.
15. The Decent Work Agenda of the ILO has received strong political backing from the United Nations General Assembly and its Economic and Social Council, from regional summits and from many other political forums. A wide spectrum of political leaders, across all regions, has committed, in one form or another, to decent work as a policy agenda.
16. The 2005 UN General Assembly stated, inter alia, that “We strongly support fair globalization and resolve to make the goals of full and productive employment and decent work for all, including for women and young people, a central objective of our relevant national and international policies as well as our national development strategies, including poverty reduction strategies, as part of our efforts to achieve the Millennium Development Goals”.<sup>2</sup>
17. This call is amplified in the Social Justice Declaration, which requires the International Labour Office (the Office) to effectively assist its Members in their efforts to: promote employment, skills development, sustainable enterprises and economic growth; extend social security and labour protection; promote social dialogue and tripartism; and respect, promote and realize the fundamental principles and rights at work and other international labour standards.
18. A global and integrated strategy for decent work is called for, which gives concrete expression to the inseparable, interrelated and mutually supportive nature of the four dimensions of decent work. Members expect the ILO to assist with the implementation of an integrated strategy for decent work, adapted to national circumstances, taking into account the rapidly evolving external context.
19. In late 2008 and early 2009, the global financial and economic crisis has engulfed all countries and regions. The halting of, and recovery from, the crisis and its long-term implications are set to dominate agendas of constituents for a good part of the period to 2015.
20. The crisis is leading to a fundamental rethinking of policies. Values and ethical standards are given renewed prominence; the balance between the productive function of the market, the regulatory role of the State and the democratic expressions of society, between responsibility and opportunity, protection and security, is being revisited. The policies implemented to combat the crisis, deemed unorthodox only a few months ago, will have long-term implications for future economic and social policies and for global policy coordination. The ethical foundation of the ILO and the balanced and integrated nature of

<sup>2</sup> A/RES/60/1, para. 47.

the ILO Decent Work Agenda, fully reflected in the Social Justice Declaration, are proving to be well adapted to the new global economic and social context. In the context of crisis, many governments are applying elements of decent work policies on rights, employment, social protection and social dialogue.

21. The rising number of ratifications of international labour Conventions is another signal of support to the Decent Work Agenda. In 2008, there were 1,306 ratifications of the eight fundamental Conventions. This represents almost 90 per cent of the total potential ratifications of these Conventions by 182 member States. Thirty-three member States have not yet ratified the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87). The total number of ratifications of all Conventions reached 7,600 in 2008.
22. In parallel, a growing number of donors are entrusting the ILO with increasing amounts of voluntary contributions to assist countries to implement one or several dimensions of the Decent Work Agenda. Extra-budgetary resources have almost doubled over the last decade in nominal dollar terms.
23. This increase in donor contributions dovetails with the increase in demand for ILO services, as reflected in Decent Work Country Programmes and in the requests for assistance linked to the financial and economic crisis. This demand is also reflected in UN Development Assistance Frameworks (UNDAFs) and joint UN operations in which ILO services and policies are frequently integrated.
24. With strong political backing for a reconfirmed agenda, the ILO is confronted with the task of effectively and efficiently assisting its Members facing the opportunities and challenges of the globalizing world of work, as well as with implementing the necessary internal reform to enable the Organization to do so.

## The ILO in 2015

25. By the end of the planning period, the ILO will best attend the needs of its constituents and will give effect to the Social Justice Declaration through realizing the following vision:
  - The ILO is recognized as the foremost forum for debate and authoritative guidance on policies on the world of work and on placing full and productive employment and decent work for all at the centre of economic and social policies. Policy debates on strategic issues are held annually at the International Labour Conference and through Governing Body sessions, as well as regional and technical meetings. The resulting guidance is efficiently implemented and effectively monitored.
  - The ILO Decent Work Agenda is recognized for its contribution to building sustainable economies and societies, enabling countries to recover from the global crisis with more balanced policies combining economic and social objectives and setting the foundations for a fair globalization.
  - A strengthened ILO standards system, through more efficient, transparent and effective procedures, authoritatively supports the attainment of decent work for women and men across the world.
  - The Office is able to rapidly implement the decisions and guidance of the International Labour Conference and Governing Body, and progress is made on the implementation of all elements of the Social Justice Declaration.

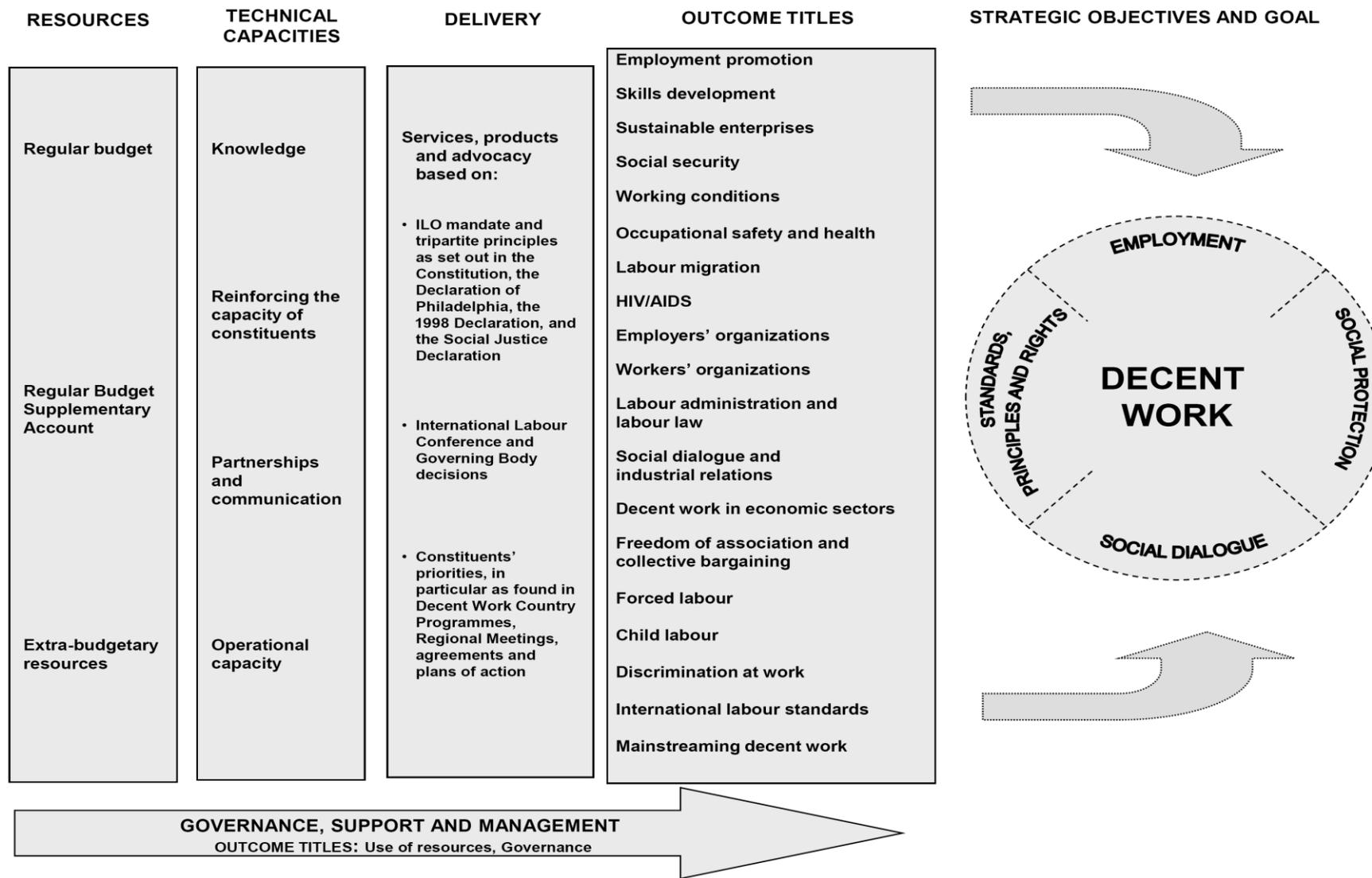
- The Office is the authoritative source of information, data, knowledge and advice on decent work policies in all their dimensions. As the centre of excellence on decent work, the Office researches, monitors and evaluates world of work trends and policies, thereby establishing a recognized competency in the policies and subject matters in which the ILO has a clear comparative advantage.
  - The ILO cooperates actively, directly and through common UN country programmes, with governments and with employers' and workers' organizations at national, regional and global levels, assisting them to design and implement decent work policies. Capacity building programmes using a variety of modalities are carried out for the benefit of ILO constituents. There is a close partnership among beneficiaries and donor countries on the ILO programme priorities.
  - The ILO is cooperating closely with other organizations at regional and global levels and achieving convergence and coherence on the orientation of major policies that impact on the world of work. The ILO is recognized for its key contributions to making the UN system an effective and efficient partner in realizing decent work outcomes.
  - The regular budget, complemented by voluntary contributions, enables the ILO to perform its functions, including the delivery of technical cooperation, more effectively and efficiently. The management and internal governance practices of the Office are aligned with best practices in the UN system and elsewhere. The ILO is a learning organization with a diverse and highly competent staff with opportunities for staff development, knowledge sharing, teamworking, geographical and career mobility.
26. To achieve this vision and goals, the ILO has developed a focused, results-based strategic framework for the period 2010–15, as well as an implementation plan for the Social Justice Declaration and its accompanying resolution that, inter alia, provides for the necessary internal reform of the Organization.

