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Draft transitional strategic plan for 2016–17 and preview of the Programme and Budget proposals for 2016–17

Purpose of the document

In March 2014, the Governing Body requested the Director-General to: (a) present a draft transitional strategic plan for the period 2016–17 to the 322nd Session (November 2014) of the Governing Body for its consideration; and (b) to include the transitional strategic plan for 2016–17 in the Director-General's Programme and Budget proposals for 2016–17. The Governing Body is invited to comment on the proposed draft transitional strategic plan and the preliminary information concerning the Programme and Budget proposals for 2016–17 and to provide guidance to the Office for the submission of proposals to its 323rd Session (March 2015).

Relevant strategic objective: All four strategic objectives.

Policy implications: The guidance of the Governing Body will inform the preparation of the Programme and Budget proposals for 2016–17.

Legal implications: None.

Financial implications: Programme and Budget for 2016–17.

Decision required: None.

Follow-up action required: At its session in March 2015, the Governing Body will examine the Director-General's Programme and Budget proposals for 2016–17.

Author unit: Strategic Programming and Management Department (PROGRAM).

Related documents: GB.320/PFA/3; GB.320/PV; GB.319/PFA/2; GB.322/INS/13/2; ILO: ILO programme implementation 2012–13, Report of the Director-General (appended to the Report of the Chairperson of the Governing Body), International Labour Conference, 103rd Session, Geneva, 2014; GB.304/PFA/2(Rev.).

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Introduction

1. This preview of the transitional strategic plan and the Programme and Budget proposals for 2016–17 is presented in circumstances that are significantly different from those of corresponding planning cycles in the past.
2. At its 320th Session (March 2014), the Governing Body decided that, on the expiry of the Strategic Policy Framework 2010–15, a transitional strategic plan of just two years, coinciding with the 2016–17 programme and budget, should be adopted, so that from 2018 the ILO could align its four-year strategic planning cycle with that of the United Nations (UN), as recommended by the UN General Assembly.¹
3. This programming cycle offers the ILO the opportunity not only to continue focusing its activities on a specific number of key issues in the world of work, where it can and should make a demonstrable difference, but also to better integrate these issues into its results-based management approach. Building on the progress made with the areas of critical importance (ACIs) identified in the Programme and Budget for 2014–15, these key issues would be reflected in ten policy outcomes, underpinned by five cross-cutting strategies that are relevant to some or all of the outcomes, and supported by three advocacy, governance and support outcomes.
4. In past biennia, the Governing Body has made good use, at its October/November session, of the opportunity to preview the programme and budget proposals that are to be presented to it the following March, ahead of final adoption by the International Labour Conference in June. The preview has provided an opportunity for the Governing Body to give guidance and direction on the general strategy and thrust of the proposals. On this occasion, in the light of the informal consultations undertaken during the 103rd Session (2014) of the International Labour Conference, the Governing Body has before it a more substantive preview than has been the case in the past. The preview should make clear the areas of continuity and of innovation which, together, show that the ILO is pursuing coherently its Decent Work Agenda, with rigour both in its substantive work and its commitment to efficiency and reform.

I. Transitional strategic plan and preview of the Programme and Budget proposals for 2016–17

5. The ILO continues to promote social justice through the Decent Work Agenda with its four pillars – employment, rights at work, social protection and social dialogue – which remain the strategic objectives of the Organization. The ILO Declaration on Social Justice for a Fair Globalization, 2008, provides an overall framework and is an important instrument for the pursuit of the ILO’s mandate. The foreseen evaluation at the 105th Session (2016) of the International Labour Conference of its impact to date will provide an occasion to identify ways in which improvements can be made to optimize its impact in the future.
6. Building on the experience gained in the current biennium in terms of substantive outcomes and improved working methods, it is proposed that the transitional strategic plan for 2016–17 be grounded in ten policy outcomes:

¹ GB.320/PFA/3, para. 19 and GB.320/PV, para. 664.