## II. The strategic framework

27. The Social Justice Declaration emphasizes the inseparable, interrelated and mutually supportive nature of the strategic objectives, challenging the Office to put in place a strategic framework and work methods that will drive an integrated approach to achieving results. The strategic framework is centred on essential priorities in the world of work captured in 19 outcomes. While they are broadly associated with specific strategic objectives, this association is not exclusive. Each outcome contributes to all four strategic objectives. Figure 1 illustrates the strategic framework for 2010–15.
28. The ILO strategic framework covers three biennia, and for each biennium, a Programme and Budget will continue to be prepared, to provide details on the strategies, targets, measurement of achievement, and the level of resources for the 19 outcomes. The present document provides for each outcome a set of indicators with baseline information, targets for each biennium through the planning period and a statement on the position to be reached by 2015.

- 29.** The strategic framework applies a results-based management approach and proposes marked improvements in the measurement of results. Performance indicators focus on systemic changes in policies or in capacities in member States, which are to be achieved with significant ILO contribution. At the level of the programme and budget, each indicator is accompanied by a measurement statement that specifies the qualitative criteria that have to be met in order for a result to be counted as a reportable change.
- 30.** Results-based targets have been set for the full planning period. The achievement of these targets depends on the full level of resources presented in the resource scenario later in this document. Targets take into account the level of achievement defined in the measurement statement, being understood that either preparatory or follow-up work towards results will be carried out in a larger number of countries during each biennium.
- 31.** In establishing the positions to be reached by 2015 for each outcome, the total number of member States assisted takes into account that some member States will have results under more than one indicator. The total number of member States assisted as reflected in the positions to be reached is, therefore, normally less than the sum of the targets.
- 32.** Gender equality and non-discrimination are critical to achieve decent work for all and are central to all four strategic objectives. In the programme and budget documents, each outcome strategy will explain how gender equality and non-discrimination will be mainstreamed in achieving the outcome.
- 33.** Working as a team, senior management will emphasize integrated action that responds to the cross-cutting nature of expected results, which will require the application of expertise from across the Office. Teamwork will be an essential feature in the day-to-day delivery of integrated services to constituents. This will require close working relations between headquarters and the regions and across technical services. Teamwork will be implemented across the Office during the full planning period and evaluated periodically.

Figure 1. The strategic framework for 2010–15



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

34. Persistent poverty, increasing income inequality and slow job growth – further exacerbated by financial and economic crises and climate change – are critical constraints on economic and social progress. Promoting inclusive job-rich growth is a central challenge for all countries today. The Social Justice Declaration reconfirms the importance of the mission of member States and the ILO to place full and productive employment and decent work at the centre of economic and social policies.
35. During the period 2010–15, the ILO’s strategy for promoting full, productive and freely-chosen employment, as stipulated in Convention No. 122, will be guided by the Global Employment Agenda, and include the following key outcomes:
- (i) coordinated and coherent policies to generate productive employment, decent work and income opportunities;
  - (ii) skills development policies to increase the employability of workers, the competitiveness of enterprises and the inclusiveness of growth;
  - (iii) policies and programmes to promote sustainable enterprises and entrepreneurship.
36. The outcomes will focus Office support to constituents to attain more productive employment and decent work, especially through efforts to enhance labour demand, employability and quality of work. The employment strategy will be pursued within an integrated framework of the Decent Work Agenda’s four interrelated strategic objectives, and through articulation of policies, programmes, and participation of social partners and other stakeholders. Particular emphasis will be placed on addressing young men and women’s unemployment and vulnerability. Priorities also include support to constituents’ efforts in designing and implementing integrated policies for rural employment, transformation of the informal economy and crisis responses.
37. Promoting equal opportunities for women and men will be achieved including through the application of existing tools such as the gender checklist that encompasses the Global Employment Agenda’s policy areas.
38. The strategy includes a comprehensive approach to knowledge management, which consists of an integrated cycle of research, knowledge-sharing, and networking with UN agencies and other external partners. This approach will be geared towards policy coherence and advocacy, technical cooperation and monitoring and impact assessments for decent work.

## Outcome 1: Employment promotion

More women and men have access to productive employment, decent work and income opportunities

- 39.** Creating opportunities for productive and decent employment for women and men is a global challenge, especially in the context of economic downturn where more unemployment, informality and poverty are projected. The ILO's work for promoting inclusive job-rich growth focuses on support to constituents to generate, analyse and monitor labour market data and trends. It also helps them to formulate and implement coordinated policies and programmes that make employment central to national development frameworks and poverty reduction strategies, and that improve the quality of employment for those in the rural and informal economies. Priorities for capacity building of the tripartite partners and of policy-makers will include coherent and coordinated policy development, sectoral strategies, employment-intensive infrastructure investment, microfinance, crisis prevention and recovery. ILO support will include generation of knowledge, practical tools, good practice reviews and evaluation of effective policies in the above areas including on climate change and green jobs and on transition to formality.

<b>Indicator 1.1:</b> Number of member States that, with ILO support, integrate national, sectoral or local employment policies and programmes in their development frameworks.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 8	<b>Target 2012–13:</b> 5	<b>Target 2014–15:</b> 5
<b>Indicator 1.2:</b> 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.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 9	<b>Target 2012–13:</b> 9	<b>Target 2014–15:</b> 9
<b>Indicator 1.3:</b> 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.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 5	<b>Target 2012–13:</b> 10	<b>Target 2014–15:</b> 10
<b>Indicator 1.4:</b> 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.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 7	<b>Target 2012–13:</b> 7	<b>Target 2014–15:</b> 7
<b>Indicator 1.5:</b> Number of member States that, with ILO support, show an increasing employment content of investments in employment-intensive infrastructure programmes for local development.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 5	<b>Target 2012–13:</b> 6	<b>Target 2014–15:</b> 7
<b>Indicator 1.6:</b> 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.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 6	<b>Target 2012–13:</b> 3	<b>Target 2014–15:</b> 3
<b>Position to be reached by 2015:</b> At least 50 member States have increased capacity to formulate and implement coordinated and coherent policies that prioritize productive employment generation so that the employment content of growth is higher, the quality of employment is improved and poverty is reduced.		

## Outcome 2: Skills development

Skills development increases the employability of workers, the competitiveness of enterprises, and the inclusiveness of growth

40. A skilled workforce is a necessary condition for inclusive growth and sustainable enterprises. However, persistent skill gaps, the unemployment and underemployment of young people and redundancies in the face of change show the dramatic consequences of failing to meet this condition. The ILO's work is based on the Human Resources Development Recommendation, 2004 (No. 195); the 2008 International Labour Conference resolution concerning skills for improved productivity, employment growth and development; and the 2005 International Labour Conference resolution concerning youth employment. The key policy elements of the ILO's approach include skills forecasting, skills recognition systems, skills development for disadvantaged groups and employment services. Attention to gender issues is particularly important in the work on apprenticeships, youth employability, community-based training and recognition of informally acquired skills. Research and policy tools on skills development will contribute to Office-wide outcomes on sustainable enterprises, preparing for green jobs, managing labour migration, combating human trafficking and child labour, and achieving gender equality.

<b>Indicator 2.1:</b> Number of member States that, with ILO support, integrate skills development into sector or national development strategies.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 8, of which at least 3 in Africa	<b>Target 2012–13:</b> 8, of which at least 3 in Africa	<b>Target 2014–15:</b> 6, of which at least 3 in Africa
<b>Indicator 2.2:</b> Number of member States that, with ILO support, make relevant training more readily accessible in rural communities.		
<b>Baseline:</b> 8 member States (based on past performance).		
<b>Target 2010–11:</b> 8, of which at least 4 in Africa	<b>Target 2012–13:</b> 10	<b>Target 2014–15:</b> 10
<b>Indicator 2.3:</b> Number of member States that, with ILO support, make relevant training more readily accessible to people with disabilities.		
<b>Baseline:</b> 11 member States (based on past performance).		
<b>Target 2010–11:</b> 7	<b>Target 2012–13:</b> 4	<b>Target 2014–15:</b> 6
<b>Indicator 2.4:</b> Number of member States that, with ILO support, strengthen employment services to deliver on employment policy objectives.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 5, of which at least 2 in Africa	<b>Target 2012–13:</b> 5	<b>Target 2014–15:</b> 5
<b>Indicator 2.5:</b> 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.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 15, of which at least 6 in Africa	<b>Target 2012–13:</b> 10	<b>Target 2014–15:</b> 10
<b>Position to be reached by 2015:</b> Over 30 member States have aligned training supply and demand, extended access to training opportunities to a wider proportion of workers and have integrated skills development in sector and national development policies and in responses to global drivers of change such as technology, trade, and global warming.		

### Outcome 3: Sustainable enterprises

Sustainable enterprises create productive and decent jobs

41. Sustainable enterprises are a principal source of growth, wealth creation, employment and decent work. The ILO will continue to help constituents to implement policy, legal and regulatory reforms that support the development of sustainable enterprises and promote respect for workers' rights and gender equality. Efforts will also continue to support enterprise development programmes in economic sectors with employment creation potential and to stimulate local economic development. These programmes will also focus on small and medium-sized enterprises (SMEs) – particularly those run by women and young people – and cooperatives. Encouraging the adoption of socially responsible enterprise-level practices will be an integral part of these programmes. Finally, the ILO will also help constituents and multinational enterprises to apply the guidance provided in the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration), in order to enhance the positive social and employment effects of the operations of multinational enterprises.

<b>Indicator 3.1:</b> Number of member States that, with ILO support, reform their policy or regulatory frameworks to improve the enabling environment for sustainable enterprises.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 5	<b>Target 2012–13:</b> 10	<b>Target 2014–15:</b> 10
<b>Indicator 3.2:</b> Number of member States that, with ILO support, implement entrepreneurship development policies and programmes for the creation of productive employment and decent work.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 10	<b>Target 2012–13:</b> 12	<b>Target 2014–15:</b> 12
<b>Indicator 3.3:</b> Number of member States that, with ILO support, implement programmes to foster the adoption of responsible and sustainable enterprise-level practices.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 5	<b>Target 2012–13:</b> 10	<b>Target 2014–15:</b> 10
<b>Indicator 3.4:</b> Number of member States that, with ILO support, adopt policies that integrate the principles of the MNE Declaration.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 5	<b>Target 2012–13:</b> 10	<b>Target 2014–15:</b> 10
<b>Position to be reached by 2015:</b> Constituents in over 40 member States have improved the enabling environment for sustainable enterprises and adopted socially responsible enterprise-level practices.		

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

42. The Social Justice Declaration offers a powerful response to current global crises, combining social protection measures with employment promotion, social dialogue and rights at work to contribute to social progress. Indeed, social protection is an economic necessity for societies wishing to ensure fair growth sustaining rising productivity with social stability. The social protection strategy will interact with the other strategic objectives to provide necessary security while stimulating productive employment and growth.

43. In the framework of the Global Campaign on Social Security and Coverage for All, the ILO will develop guidelines for rapid gender-responsive social security extension and promote existing standards through a basic benefit package. Advisory services will be enhanced through web-based knowledge management platforms, promoting standards, facilitating growth and helping reduce child labour. Capacity-building initiatives will be strengthened.
44. A tripartite consensus will be sought around labour protection policies linked to other dimensions of decent work. Balancing flexibility and security for workers will be promoted by expanding and disseminating knowledge through products such as the *Global Wage Report*. The Office will support constituents' efforts to create a preventative safety and health culture, mainstreaming occupational safety and health (OSH) policies and strengthening labour inspection to advance rights at work. These efforts provide baseline information for integrated policy approaches and practical tools to help constituents improve occupational safety and health, wages and earnings, hours and other conditions of work, employability, and enterprise sustainability. The efforts should be geared towards designing policies that ensure a just share of the fruits of progress to all and a minimum living wage to all employed and in need of such protection.
45. The Office will help constituents improve rights-based labour migration policies emphasizing gender-responsive protection and integration. It will collaborate with other international organizations and monitor developments in international labour migration, identifying new areas and tools for its interventions.
46. The AIDS pandemic still disproportionately affects those who are already most disadvantaged. The world of work's full potential will be used to respond to this situation with special training for tripartite constituents, subject to the adoption of the recommendation on HIV/AIDS in 2010. Global fund-raising will support African Decent Work Country Programmes while intensifying prevention worldwide. Research will enhance learning and knowledge management.

#### **Outcome 4: Social security**

More people have access to better managed and more gender-equitable social security benefits

47. Increased social security coverage reduces poverty and social insecurity and is an investment in expanding productive employment. The ILO's work encompasses legal, social, economic, financial, fiscal, statistical and actuarial aspects of social security. It focuses on capacity-building support to constituents for the generation and dissemination of data, knowledge and good practice, and for policy development and implementation. The implementation of four basic social security benefits (access to essential health care, access to child benefits, assistance for unemployed workers, and basic pensions for older people and those with disabilities) and the extension of coverage to excluded groups will be a priority. The ILO will intensify and broaden training programmes aimed at reinforcing the capacities of social security staff, analysts, policy-makers, and representatives of tripartite supervisory bodies as a matter of priority.

<b>Indicator 4.1:</b> Number of member States that, with ILO support, improve the knowledge and information base on the coverage and performance of their social security system.		
<b>Baseline:</b> 50 member States (for which information is available as of 2008).		
<b>Target 2010–11:</b> 20, of which at least 5 in Africa and at least 2 in each other region	<b>Target 2012–13:</b> 30	<b>Target 2014–15:</b> 37
<b>Indicator 4.2:</b> Number of member States that, with ILO support, develop policies improving social security coverage, notably of excluded groups.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 3	<b>Target 2012–13:</b> 3	<b>Target 2014–15:</b> 3
<b>Indicator 4.3:</b> 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.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 8	<b>Target 2012–13:</b> 8	<b>Target 2014–15:</b> 8
<b>Position to be reached by 2015:</b> In at least 9 member States, access to social security benefits has improved. In over 20 member States, the legal framework, management or governance of social security will be strengthened. For 75 per cent of all member States, information, data and/or reliable estimates on social security are available, allowing global progress of social security coverage to be monitored.		

### **Outcome 5: Working conditions**

Women and men have better and more equitable working conditions

- 48.** Over recent decades, globalization, economic growth and labour market deregulation have often brought greater informality, widening income inequality, and polarized working hours, negatively affecting workers, their families, and society as a whole. This situation is likely to worsen as the global financial and economic crisis continues, since experience shows that greater unemployment risk is accompanied by deteriorating working conditions. However, these effects may not be immediately visible and may not therefore be considered in policy responses, thus delaying economic recovery. In order to ensure their effectiveness, labour protection policies need to be grounded in solid evidence. It is crucial to build the ILO's knowledge base regarding working conditions with products such as the *Global Wage Report*, to create networks to monitor and share information on trends in major aspects of people's working lives, and to use these tools to provide sound policy guidance. The aim is to help constituents both improve working conditions and enhance enterprise performance, particularly in SMEs.

<b>Indicator 5.1:</b> 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.		
<b>Baseline:</b> To be established based on performance in 2010–11.		
<b>Target 2010–11:</b> 5	<b>Target 2012–13:</b> 5	<b>Target 2014–15:</b> 5
<b>Indicator 5.2:</b> Number of member States that, with ILO support, strengthen their institutional capacity to implement sound wage policies.		
<b>Baseline:</b> To be established based on performance in 2010–11.		
<b>Target 2010–11:</b> 3	<b>Target 2012–13:</b> 3	<b>Target 2014–15:</b> 3
<b>Position to be reached by 2015:</b> As a result of ILO knowledge and policy guidance, governments, employers' and workers' organizations in some 20 countries have labour protection policies that contribute to improved working conditions and/or greater equity in conditions between women and men.		

## **Outcome 6: Occupational safety and health**

Workers and enterprises benefit from improved safety and health conditions at work

- 49.** Improving OSH measures is essential to prevent human suffering, exclusion from the labour market, and economic costs to employers and governments. This takes on added importance in the present global crisis, which could undermine any efforts in the OSH field. Guided by the Global Strategy on OSH, the Office will support constituents' efforts in creating a preventative safety and health culture and a systems approach to OSH. National programmes will reinforce countries' systems, expanding coverage to small enterprises and the informal economy. Emphasis will be placed on linking national economic, employment and OSH policies, and strengthened labour inspection, as part of an overall Office effort to advance rights at work, worker employability and enterprise sustainability. Observance of the World Day for Safety and Health at Work will be encouraged. This and the next three World Congresses on Safety and Health at Work will reinforce a safety culture and dialogue among the tripartite constituents and other actors.

<b>Indicator 6.1:</b> Number of member States that, with ILO support, adopt policies and programmes to promote improved safety and health at work.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 10, across all regions	<b>Target 2012–13:</b> 10	<b>Target 2014–15:</b> 10
<b>Indicator 6.2:</b> Number of member States in which tripartite constituents, with ILO support, implement programmes to promote improved safety and health at work.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 10, across all regions	<b>Target 2012–13:</b> 10	<b>Target 2014–15:</b> 10
<b>Position to be reached by 2015:</b> As a result of ILO policy guidance, at least 30 member States have adopted national OSH profiles, programmes or policies and/or started to implement measures based on the programmes to improve safety and health at work.		

## **Outcome 7: Labour migration**

More migrant workers are protected and more migrant workers have access to productive employment and decent work

- 50.** The fundamental objective is to protect migrant workers' rights, while maximizing the development benefits of the international labour migration flows for both countries of origin and destination. The strategy is informed by the principles and the provisions in the 2004 International Labour Conference resolution concerning a fair deal for migrant workers in a global economy, the ILO Multilateral Framework on Labour Migration and the provisions of Conventions on migration for employment. Commensurately, the Office will assist member States in developing and improving rights-based labour migration policies and institutions to reduce ill-effects, protect migrant workers better and promote development. It will emphasize integration in receiving societies and workplaces, paying special attention to women, and will promote social dialogue on labour migration. It will work with governments and social partners and involve migrants' associations where appropriate. It will seek collaboration with other international and regional organizations and will monitor developments in international labour migration, identifying new areas and tools for its interventions.