1. More and better jobs for inclusive growth and improved youth employment prospects.
 2. Ratification and application of international labour standards.
 3. Creating and extending social protection floors.
 4. Promoting sustainable enterprises.
 5. Decent work in the rural economy.
 6. Formalization of the informal economy.
 7. Promoting workplace compliance through labour inspection.
 8. Protection of workers from unacceptable forms of work.
 9. Promoting fair and effective labour migration policies.
 10. Strong and representative employers' and workers' organizations.
- 7.** The introduction of these ten outcomes marks a move towards a greater focus in the ILO programme as compared to the 19 outcomes for the 2010–15 period. In substance, they address the four pillars of the Decent Work Agenda, and will be pursued through collaborative work to bring out their interrelated, inseparable, and mutually supportive character as identified by the Social Justice Declaration. They also pave the way for the next strategic plan of the ILO, to be adapted as necessary to intervening developments and decisions, including in the follow-up to the post-2015 development agenda.
- 8.** The preview embodies lessons learned from past experience, including those highlighted in recent ILO programme implementation reports. They include: the need to prioritize with fewer, bigger and better-integrated programmes; the need to achieve more by working in partnership; the awareness that meaningful results take time to achieve, requiring interventions to be planned and coordinated accordingly; and the need for tools and products to be used to generate improved results in terms of scale and outreach.
- 9.** The implementation of these outcomes will benefit from the progress made with the ACIs in the current biennium. Much has already been learned about better focus and teamwork between different policy areas and between headquarters and the regions. With the added contribution of the implementation of the review of field operations, these approaches will be intensified in 2016–17.
- 10.** Subject to the discussion of the transitional strategic plan, the Programme and Budget proposals for 2016–17 will contain fully developed proposals under each of the ten policy outcomes. Each outcome strategy will specify how international labour standards, social dialogue and tripartism, and gender equality and non-discrimination will be addressed. It will also detail the most significant outputs to be delivered by the Office as a contribution towards the attainment of the expected changes.
- 11.** The proposed results framework that will be included in the March 2015 proposals will draw on the lessons of past implementation reports and the corresponding guidance from the Governing Body with regard to robust measurement and greater consistency and coherence across all outcomes. It will establish a clear and logical link between performance measurement and the expected changes which can be influenced by ILO activities and will also establish a more consistent formulation of indicators and measurement criteria.

12. Each of the ten policy outcomes, with one exception, will be accompanied by three indicators addressing a result respectively in terms of: policies, strategies and regulatory or legal frameworks; capacity building and institutional development for service delivery; and capacity building and institutional development for knowledge, analytical capacity, statistics and information dissemination. An internal and external expert review of the draft indicators will be carried out prior to their finalization. Targets broken down by region, means of verification and, where possible, baselines will be provided for each indicator.
13. Fully developed proposals will also be included for the three advocacy, governance and support outcomes, which have been refocused and aligned to the continuing process of reform in the ILO.
14. In addition, for each outcome, the Programme and Budget proposals for 2016–17 will contain specific budgetary proposals that reflect the implications of standing commitments and ongoing reforms.

II. The context

15. The transitional strategic plan needs to address head on the external context of the world of work in which it is set and harness the internal context of reform in the Organization to the fullest advantage.
16. The external context remains extremely difficult for many member States, and presents them with major uncertainties. The recovery from the financial crisis – which will have broken out some eight years before the start of the 2016–17 biennium – is still slow, uneven and fragile. As a consequence, world unemployment remains substantially in excess of its pre-crisis levels and, according to current projections, the jobs gap will continue to grow through the biennium. Moreover, there is increasing realization that even successful recovery from crisis does not imply a return of jobs with the same characteristics and in the same locations as in the past. The ILO's centenary initiatives, including the future of work initiative, are designed to capture some of the underlying issues and will provide an important backdrop to the implementation of the transitional strategic plan.
17. Globally, population and labour force growth is slowing, with rapid ageing in many countries and large cohorts of young people in others. In spite of a rising share of middle-income households in several regions, few improvements are being seen in low-wage and low-income groups. Poverty and informality are pervasive features in many countries. Income inequality is a growing problem and a major policy issue in all regions, placing added strains on social stability. Mismatches in skills and pressures caused by migration are compounding labour market tensions. About three-quarters of the global population are only partially covered or not covered at all by social protection systems. Continued advances in technology are changing the nature of work.
18. A key driver of the global debate is the post-2015 development agenda, which will be guided by the discussions at the UN General Assembly and heavily influenced by other high-level meetings such as the United Nations Climate Change Conference, to be held in Paris in 2015. What is known at this stage is that, of the 17 proposed sustainable development goals, the goal of achieving full and productive employment and decent work by 2030 may be one of the goals retained, and the challenges of gender equality, social protection, child and forced labour, labour rights, youth employment, migration and enterprise development, are duly highlighted.