<b>Indicator 7.1:</b> 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.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 5	<b>Target 2012–13:</b> 5	<b>Target 2014–15:</b> 10
<b>Indicator 7.2:</b> 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.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 5	<b>Target 2012–13:</b> 5	<b>Target 2014–15:</b> 5
<b>Position to be reached by 2015:</b> In at least 25 member States measures are in place to ensure that migrant workers are protected and that international labour migration is regular, responds to labour market needs in countries of destination and promotes development in countries of origin.		

## Outcome 8: HIV/AIDS

The world of work responds effectively to the HIV/AIDS epidemic

- 51.** The HIV epidemic has detrimental effects on workers and enterprises. It undermines productivity and economic growth, jeopardizes the achievement of decent work and intensifies poverty. It affects women, men, girls and boys differently in terms of vulnerability, discrimination and impact. The ILO will address those issues in its response and will continue to work with constituents to develop and implement workplace programmes aimed at preventing new infections, accessing treatment and combating discrimination in employment. The ILO will also help constituents access funding available at country level, through the Global Fund and other donors. The ILO will provide capacity-building programmes for employer and worker representatives, for labour ministry officials and labour judges, and training for peer educators in enterprises and other workplaces. The promotion and implementation of the HIV/AIDS labour standard foreseen to be adopted by the International Labour Conference in 2010 will be a priority.

<b>Indicator 8.1:</b> Number of member States that, with ILO support, develop a national tripartite workplace policy on HIV/AIDS, as part of the national AIDS response.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 50, of which at least 10 in Africa, 5 in Asia and in the Americas, 3 in Europe, and 2 in the Arab States	<b>Target 2012–13:</b> 35	<b>Target 2014–15:</b> 35
<b>Indicator 8.2:</b> Number of member States where tripartite constituents, with ILO support, take significant action to implement HIV/AIDS programmes at workplaces.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 10	<b>Target 2012–13:</b> 10	<b>Target 2014–15:</b> 10
<b>Position to be reached by 2015:</b> A national tripartite workplace policy is integrated in national AIDS strategies in at least 90 member States.		

## Strategic objective: Strengthen tripartism and social dialogue

- 52.** The Social Justice Declaration reaffirms that social dialogue and the practice of tripartism between governments, workers' and employers' organizations within and across borders are now more relevant than ever to achieving solutions and building up social cohesion and the rule of law through, among other means, international labour standards. The Declaration provides further that the promotion of social dialogue and tripartism are the most appropriate methods for making labour law and institutions effective, including in respect of the recognition of the employment relationship.

53. Constituents face major challenges in the context of globalization. The ministries in charge of labour issues do not always have the capacity, authority and resources they need to formulate appropriate labour policies and to secure their effective implementation in national development strategies. To deal with a demanding and changing agenda, employers and workers need to strengthen their capacity. Helping constituents to respond to these challenges will remain one of the ILO's top priorities.
54. Well-functioning and representative employers' organizations are crucial for shaping an environment conducive to competitive and sustainable enterprises. For workers, the focus will be on reducing poverty, inequality and poor labour practices through organizing and collective bargaining, implementation of international labour standards, fair employment relations and social protection systems, including in export processing zones (EPZs).
55. Attention will continue to be paid to strengthening the capacity and resources of labour administrations, including labour inspectorates. The adaptation of labour legislation in accordance with international labour standards and the promotion of sound social dialogue and collective bargaining mechanisms at all levels remain key for effective labour market governance.
56. Stronger links between the international, national and workplace levels will be created by focusing on specific economic sectors, both public and private. Global governance will be strengthened through the promotion of ILO sectoral standards, codes of practice and guidelines, and through an approach that reaches out to trade unions and employers' organizations operating at the global and sectoral levels, to UN agencies and other economic actors, including multinational enterprises.
57. The Office will provide all appropriate assistance within its mandate to support constituents' efforts and will also continue to advocate the inclusion of social dialogue and tripartism as core components of the overall development agenda. Collaboration throughout the Office in research and other joint action will be essential in this regard.

### ***Outcome 9: Employers' organizations***

Employers have strong, independent and representative organizations

58. Strong and effective employers' organizations are essential for sound governance of the labour market. They can play a pivotal role in promoting, inter alia, policies conducive to the creation of sustainable and competitive enterprises and an entrepreneurship culture, which are the basis for job creation, economic growth and development. Within the UN and the multilateral system, the ILO's unique relation with employers' organizations is often pointed out as a distinctive strength of the Organization. The ILO will continue to work with these organizations based on analysis and prioritization of their needs, to reinforce organizational structures, management and capacity to influence policy development. It will also build on the strengths of its ongoing work to help employers' organizations improve existing services and develop new ones that make them more valuable to member enterprises.

<b>Indicator 9.1:</b> Number of national employers' organizations that, with ILO support, adopt a strategic plan to increase effectiveness of their management structures and practices.		
<b>Baseline:</b> To be established based on performance in 2010–11.		
<b>Target 2010–11:</b> 10	<b>Target 2012–13:</b> 15	<b>Target 2014–15:</b> 15
<b>Indicator 9.2:</b> Number of national employers' organizations that, with ILO support, create or significantly strengthen services to respond to the needs of existing and potential members.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 15	<b>Target 2012–13:</b> 20	<b>Target 2014–15:</b> 20
<b>Indicator 9.3:</b> 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.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 15	<b>Target 2012–13:</b> 17	<b>Target 2014–15:</b> 17
<b>Position to be reached by 2015:</b> Employers' organizations in at least 40 member States have new or reinforced capacity to provide services to their existing and potential members, analyse the business environment, and influence policy development.		

### **Outcome 10: Workers' organizations**

Workers have strong, independent and representative organizations

- 59.** Strong workers' organizations are crucial for delivering decent work and translating the Social Justice Declaration into tangible results. International labour standards, their implementation and enforcement in national legislation are the bedrock of these organizations' strength. Support in the formulation of their positions for the International Labour Conference, Governing Body sessions, regional, sectoral and thematic meetings will continue to be a priority. Through capacity building, workers' involvement in the four integrated decent work components will be strengthened as a key feature of sustainable development programmes. Freedom of association, effective recognition of the right to collective bargaining, labour legislation based on international labour standards, and social dialogue and tripartism are fundamental for building the rule of law. They will be important for fair industrial relations – including in employment relationships and effective labour inspection systems and workers' rights in EPZs. Gender perspectives will be universally mainstreamed, and campaigns developed to combat discrimination, especially against women, migrant workers, people with disabilities, workers affected by HIV/AIDS, and other vulnerable groups.

<b>Indicator 10.1:</b> Number of national workers' organizations that, with ILO support, include the Decent Work Agenda in their strategic planning and training programmes.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 30, of which at least 6 in Africa, in Asia and in the Americas, and at least 2 in Europe and Arab States	<b>Target 2012–13:</b> 20	<b>Target 2014–15:</b> 20
<b>Indicator 10.2:</b> 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.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 20, of which at least 4 in Africa, in Asia and in the Americas, 2 in Europe and 1 in Arab States	<b>Target 2012–13:</b> 15	<b>Target 2014–15:</b> 15
<b>Position to be reached by 2015:</b> At least 70 workers' organizations have the capacity to analyse economic, labour, social and environmental policies in the light of the fundamental objective of social justice to improve workers' conditions. Broader recognition and use of freedom of association and collective bargaining enhance workers' participation in development and poverty reduction. No less than 50 workers' organizations are actively involved in Decent Work Country Programmes, UNDAFs and other partnerships.		

**Outcome 11: Labour administration and labour law**

Labour administrations apply up to date labour legislation and provide effective services

- 60.** An efficient and well-coordinated system of labour administration is key for the formulation and implementation of sound national labour policies and laws. The ILO will advocate and assist member States in strengthening the labour administration system, including the labour inspection and employment services. It will also help them enhance the coordination between the different labour administration bodies in order to deliver high-quality services to employers and workers, including those in the informal economy, and their organizations in the areas of labour legislation, employment, industrial relations, labour inspection and social security. Up to date labour legislation is key in order to ensure the effective legal protection of workers and appropriate regulation of the labour market. The ILO will help member States to revise and update their labour legislation in accordance with the stipulations of international labour standards and based on the most recent labour law trends and good practices.

<b>Indicator 11.1:</b> Number of member States that, with ILO support, strengthen labour administration systems in line with international labour standards.		
<b>Baseline:</b> 10 members States (based on past performance).		
<b>Target 2010–11:</b> 10, of which at least 1 in each region	<b>Target 2012–13:</b> 5	<b>Target 2014–15:</b> 5
<b>Indicator 11.2:</b> Number of member States that, with ILO support, strengthen their labour inspection system in line with international labour standards.		
<b>Baseline:</b> 10 member States (based on past performance).		
<b>Target 2010–11:</b> 8, of which at least 1 in each region	<b>Target 2012–13:</b> 5	<b>Target 2014–15:</b> 5
<b>Indicator 11.3:</b> 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.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 5, across all regions	<b>Target 2012–13:</b> 5	<b>Target 2014–15:</b> 5
<b>Position to be reached by 2015:</b> In at least 20 per cent of all member States, the labour administration has been strengthened and plays a key role in formulating and implementing labour policies and laws. Similarly, in at least 15 member States, up to date legislation provides improved legal protection to workers and an appropriate regulation of the labour market.		

**Outcome 12: Social dialogue and industrial relations**

Tripartism and strengthened labour market governance contribute to effective social dialogue and sound industrial relations

- 61.** Effective social dialogue and sound industrial relations represent a key instrument of labour market governance and promotion of decent work for all. The ILO will build on its current work and help member States to strengthen the mechanisms for social dialogue in all its forms including: tripartite cooperation, collective bargaining, information and consultation, labour disputes prevention and resolution. Where there are no such mechanisms, the ILO will help tripartite constituents to establish some and make them operational. Emphasis will be placed on strengthening the capacity of tripartite actors to play their role effectively in social dialogue institutions and mechanisms at all levels. The ILO approach to this outcome calls for close cooperation across the Office, an expanded knowledge base in the field of industrial relations, and enhanced cooperation with academia and research institutions to underpin technical assistance when promoting social dialogue in member States.

<b>Indicator 12.1:</b> Number of member States that, with ILO support, strengthen social dialogue institutions and mechanisms in line with international labour standards.		
<b>Baseline:</b> 20 member States (based on past performance).		
<b>Target 2010–11:</b> 10, across all regions	<b>Target 2012–13:</b> 5	<b>Target 2014–15:</b> 5
<b>Indicator 12.2:</b> 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.		
<b>Baseline:</b> 10 member States (based on past performance).		
<b>Target 2010–11:</b> 10, across all regions	<b>Target 2012–13:</b> 5	<b>Target 2014–15:</b> 5
<b>Position to be reached by 2015:</b> At least 30 member States have strengthened their social dialogue institutions including Economic and Social Councils, collective bargaining and the mechanisms for the prevention and settlement of labour disputes, based on ILO Conventions.		

### **Outcome 13: Decent work in economic sectors**

A sector-specific approach to decent work is applied

- 62.** Industries and services have their own specific sets of issues, just as individuals have when tackling occupational challenges. Recognizing this principle, the ILO pursues a sectoral approach that translates high-level policy advice into practice where impact is needed: the workplace. Sectoral work will focus on reinforcing the integration of economic, social and environmental dimensions. Central to this strategy will be the involvement of constituents. As set out in the Social Justice Declaration, the Organization will, as appropriate and in consultation with representative national and international organizations of workers and employers, reach out to other non-state entities and economic actors, such as multinational enterprises and global union federations. The involvement of intergovernmental organizations with a sectoral focus (such as the FAO, WHO, IMO or UNWTO), multinational enterprises and their suppliers, and ministries that do not normally work directly with the ILO, is another important element in mainstreaming the Decent Work Agenda in member States and throughout the multilateral system.

<b>Indicator 13.1:</b> Number of member States that, with ILO support, implement sectoral standards, codes of practice or guidelines.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 15	<b>Target 2012–13:</b> 15	<b>Target 2014–15:</b> 15
<b>Indicator 13.2:</b> Number of member States in which constituents, with ILO support, take significant action for a specific sector to advance the Decent Work Agenda.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 10	<b>Target 2012–13:</b> 10	<b>Target 2014–15:</b> 10
<b>Position to be reached by 2015:</b> At least 40 member States have strengthened decent work in economic sectors through the implementation of sectoral standards, the adoption and application of codes of practice and guidelines, and the strengthening of sectoral social dialogue.		

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

63. The Social Justice Declaration confirms the centrality of labour standards in the Decent Work Agenda. Thus, the unique rights-based approach offered by the 1998 Declaration and the ILO's instruments and procedures, including the MNE Declaration, defines strategy for building social cohesion and the rule of law through synergies between social dialogue and standards. The Social Justice Declaration makes it clear that "the violation of fundamental principles and rights at work cannot be involved or otherwise used as a legitimate comparative advantage and that labour standards should not be used for protectionist trade purposes".<sup>3</sup>
64. Normative instruments provide the framework for national social policies. Freedom of association and the effective recognition of the right to collective bargaining are given particular importance in the Social Justice Declaration, while gender equality and non-discrimination are cross-cutting.
65. The Decent Work Agenda generates growing demand for guidance on labour standards internationally and in the private sector. It relies on social dialogue, implying worker and employer involvement in supervision, and promotion of updated instruments, beginning with standards most significant for governance (Conventions on employment policy, tripartite consultation and labour inspection).
66. In the follow-up to the 1998 Declaration, promotional work will draw on technical cooperation and technical assistance.
67. All regions identify priorities based on rights, but tools adapted to the different constituents are needed to ensure effective communication of international labour standards. Child labour is a global priority: the ILO has strong credentials in combining normative means with technical cooperation and user-friendly communications. This competence will be broadened. The forced labour programme exemplifies a well-focused effort to mobilize resources and address issues exposed by the supervisory process and the 1998 Declaration follow-up. Decent Work Country Programmes should ensure that normative considerations are included in fieldwork.
68. Teamwork among technical units with consistent two-way dialogue to inform the supervisory bodies and monitor action will enhance effectiveness. Promotion of key equality Conventions should intensify: supervisory comments should employ gender analysis and gender-responsive language. Concrete assistance should be given, with the requisite social dialogue, to address problems raised.

***Outcome 14: Freedom of association and the right to collective bargaining***

The right to freedom of association and collective bargaining is widely known and exercised

69. Freedom of association and the right to collective bargaining constitute the undeniable cornerstone of the ILO since they are essential to human rights and the social and economic development of countries. Conventions Nos 87 and 98 and their related instruments are the most far-reaching international instruments in this area and the ILO supervisory mechanisms which monitor progress in their application are the most advanced in the UN system. Nevertheless, despite the progress made, they remain the least ratified of the eight fundamental Conventions. There are significant weaknesses in their practical

<sup>3</sup> ILO Declaration on Social Justice for a Fair Globalization, I(A)(IV).

application, particularly as regards vulnerable workers in EPZs, in agriculture, domestic and migrant workers. These often result in a noticeable rights gap for women. Achieving full respect of these rights requires long-term commitment and support. Within the context of Decent Work Country Programmes, work will focus on consolidating progress made and ensuring further advances through advocacy, legal reform and capacity-building of constituents, based on the priorities set by the ILO supervisory bodies, the reports of the 1998 Declaration follow-up, and the action plans approved by the Governing Body to enhance the impact of the standards system and to realize the fundamental principle of freedom of association and the right to collective bargaining.

<b>Indicator 14.1:</b> Number of member States that, with ILO support, improve the application of basic rights on freedom of association and the right to collective bargaining.		
<b>Baseline:</b> To be established based on the 2008–09 reports of the Committee of Experts and the 1998 Declaration follow-up.		
<b>Target 2010–11:</b> 10	<b>Target 2012–13:</b> 10	<b>Target 2014–15:</b> 10
<b>Indicator 14.2:</b> 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.		
<b>Baseline:</b> To be established in 2010 based on replies to the 2009 general observation of the Committee of Experts.		
<b>Target 2010–11:</b> 2 (to be reviewed upon establishment of the baseline)	<b>Target 2012–13:</b> 2	<b>Target 2014–15:</b> 2
<b>Position to be reached by 2015:</b> In at least 18 member States the basic principles of freedom of association and the right to collective bargaining are applied, including in EPZs.		

## **Outcome 15: Forced labour**

Forced labour is eliminated

70. The continued existence of forced labour, primarily in the private economy, represents a severe violation of the human rights of women, men and children, and a major impediment to poverty reduction across the world. Yet its eradication is achievable. The Forced Labour Convention, 1930 (No. 29), and the Abolition of Forced Labour Convention, 1957 (No. 105), are the most highly ratified of all ILO Conventions. Governments, employers' and workers' organizations are increasingly aware of the linked problems of forced labour and human trafficking, and committed to action to eliminate them. A concerted ILO strategy will include promoting universal ratification of Conventions Nos 29 and 105 and providing continued technical assistance for their application, for the establishment and effective enforcement of sound legal frameworks and for the design and implementation of policies and action plans against forced labour, fully capitalizing on the mutually reinforcing nature of the four fundamental principles and rights at work. Special attention will be given to knowledge generation and awareness raising for the prevention of forced labour, and to strengthening the capacity of governments and social partners for action against it. The ILO supervisory bodies will provide value added through the identification of specific problems and appropriate solutions. To ensure that forced labour and human trafficking issues are effectively addressed at the national level, the ILO will promote the inclusion of measures to combat forced labour and human trafficking in Decent Work Country Programmes with a focus on the needs and circumstances of different vulnerable groups in the specific country context.