19. One consequence of the prolonged crisis has been an increasing questioning of the capacity of public institutions and actors – including the ILO’s tripartite constituency – to deliver credible and successful responses to major world of work challenges. Overall, the multilateral system faces similar questions.
20. The internal ILO context is one of sustained change, with the objective of equipping the ILO to respond to these global challenges. The transitional strategic plan and the Programme and Budget proposals for 2016–17 are framed in the light of the ongoing reform agenda. The constant objectives of these reforms have been: to strengthen the technical capacity of the Organization, including enhancing its research, knowledge and labour statistics capabilities; to ensure proper governance of all its responsibilities; and to achieve efficient work processes and value for money in all ILO operations. The 2016–17 biennium will see further progress in this direction with the redeployment of regular budget resources consistent with these objectives.
21. Progress in the reform process has been reported regularly to the Governing Body, which in turn has provided encouragement, support and guidance to the Office. Highlights have included: the restructuring of top management in 2012; the reorganization of the headquarters secretariat in 2013; the establishment of a Research Department; a new Human Resources Strategy; an in-depth review of ILO field operations with changes to be implemented on the basis of a message from the Director-General issued in September 2014; and an ongoing review of the work processes, in order to generate greater efficiencies and enable the transfer of resources from administration and support to technical work. In addition, the process of reforming the Governing Body and the International Labour Conference has moved ahead.
22. The success of these reforms is to be measured in terms of the capacity of the ILO to: perform work of a higher quality, in a way that is organized to deliver optimal impact; deliver more useful and relevant services to its constituents; and operate at increased levels of efficiency and effectiveness. The proposals outlined in this preview are designed to ensure that all the benefits of the reform are fed into the transitional strategic plan for 2016–17.

III. A focus on ten policy outcomes

23. The policy outcomes have been designed to foster integrated approaches to the key challenges in the world of work. Each policy outcome builds on Office-wide collaboration and methods of work. The most significant contributions that each outcome makes to another outcome will be flagged at the design stage, tracked during implementation and reviewed when it comes to reporting on results, the premise being that building greater coherence into the planning stage should yield results which go beyond the sum of the parts and ultimately strengthen the impact of the Office’s work.

Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects

Outcome statement: Member States promote more and better jobs, enhance youth employment prospects and build more inclusive economies.

The problem to be addressed

24. Long-term unemployment and job insecurity have increased, especially in countries most affected by the global crisis. Underemployment, informality and working poverty remain

significant in many countries, and wage growth in most countries has lagged behind productivity. Inequality has widened, while gender imbalances persist. Young people are disproportionately affected by these trends.

25. At the 103rd Session (2014) of the International Labour Conference, constituents agreed that these challenges required “proactive, employment-centred, inclusive growth strategies and balanced, coherent policy frameworks, well-articulated, both at the global and national levels”.²

Expected changes

26. Key expected changes are:

- effective and informed engagement of constituents in the formulation, implementation and monitoring of comprehensive employment policy frameworks, including youth action plans;
- greater use of knowledge on: (i) macroeconomic policies for more and better jobs and inclusive growth; and (ii) policies (skills, industrial, trade, sectoral, investment, infrastructure and environmental) that promote structural transformation and raise the quantity and quality of employment;
- greater use of knowledge on labour market policies and institutions (collective bargaining, wage policy, working time, employment protection, equal opportunity, employment services and activation strategies targeting young people in particular) that support more and better jobs;
- improved capacity of constituents for developing efficient and market-relevant skills that contribute to decent employment outcomes.

Key lessons from previous work

27. The conclusions adopted by the International Labour Conference on employment (2014) and on youth employment (2012) and lessons from evaluations of ILO work suggest that promoting the quantity and quality of employment calls for:

- a comprehensive approach, based on tripartite consultations and social dialogue, with emphasis on policy implementation, monitoring and evaluation and inter-institutional coordination mechanisms;
- a balanced approach to demand- and supply-side policies and measures;
- coherence between public policies and services and the private sector in creating jobs and promoting decent work;
- complementarities between labour market institutions (including wage policies, minimum wages, collective bargaining and the provision of social protection) for tackling job quality and inequalities;

² ILO: *Conclusions concerning the second recurrent discussion on employment*, International Labour Conference, 103rd Session, Geneva, 2014.