<b>Indicator 15.1:</b> 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.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 10	<b>Target 2012–13:</b> 8	<b>Target 2014–15:</b> 6
<b>Position to be reached by 2015:</b> The tripartite constituents in at least 20 member States have implemented specific and effective action to eliminate forced labour including human trafficking, consistent with ILO standards.		

## **Outcome 16: Child labour**

Child labour is eliminated, with priority being given to the worst forms

71. The continued existence of child labour represents a major obstacle to the realization of decent work for all. Ensuring that every child is free of the compulsion to work is thus a crucial first step towards achieving Decent Work. Experience shows that where child labour is practised, respect for other human rights at work is weak; but that with political will, the active support of the ILO's tripartite constituents, and access to funds, all countries can protect children from child labour. Recent progress achieved in the elimination of child labour is being put at stake by the social impact of the current global economic and financial crisis. A strategy consisting of complementary approaches is therefore required and will draw upon the extensive experience and knowledge gained through the ILO supervisory bodies and technical cooperation in member States around the world. The ILO will promote universal ratification of Conventions Nos 138 and 182, provide technical assistance to implement these Conventions and enhance the capacity of the tripartite constituents to develop effective policies and programmes for the elimination of child labour and provision of education for all, giving specific attention to the situation of girls and that of the African region. To avoid that children bear the burden of the pace of progress, capacity to take urgent measures to remove children from the worst forms of child labour will continue to be built and supported as key elements of national action plans against child labour. The ILO International Programme on the Elimination of Child Labour (IPEC) will continue to play a central role in the elimination of child labour in the context of the Global Action Plan endorsed by the ILO Governing Body in 2006.

<b>Indicator 16.1:</b> 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.		
<b>Baseline:</b> 32 member States in 2008.		
<b>Target 2010–11:</b> 45, of which 15 in Africa	<b>Target 2012–13:</b> 45	<b>Target 2014–15:</b> 45
<b>Indicator 16.2:</b> 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.		
<b>Baseline:</b> 42 member States in 2008.		
<b>Target 2010–11:</b> 50	<b>Target 2012–13:</b> 50	<b>Target 2014–15:</b> 50
<b>Position to be reached by 2015:</b> In at least 65 member States, ILO normative action or technical assistance have enabled the tripartite constituents to implement specific new policies, programmes and other actions consistent with ILO Conventions, to eliminate child labour.		

## **Outcome 17: Discrimination at work**

Discrimination in employment and occupation is eliminated

72. While major advances in combating discrimination in employment and occupation have been achieved, including a high level of ratification of ILO Conventions Nos 100 and 111, the adoption of specific national legislation to address discrimination and promote equality, and the elaboration of national action plans and programmes, there still remain many obstacles to eliminating all forms of discrimination in employment and occupation. Newly acknowledged forms of discrimination being added to long recognized grounds, and multiple forms of discrimination leading to cumulative disadvantage need to be addressed. A focused multi-pronged strategy is therefore required, drawing upon the experience gained over the past years. The strategy will include promoting universal ratification of Conventions Nos 100 and 111 and providing technical assistance to implement these Conventions, particularly in the context of a national equality policy. Capacity building for governments and social partners, awareness-raising campaigns, sharing of information, research initiatives, and gathering of appropriate sex-disaggregated data, will be key elements of the strategy. To ensure that non-discrimination and equality issues are effectively addressed at the national level, the ILO will promote the inclusion of non-discrimination and equality in employment and occupation in Decent Work Country Programmes, with a focus on the needs and circumstances of different groups in the specific country context.

<b>Indicator 17.1:</b> 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.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 5	<b>Target 2012–13:</b> 5	<b>Target 2014–15:</b> 5
<b>Position to be reached by 2015:</b> ILO technical assistance will have enabled the tripartite constituents in at least 15 member States to implement specific new policies, programmes and other actions consistent with ILO Conventions to eliminate discrimination at work.		

## **Outcome 18: International labour standards**

International labour standards are ratified and applied

73. International labour standards and the ILO's machinery for their supervision play a central role in achieving the Decent Work Agenda. The Plan of Action on the standards strategy adopted by the Governing Body will integrate the relevant elements of the follow-up to the Social Justice Declaration, including the selection of priorities for standards-related activities as a result of the recurrent discussions at the Conference. Based on priorities set by the supervisory bodies, provision of technical cooperation will be intensified, making full use of Decent Work Country Programme processes and ensuring further advances through advocacy, legislative reform and capacity building of constituents. This is a two-way relationship, in which standards and supervision set a rules-based framework, provide guidance for action and monitor performance. Simultaneously, the supervisory bodies are fully informed on national situations by the constituents and through technical cooperation. The impact of the supervisory mechanisms will benefit from more systematic mainstreaming of international labour standards within the ILO and in the work of partner organizations in the multilateral system. The application of standards on the ground and at shop-floor level will also benefit from other means, including those facilitated by the MNE Declaration and voluntary initiatives, which more generally underpin rights-based global and national development programmes.

<b>Indicator 18.1:</b> 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.		
<b>Baseline:</b> To be established based on the comments of the supervisory bodies in the 2008–09 reports.		
<b>Target 2010–11:</b> 55	<b>Target 2012–13:</b> 55	<b>Target 2014–15:</b> 55
<b>Indicator 18.2:</b> 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.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 5	<b>Target 2012–13:</b> 3	<b>Target 2014–15:</b> 3
<b>Indicator 18.3:</b> 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.		
<b>Baseline:</b> 29 member States.		
<b>Target 2010–11:</b> 5	<b>Target 2012–13:</b> 3	<b>Target 2014–15:</b> 3
<b>Indicator 18.4:</b> 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.		
<b>Baseline:</b> To be established based on 2008–09 performance.		
<b>Target 2010–11:</b> 15	<b>Target 2012–13:</b> 10	<b>Target 2014–15:</b> 10
<b>Position to be reached by 2015:</b> ILO normative action, supervision and technical cooperation are reinforced in their synergy to provide an effective framework for national action towards full implementation of standards. As a result, specific standard-related improvements are made in at least 100 member States.		

## Policy coherence

74. The Social Justice Declaration emphasizes that, to optimize the impact of the four strategic objectives, efforts to promote them should be part of an ILO global and integrated strategy for decent work. Beyond the outcomes defined above, an additional outcome is established, which focuses on fostering policy coherence, partnerships and decent work outcomes in member States through an integrated approach to mainstreaming decent work.

### **Outcome 19: Mainstreaming decent work**

Member States place an integrated approach to decent work at the heart of their economic and social policies, supported by key UN and other multilateral agencies

75. The impact of the Decent Work Agenda is significantly improved when it is placed at the heart of economic and social policies for sustainable development. Members' capacity to achieve this objective is enhanced when UN and other multilateral organizations offer coherent policy advice and technical assistance that serve to promote an integrated approach to decent work. This calls for the strengthening of the informational and analytical underpinnings of integrated policies and programmes across the ILO's four strategic objectives within the overall framework of sustainable development. The ILO will therefore pursue a strategy for the mainstreaming of decent work in its collaboration with other international and regional organizations with mandates in closely related fields. In this connection, it is important to incorporate into the decent work approach the implications of environmental policies, especially on climate change.

<b>Indicator 19.1:</b> Number of member States that, with ILO support, make the goal of decent work increasingly central to policy-making.		
<b>Baseline:</b> To be established based on an internal survey to be conducted through ILO field offices in 2009.		
<b>Target 2010–11:</b> 15, of which at least 4 in Africa and 2 in the other regions.	<b>Target 2012–13:</b> 15	<b>Target 2014–15:</b> 20
<b>Indicator 19.2:</b> Number of key international agencies or multilateral institutions that, through collaboration with the ILO, mainstream decent work in their policies and programmes.		
<b>Baseline:</b> To be established based on an independent assessment in 2009.		
<b>Target 2010–11:</b> 5	<b>Target 2012–13:</b> 5	<b>Target 2014–15:</b> 5
<b>Position to be reached by 2015:</b> In at least 50 member States, an integrated approach to decent work is embedded in UNDAFs or equivalent national strategies. Key economic, social and environmental international agencies with mandates in decent work related fields are promoting this integrated approach.		

### III. Strengthening technical capacities

#### Knowledge base

76. In line with the Social Justice Declaration, a comprehensive results-based knowledge strategy for 2010–15 will be submitted to the Governing Body in November 2009. It will aim at strengthening the Office's knowledge base to better serve constituents through solid research and up to date statistics. The strategy will strengthen capacities in four areas: statistics, research, knowledge networks, and knowledge dissemination. Strengthening the knowledge base and knowledge sharing will also support change in working methods, in particular increased team working.
77. Evidence-based research based on sex disaggregated data and analysis will help constituents make choices between the available policy options. The *World of Work Report* published by the International Institute for Labour Studies will examine interactions between financial policies and planks of the Decent Work Agenda. The Research and Publications Committee will ensure that major ILO projects respond to sound research criteria, maximize synergies, and draw upon the findings of earlier research and evaluations of research projects.
78. The ILO will develop a stronger statistical foundation and an innovative approach to measuring the multiple facets of decent work, analysing and interpreting data in a gender-responsive and country-specific context. This work will draw from national sources, existing ILO databases, statistical indicators and information on rights at work and the legal framework for decent work for women and men. Decent Work Country Profiles and in-depth country studies will be key instruments. Knowledge generated will be shared with constituents in a timely, easily comprehensible and cost-effective way, and in formats and languages that meet their needs.

#### Building the capacity of constituents

79. The Social Justice Declaration emphasizes the need for the Organization to assist in developing the institutional capacity of member States, as well as representative organizations of employers and workers, in order for them to realize the vision of the Social Justice Declaration and to advance innovative decent work solutions to employment, labour and social challenges.

- 80.** Capacity development for constituents will be a central component of all outcome strategies to be detailed in each programme and budget document over the planning period. The Turin Centre will be the main arm of the ILO in the delivery of capacity-building activities, working in close cooperation with technical sectors at headquarters and with regions. The workers' education programme and the employers' programme in the Centre will be an integral part of this work.
- 81.** Capacity development for workers' and employers' organizations will include training and other capacity-building initiatives based on needs assessments, carried out in cooperation with the relevant employers' and workers' organizations and with assistance from the Turin Centre. Ministries of labour or their equivalents will be supported in their efforts to take a comprehensive and integrated approach to their main functions, from labour administration to labour inspection and employment services. The ILO will develop tools and expertise to address capacity challenges of these related functions, including the need to strengthen social dialogue institutions. ILO internal expertise on capacity assessment and development will be strengthened so that specific capacity development results can be defined with constituents. This will require additional staff training, online tools and support networks and communities of practice, necessitating more cooperation across the Office, including with the Turin Centre.
- 82.** The ILO will also work within the context of United Nations Development Assistance Framework and joint UN programmes to develop capacity in other government institutions regarding specific economic sectors that play a key role in delivering on Decent Work Country Programme results. Particular attention will be required to strengthen capacity for effective tripartite participation in UN country programmes.

## **Partnerships and communication**

- 83.** The Social Justice Declaration calls for the promotion of effective partnerships within the UN and multilateral systems to strengthen ILO operational programmes and activities or otherwise promote ILO objectives. This will be pursued through active participation of the Office along with the constituents in the "Delivering as One" UN reform initiatives and the implementation of the 2007 General Assembly resolution on the Triennial Comprehensive Policy Review for 2007–10. The Decent Work Agenda will be mainstreamed through support to the UN system-wide application of the United Nations System Chief Executives Board for Coordination *Toolkit for mainstreaming employment and decent work* and of the ILO's gender audit tool.
- 84.** Developing new partnerships with non-state entities and economic actors at the sectoral, national and global levels, including multinational enterprises, will be conducted in consultation with representative national and international organizations of workers and employers. Public-private partnerships, South-South cooperation, partnerships with regional structures and national expertise and networks, all pursued in collaboration with constituents, will further enable constituents to obtain greater access to important decision-making circles.
- 85.** Communication and public information are the primary vehicles for conveying to the public how the Organization is analysing and tackling the main workplace challenges. Communication methodologies and tools will be applied to engage stakeholders, assess situations, share information on what works, where, under what conditions, and devise effective strategies to mobilize and extend international support for decent work. The ILO's global information network will strengthen knowledge and help provide high-quality policy advice to constituents and partners. Advanced technology will be used to simplify access to ILO expertise, develop resource guides, and digitize ILO publications.

The innovative communication and advocacy networks established in “Delivering as One” pilot countries will provide more effective opportunities to work with partners.

## Operational capacity

86. The reinforcement of ILO capacity to serve constituents better also relies on a field structure that is fully suited to the operational needs of the Organization. Subject to the discussion at the current session of the Governing Body, particular attention will be given to the following measures, taking due account of differing regional situations:
- Strengthening the technical support to Members in the regions through concentrating specialist technical capacity in fewer but larger decent work technical support teams servicing the needs of a number of countries. Such teams must work in close collaboration with, and rely on the support of, technical programmes at headquarters.
  - Establishing a single type of ILO field office which will specialize in servicing Members in one or several countries. Field offices will deliver ILO programmes and support Members, and their skills and composition will be aligned accordingly. In particular field offices should have full first-line responsibility to design and implement Decent Work Country Programmes.
  - Deploying ILO capacity more flexibly, for instance through the use of staff on tasks outside their geographical assignment.
  - Clarifying roles and responsibilities of regional offices, field offices, technical support teams and headquarters technical programmes.

## IV. Strengthening governance, support and management

87. The Social Justice Declaration calls for the review and adaptation of ILO’s institutional practices in order, among other matters, to improve efficiency and effectiveness in the use of ILO human and financial resources, reinforce management processes and enhance governance and capacity building with a view to better understanding its Members’ needs and servicing them.
88. Reinforcement of management will be necessary to ensure the comprehensive follow-up to the Social Justice Declaration and address key internal governance issues, as well as to meet other challenges facing the Office in the next few years, such as: enhanced competition around the ILO mandate; UN reform; departure of experienced staff; the headquarters renovation project; and continued pressure on resources for programme backstopping and delivery. In this regard, measures to further strengthen the role and assignment of the Senior Management Team will be introduced. Line managers will help strengthen the professional approach to results-based management. There will be a renewed focus on staff performance, risk management, and responsibility for promoting teamwork and efficiency.
89. An Office-wide change management and capacity-building programme will be implemented, building on the milestones of the results-based management roadmap, and supported by integrated management strategies. It will combine capacity-building elements and reinforced incentive structures to implement changes in the culture and practices of the Organization and the Office. This long-term process will require commitment to good governance and in-depth involvement of all constituents and staff, particularly

management. The programme will target improvements of the following management dimensions: accountability; transparency; work-planning and organization of work; support for knowledge sharing; organizational learning; teamwork and core management competencies.

90. Two governance, support and management outcomes are proposed. Not all targets can be specified at this time because they relate to the achievement of milestones in the revised management strategies (human resources, information technology, resource mobilization and evaluation) to be submitted to the Governing Body for adoption in 2009 and 2011.

### **Outcome 1: Effective and efficient utilization of all ILO resources**

91. This outcome concerns the effective and efficient utilization of the ILO's human, financial, physical and technological resources for ILO's technical programmes. Management strategies will be applied in support of this outcome in the areas of human resources, information technology and resource mobilization. The evaluation strategy and the field structure review will also play a major role. The effective use of resources will be supported through efforts to generate efficiencies from improvements in working methods and structures. Effective utilization of physical resources will be significantly affected by the headquarters renovation project. The Office will maintain an active role in relevant UN system bodies with a view to further harmonizing policies and practices where feasible. It aims to achieve climate neutrality by 2015.

<b>Indicator 1.1:</b> Improved effectiveness in the management of human resources.		
<b>Baseline:</b> Results reported to the Governing Body in November 2009 on the implementation of the 2006–09 Human Resources Strategy.		
<b>Target 2010–11:</b> Milestones in the HR Strategy for 2010–15	<b>Target 2012–13:</b> Milestones in the HR Strategy for 2010–15	<b>Target 2014–15:</b> Milestones in the HR Strategy for 2010–15
<b>Indicator 1.2:</b> Improved effectiveness in the management of information technology.		
<b>Baseline:</b> Results reported to the Governing Body in November 2009 on the implementation of the 2007–09 Information Technology Strategy.		
<b>Target 2010–11:</b> Milestones in the IT Strategy for 2010–15	<b>Target 2012–13:</b> Milestones in the IT Strategy for 2010–15	<b>Target 2014–15:</b> Milestones in the IT Strategy for 2010–15
<b>Indicator 1.3:</b> Alignment of extra-budgetary and regular budget supplementary account (RBSA) resources with decent work outcomes at global, (sub)regional, and national level.		
<b>Baseline:</b> Results reported to the TC Committee on the implementation of the ILO's technical cooperation programme 2008–09.		
<b>Target 2010–11:</b> Milestones in the resource mobilization strategy for 2010–15	<b>Target 2012–13:</b> Milestones in the resource mobilization strategy for 2010–15	<b>Target 2014–15:</b> Milestones in the resource mobilization strategy for 2010–15
<b>Indicator 1.4:</b> Improved maintenance and utilization of ILO Office facilities.		
<b>Baseline:</b> To be established in 2009 after consultation with the Building Subcommittee.		
<b>Targets 2010–11:</b> (i) Timely implementation of the headquarters renovation project master plan (ii) Targets on functional improvements determined based on above data and modern building standards	<b>Target 2012–13:</b> Developed based on targets determined in 2010–11	<b>Target 2014–15:</b> Developed based on targets determined in 2010–11

<b>Indicator 1.5:</b> Progress toward climate neutrality.		
<b>Baseline:</b> 3.4 per cent of the regular budget spent in travel in 2006–07 and 350 video conferences conducted in 2008.		
<b>Targets 2010–11:</b> <ul style="list-style-type: none"> <li>■ Measures on energy savings, recycling, waste management and reduction of greenhouse gas emissions implemented</li> <li>■ Proportion of travel expenditures under all sources of funds reduced</li> <li>■ Use of video conferences increased by 25 per cent</li> </ul>	<b>Target 2012–13:</b> An environmental audit introduced (subject to External Auditor’s advice)	<b>Target 2014–15:</b> Climate neutrality achieved
<b>Position to be reached by 2015:</b> All ILO’s human, physical and technological resources will be utilized in a more effective and efficient manner.		