- targeted action to address the unprecedented youth employment crisis through a balanced approach of activation policies and protection of the rights of young women and men;
- evidence-based assessments of policies that are effective and guide the ILO's country strategies and global advocacy.

Means of action and support to constituents

28. The ILO will enhance policy advice and tools, capacity building, knowledge development and technical cooperation in five thematic areas, namely:

- Comprehensive employment policy frameworks: The ILO will provide policy advice, guided by the Employment Policy Convention, 1964 (No. 122), on formulating, implementing and monitoring comprehensive employment policy frameworks.
- Macroeconomic policies for more and better jobs and inclusive growth: The ILO will develop research and capacity building on pro-employment macroeconomic policies, including the linkages to productive investment, structural transformation, the expansion of sustainable enterprises and the tackling of inequalities.
- Jobs and skills for young people: The ILO will build on what works for youth employment with a focus on job quality, working poverty, disadvantaged groups and the green economy. Skills development systems and active labour market policies targeting young people and other disadvantaged groups will be assessed and support provided to strengthen employment services.
- Industrial, sectoral, trade and investment, skills, infrastructure and environmental policies: The ILO will expand its policy research, advice and technical cooperation on how such policies contribute to quality job creation, productivity growth, higher wages and economic diversification, and the implications for skills development.
- Inclusive labour markets: Better knowledge of what works with respect to complementarities between different labour market institutions and job quality and inclusive growth will provide the foundation for policy advice and technical assistance on labour market institutions, collective bargaining, wage policies, working time and working conditions.

Cross-cutting issues

29. *International Labour Standards:* The strategy is guided by the Employment Policy Convention, 1964 (No. 122), the Human Resources Development Convention, 1975 (No. 142), and the instruments related to fundamental rights at work and other relevant Conventions, namely: the Collective Bargaining Convention, 1981 (No. 154), the Minimum Wage Fixing Convention, 1970 (No. 131), the Workers with Family Responsibilities Convention, 1981 (No. 156), the Termination of Employment Convention, 1982 (No. 158), the Minimum Age Convention, 1973 (No. 138), and the Private Employment Agencies Convention, 1997 (No. 181).

30. *Social dialogue:* The ILO will design customized capacity-building tools for the social partners to support their effective engagement in national social dialogues on employment policies, in tripartite skills, employment services and social security boards, and in collective bargaining on fair wages and more and better jobs.

31. *Gender equality and non-discrimination:* Policy-oriented research will be conducted on the situation of women at work as a foundation for the women at work centenary initiative. Research and capacity building on the interactions between macroeconomic policies, employment and labour market policies will equip constituents to make the case for gender equality, non-discrimination and inclusive economic growth.
32. *Poverty:* In the context of the post-2015 development agenda, the ILO will advise countries on productive employment policies as a critical factor in sustained poverty reduction and provide technical advice on qualitative targets.
33. *Just transition to a green economy:* The ILO will investigate the interrelationships between environmental policies and quality job creation. This also includes how green policies in construction, agriculture and renewable energy can support youth employment.
34. *Statistics:* Support to building sound labour market information as a basis for comprehensive employment policies will be provided. Capacity building of constituents will apply the new definition of work, employment and underutilization adopted by the 19th International Conference of Labour Statisticians (2013).

External partnerships

35. The post-2015 development agenda will call for strong partnerships among multilateral institutions, in particular the UN, the World Bank, the International Monetary Fund and the G20, as well as among academic think tanks, regional organizations, regional development banks and subregional economic communities. Partnerships within the multilateral system and regional institutions on youth employment will be strengthened.

Outcome 2: Ratification and application of international labour standards

Outcome statement: Member States ratify, apply and give effect to international labour standards to advance decent work and achieve their social and economic goals.

The problem to be addressed

36. Wide ratification of international labour standards with effective national implementation is an ILO constitutional objective. However, ratification levels are highly uneven, although rising in the aggregate, and the supervisory bodies point to many gaps in their effective implementation. There is a need to identify those standards or the provisions thereof that give rise to significant ratification difficulties, no longer meet the needs of constituents or do not adequately address emerging issues. The difficulties facing the Conference Committee on the Application of Standards pose a significant risk to the effectiveness of this outcome.