## **Outcome 2: Effective and efficient governance of the Organization**

- 92.** This outcome concerns the external and internal governance of the Organization. The outcome covers both the accountability of the Office in terms of the way it manages available resources, and the functioning of the ILO’s governing organs, including Regional Meetings. A culture of transparency and accountability will be fostered through appropriate implementation of recommendations from internal and external audits and independent evaluations and their integration into programming and knowledge sharing. Legal, financial, safety and security risks and risks associated with business continuity will increasingly be integrated into the ILO’s standard procedures and core processes.
- 93.** Despite progress, there is a general feeling that the meetings of the Governing Body would be more effective if they concentrated more on the substance of the ILO’s work. Agendas of committees could be streamlined. The role of the International Labour Conference and Regional Meetings could be improved. The demands of UN reform also underline the need for clarity regarding the functioning of the decision-making bodies of the ILO, so that its tripartite authority can be effectively recognized in the broad scope of questions which fall under its mandate.
- 94.** Improving the functioning of the International Labour Conference is a continuous goal. The challenges raised by the Social Justice Declaration call for a rethinking of the Governing Body’s methods of work. A restructured, efficient Governing Body which can adequately deal with both governance and policy issues should be one of the aims of this Strategic Policy Framework. This should be realized by exploring different options in intensive tripartite consultations.

<b>Indicator 2.1:</b> ILO constituents guide the implementation of ILO activities at the country level through Decent Work Country Programmes.		
<b>Baseline:</b> To be determined.		
<b>Target 2010–11:</b> Constituents involved in the development of 100 per cent of Decent Work Country Programmes	<b>Target 2012–13:</b> Constituents involved in the development of 100 per cent of Decent Work Country Programmes	<b>Target 2014–15:</b> Constituents involved in the development of 100 per cent of Decent Work Country Programmes
<b>Indicator 2.2:</b> External Auditor’s opinion on the ILO financial statements and on follow-up action.		
<b>Baseline:</b> Unqualified audit opinion issued for 2006–07.		
<b>Target 2010–11:</b> Unqualified audit opinion and successful implementation of IPSAS	<b>Target 2012–13:</b> Unqualified audit opinion and successful implementation of IPSAS	<b>Target 2014–15:</b> Unqualified audit opinion and successful implementation of IPSAS

<b>Indicator 2.3:</b> Quality assessments provided in internal audit and independent evaluation reports and timely and effective implementation of recommendations.		
<b>Baseline:</b> To be determined.		
<b>Target 2010–11:</b> (i) High-priority audit findings and recommendations implemented not later than 6 months of the audit report's date (ii) Other findings and recommendations implemented within 12 months of the audit report's date	<b>Target 2012–13:</b> (i) High-priority audit findings and recommendations implemented not later than 6 months of the audit report's date (ii) Other findings and recommendations implemented within 12 months of the audit report's date	<b>Target 2014–15:</b> (i) High-priority audit findings and recommendations implemented not later than 6 months of the audit report's date (ii) Other findings and recommendations implemented within 12 months of the audit report's date
<b>Baseline:</b> Results on the evaluation strategy reported to the Governing Body.		
<b>Target 2010–11:</b> (i) 70 per cent of recommendations implemented in a satisfactory manner within 12 months (ii) An integrated evaluation schedule and monitoring system maintained for all evaluation work (iii) Lessons learned from evaluations fully accessible and used by regions to innovate and improve their programmes	<b>Target 2012–13:</b> Milestones of the Evaluation Strategy for 2010–15	<b>Target 2014–15:</b> Milestones of the Evaluation Strategy for 2010–15
<b>Indicator 2.4:</b> Increased recognition and mitigation of risks.		
<b>Baseline:</b> Office-wide risk management system operational in 2008–09.		
<b>Target 2010–11:</b> All elements of the system in place and maintained	<b>Target 2012–13:</b> All elements of the system in place and maintained	<b>Target 2014–15:</b> All elements of the system in place and maintained
<b>Indicator 2.5:</b> Efficient planning, preparation and management of International Labour Conference and Governing Body sessions and Regional Meetings.		
<b>Baseline:</b> 65 per cent of official documents published on time.		
<b>Target 2010–11:</b> 90 per cent	<b>Target 2012–13:</b> 95 per cent	<b>Target 2014–15:</b> 2012–13 status maintained
<b>Baseline:</b> Legal advice to participants and in-Office preparations with significant legal implications, including documents to be submitted, is on average adequate and timely.		
<b>Target 2010–11:</b> Provision of adequate and timely legal advice in all cases	<b>Target 2012–13:</b> Provision of adequate and timely legal advice in all cases	<b>Target 2014–15:</b> Provision of adequate and timely legal advice in all cases
<b>Indicator 2.6:</b> Enhanced governance and policy-setting functions of ILO organs.		
<b>Baseline:</b> Current functioning and time frame of the Governing Body and its committees.		
<b>Target 2010–11:</b> Consensus on revised methods of work, content of Governing Body sessions and time frame reached	<b>Target 2012–13:</b> Revised methods of work, content of Governing Body sessions and time frame introduced	<b>Target 2014–15:</b> Revised methods of work, content of Governing Body sessions and time frame fully implemented
<b>Position to be reached by 2015:</b> Efficient and effective internal and external governance assist constituents in applying decent work policies and programmes.		

## V. Resources for the planning period

95. Regular budget resources have stayed close to zero real growth for well over a decade, with differences in the nominal level due primarily to exchange rate fluctuations. Extra-budgetary resources have almost doubled over the last seven years in nominal dollar terms. Extra-budgetary resources are unevenly distributed between countries and regions, even when population and poverty are taken into account. While there has been a modest increase in total resources in real terms, it has been far from sufficient to respond to increasing demands from constituents and Decent Work Country Programme resource gaps.
96. The Office has been seeking ways to redress this imbalance. A major innovation was introduced during the 2008–09 biennium with the creation of the regular budget supplementary account (RBSA), which can be used flexibly and at lower administrative cost.
97. An expanded RBSA could be an important part of the response to resource gaps. There are a number of lessons that promise greater efficiency and effectiveness in the future, including the need for more flexible earmarking, for assured resources available early in the biennium and for a better balance of operational activities with investments in knowledge, tools and technical support.
98. It is increasingly recognized that the Decent Work Agenda is an effective response to problems of poverty and unbalanced globalization. The financial and economic crisis has multiplied needs. At the same time the crisis has led to uncertainty about prospects for additional voluntary resources. The need for a solution to this problem is well recognized by donors: predictable resources are a key principle of the new aid architecture.
99. In line with the Social Justice Declaration, the resource mobilization strategy is being reviewed and even more strongly oriented towards assistance to constituents. Donors will be encouraged to shift towards un-earmarked and predictable multi-annual partnership agreements and to contribute to the RBSA.
100. The Office plans to concentrate available resources on a small number of larger, more strategic programmes. They will focus on core areas of the ILO's work, cut across the strategic objectives, foster teamwork and highlight practical solutions to Members' needs. Large programmes in areas such as measurement of decent work, labour administration and sustainable SMEs would be more efficient to implement and easier to align with larger UN initiatives.
101. The table below illustrates a possible resource scenario, based on zero real growth for the regular budget in 2010–11, followed by a real growth of some 1.5 per cent in 2012–13 and some 2 per cent in 2014–15. Technical cooperation resource growth is estimated at some 7 per cent per year, based on recent experience, while RBSA is estimated to reach \$90 million in 2010–11 and increases at 50 per cent per biennium thereafter. This scenario may require revision over the planning period, but the strong role the Decent Work Agenda is expected to play in crisis response suggests that cautious optimism is reasonable at this stage.

Period	Regular budget resources	RBSA	Extra-budgetary resources	Total
2008–09	642	42	350	1 037
2010–11	642	90	425	1 157
2012–13	652	135	460	1 247
2014–15	665	200	525	1 390

All figures are estimated expenditure in millions of US dollars at 2008–09 costs and exchange rates.

**102.** Under this scenario, extra-budgetary resources would continue to grow as a proportion of the regular budget, from about 60 per cent to some 79 per cent. However, as a proportion of total resources including RBSA, extra-budgetary resources would remain at some 35 to 38 per cent. The regular budget would fall from 62 per cent to 48 per cent of total resources, while RBSA would rise from close to 4 per cent to about 14 per cent.

**103.** There are a number of advantages of this resource strategy and scenario:

- It increases the resources directly aligned with the priorities established by the Governing Body and the Conference, and encourages donors to provide resources that can be more flexibly aligned to these priorities.
- The cost of delivering operational activities would fall.
- Flexibility to respond to economic and social developments and the needs of constituents would increase.
- Larger programmes would encourage new methods of work, in particular collaboration across sectors and between field and headquarters units.

**104.** *The Committee may wish to invite the Governing Body to endorse the Strategic Policy Framework 2010–15, taking into account the views expressed during its discussion.*

Geneva, 18 February 2009.

*Point for decision:* Paragraph 104.