Expected changes

37. Key expected changes are:
 - strong participation and engagement of and ownership by the tripartite constituents in the preparation, adoption and application of international labour standards;
 - wider ratification and implementation of and effect given to international labour standards, guided in particular by the observations of the supervisory bodies;

- strengthened capacity and awareness of tripartite constituents, members of parliament, judges and other key actors with regard to applying international labour standards and the guidance of the supervisory bodies.

Key lessons from previous work

38. Key lessons are set out below:

- Recent examples, such as the Protocol of 2014 to the Forced Labour Convention, 1930, the Domestic Workers Convention, 2011 (No. 189), the Social Protection Floors Recommendation, 2012 (No. 202), and even the Maritime Labour Convention, 2006, illustrate how the strong engagement of tripartite constituents from the early stages paves the way for wide support and effective application.
- Tripartite constituents can play an effective role in identifying specific barriers to ratification or difficulties in application at an early stage, which significantly improves the prospects of wide ratification and effective application.

Means of action and support to constituents

39. The Office will ensure full support to the effective functioning of the ILO's supervisory system and its different organs in order to strengthen and sustain its relevance.
40. Based on national needs assessments, legal gap analyses and the comments of the supervisory bodies, the ILO will provide expert advice and technical assistance to member States that request it to overcome gaps in the application of ratified Conventions and promote further ratifications.
41. In collaboration with the International Training Centre of the ILO in Turin (the Turin Centre), support will be provided to build the capacity of tripartite constituents, members of parliament, judges and other relevant actors with regard to international labour standards and the supervisory system. Building on the example of the Maritime Labour Academy, the activities carried out with the Turin Centre will be consolidated, to create one flagship academy on international labour standards.
42. Subject to any decision of the Governing Body, the establishment of a Standards Review Mechanism would be a means of updating, revising or consolidating international labour standards to ensure that they meet the needs of a changing world of work.

Cross-cutting issues

43. *Social dialogue:* Capacity-building support for governments and employers' and workers' organizations will be provided, to better equip them to participate in the preparation, adoption and implementation of international labour standards. Support to tripartite constituents at the national level, to follow-up on the comments of the supervisory bodies, will be strengthened.
44. *Gender equality and non-discrimination:* Special attention will be paid to the application of the international labour standards on equality of opportunity and treatment. A gender perspective will be incorporated into national needs assessments, legal gap analyses and training and capacity-building activities.

External partnerships

45. Partnerships with the UN and other international and regional organizations and public–private partnerships with a particular focus on human rights instruments will be further strengthened. Building on previous experience, partnerships with national judicial institutions will be further promoted, including through technical assistance on labour law with national parliaments.

Outcome 3: Creating and extending social protection floors

Outcome statement: Member States implement the Social Protection Floors Recommendation, 2012 (No. 202), and extend social protection systems as a means to accelerate poverty reduction, inclusive growth and social justice.

The problem to be addressed

46. The fundamental human right to social security remains unfulfilled for the large majority of the world’s population. Only 27 per cent of the global population enjoy access to comprehensive social protection systems, whereas 73 per cent are covered partially or not at all.

Expected changes

47. In selected member States, social protection coverage will be extended in the context of national social dialogue processes with positive impacts on the income and well-being of women and men. A coordinated inter-agency response will have an impact on social protection debates and guide constituents’ priorities with regard to applying the ILO’s social protection floor approach.

Key lessons from previous work

48. Key lessons are set out below:
- Recent ILO research shows that social protection is a sound economic policy contributing to inclusive growth by boosting human capital and by supporting domestic consumption. In addition, it reduces poverty, exclusion, vulnerability and inequality while enhancing political stability and social cohesion.
 - A participatory approach, identifying national needs and priorities and involving responsible national planners and decision-makers, including the ministries of planning and finance and the social partners, is key to the successful and coordinated development of nationally defined social protection floors.
 - Social protection interventions bring immediate benefits to people’s lives, which in turn contribute to more equitable and healthier societies. For example, in Mozambique 800,000 people are benefiting from an ILO-designed cash transfer programme and in Thailand all citizens have access to health care, following years of ILO continued support.
 - Partnerships with other UN member organizations and with other national, regional and international partners enhance the effectiveness of country-level interventions and global policy influence. Joint UN Assessment Based National Dialogue exercises

have proven successful in facilitating the extension of social protection, notably to persons in the informal economy.

- Experience has also shown that success in extending social protection requires: (i) awareness-raising with regard to the need for national social protection floors, given the low coverage levels; (ii) sound costing and fiscal space analysis; and (iii) social impact assessments to inform policy reform decisions.

Means of action and support to constituents

49. The ILO will provide support to constituents in the framework of Decent Work Country Programmes (DWCPs) by:

- scaling-up national social protection schemes and programmes through technical advisory services with regard to design, costing, fiscal space options and efficient delivery systems;
- supporting the extension of social protection to the informal economy and rural areas, and to cover migrant and domestic workers;
- working jointly with international partners and national constituents on universal health coverage and social protection systems, including long-term care in ageing societies;
- facilitating national and regional social dialogue to ensure that economic policy-making adequately considers social protection needs;
- monitoring pension and social security reforms and providing advice to ensure the adequacy of benefits and coverage;
- being a global leader in the area of social protection, forging alliances and bringing together key partners to ensure that social protection is central to the post-2015 development agenda.

Cross-cutting issues

50. *International labour standards:* The strategy is guided by and promotes the Social Protection Floors Recommendation, 2012 (No. 202), the Social Security (Minimum Standards) Convention, 1952 (No. 102), and other up-to-date social security Conventions.

51. *Social dialogue:* A key focus is empowering governments, the social partners and stakeholders to develop socially effective, financially efficient and fiscally affordable policies to extend social security coverage.

52. *Gender equality and non-discrimination:* Special attention is paid to equipping constituents to address knowledge gaps by collecting sex-disaggregated social security data and to design and implement gender-responsive social protection policies.

External partnerships

53. As co-chair, with the World Bank, of the Social Protection Inter-Agency Cooperation Board, the ILO will influence national and global social protection debates, including joint inter-agency country assessments, and reinforce South–South cooperation. Efforts to deliver social protection floors within the “One UN” framework will be strengthened.

Outcome 4: Promoting sustainable enterprises

Outcome statement: Member States promote an environment conducive to the growth of sustainable enterprises that is aligned with sustainable development objectives and the creation of productive employment and decent work.

The problem to be addressed

54. A combination of deficiencies in the enabling environment for enterprises, insufficient access to entrepreneurship and business development services, limited access to higher value-added supply chains and suboptimal workplace practices which hamper productivity increase and harm the natural environment and lead to high levels of unemployment, informality and working poverty.

Expected changes

55. Key expected changes are:

- the design and implementation of reforms of the regulatory and institutional environment for enterprises that improve the economic, social and environmental performance of enterprises, strengthen investment, create more and better jobs and facilitate formalization;
- improved management practices, labour-management relations and linkages along supply chains resulting in improved working conditions, higher productivity and cleaner production;
- expanded business support services for potential and existing entrepreneurs, including women and young people, with a focus on integrated financial and non-financial services and on access to green business opportunities.

Key lessons from previous work

56. Key lessons are set out below:

- Interventions aspiring to have a lasting impact on a significant scale have to take into account the fact that enterprises are connected through supply chains and embedded in markets. The transformation of these markets is best achieved through interventions targeting policies and institutions, in addition to enterprises themselves.
- Breakthroughs in the formalization of micro- and small enterprises can be achieved by adapting the enabling environment in ways that reduce the cost and increase the benefits of formalization, while ensuring respect for workers' rights.
- Interventions are most effective when they offer integrated packages of assistance customized to the different types of enterprises and target groups involved. Clear results frameworks and plans for scaling up are a precondition for achieving and assessing impact.

Means of action and support to constituents

57. Services to constituents will focus on:

- strengthening the capacity of constituents to implement the policy changes identified through national enabling environment assessments and to evaluate the impact of these reforms on the development of enterprises and the creation of decent jobs;
- upgrading and expanding local and global supply chains, including through multinational enterprises, to make full use of their potential to contribute to economic and social development;
- scaling-up entrepreneurship development programmes, including for women and young people, through strengthened cooperation with education and training institutions and through new business opportunities emerging as part of the transition to a greener economy;
- expanding the empirical evidence relating to the contribution of enterprise development to job creation, including the quality of jobs.

Cross-cutting issues

58. *International labour standards*: The strategy is guided by the Conventions and Recommendations identified as being particularly relevant by the International Labour Conference in the conclusions concerning the promotion of sustainable enterprises that it adopted at its 96th Session (2007), and by the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy. It will take into account any conclusions concerning small and medium-sized enterprises that may be adopted during the next session of the International Labour Conference.

59. *Social dialogue*: Enhancing the capacity of constituents individually and collectively to engage actively in social dialogue regarding policy reforms, measures to enhance the functioning of supply chains and workplace practices is central to this outcome.

60. *Gender equality and non-discrimination*: As part of the review of the enabling environment from a gender perspective, the strategy fosters women entrepreneurship through specific approaches and tools and gender-responsive interventions aimed at improving supply chains and workplace practices.

61. *Just transition to a greener economy*: In line with the conclusions concerning achieving decent work, green jobs and sustainable development adopted by the International Labour Conference at its 102nd Session (2013), special attention is paid to the environmental sustainability of enterprises in the context of the enabling environment, supply chains and workplace practices.

External partnerships

62. Partnerships with inter-governmental and other international organizations working on sustainable enterprise development will be strengthened. Collaboration with the International Finance Corporation's "Let's Work" global partnership and the livelihoods projects of the Office of the United Nations High Commissioner for Refugees will focus on testing innovative approaches to support job creation through enterprise development. Work on the environmental sustainability of enterprises will be leveraged through the Partnership for Action on Green Economy, which brings together the United Nations

Environment Programme, the ILO, the United Nations Industrial Development Organization, the United Nations Institute for Training and Research and the United Nations Development Programme.

Outcome 5: Decent work in the rural economy

Outcome statement: Tripartite constituents have increased capacity to generate decent work for sustainable rural livelihoods with a focus on protecting and empowering vulnerable people.

The problem to be addressed

63. Eight out of ten of the world's working poor live in rural areas, predominantly in low and some middle-income countries, where the lack of decent employment opportunities and food insecurity is pervasive.
64. Common constraints to decent work in rural economies include: low productivity; high levels of informality; weak enforcement of the rule of law and insecure property rights; ineffective organization and participation by rural people in decision-making that affects them; under-investment in agriculture, non-farm rural employment and rural infrastructure; and limited or no access to social protection and services in general. Additional pressures result from climate change, conflict and natural resource depletion, including land and water scarcity.

Expected changes

65. Key expected changes are:
 - decent work approaches will be integrated into rural development strategies through tangible country initiatives in targeted partner countries and through expanded collaboration with the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development, the World Bank and regional development banks;
 - a growing portfolio of rural economy technical cooperation projects, including labour intensive investments in rural infrastructure; work with cooperative organizations; improvements in the rights and working conditions of rural workers; non-farm enterprise development; and expanded access to social protection programmes;
 - increased capacity of ILO constituents to engage in dialogue with national and local institutions working in the rural economy, drawing on an extensive knowledge base on the subject.

Key lessons from previous work

66. ILO actions for working women and men in rural areas focus on: promoting rights, including those of indigenous and tribal peoples; combating discrimination and child and forced labour; and implementing programmes on occupational safety and health, enterprise and skills development and employment-intensive infrastructure investments.
67. However, ILO interventions have been fragmented. A coordinated and focused approach is being developed through systematic knowledge building, policy development and collaboration with other international institutions. The ILO will work through strong

national and local stakeholders to promote decent work in national rural development strategies.

Means of action and support to constituents

68. Constituents in partner countries at the national, sectoral and local levels will receive support to develop and integrate decent work policies and programmes into rural development strategies in the areas described below:
- agricultural supply chains, with an emphasis on giving a voice to and improving the organization, working conditions and incomes of agricultural workers, including those on plantations, and smallholders;
 - economic diversification and productive transformation in areas with high productivity and job-creation potential through investments in infrastructure, non-farm enterprise development and cooperative organizations;
 - effective consultations, participation and, where relevant, negotiation with the government and employers' and workers' organizations on policies, programmes and decisions affecting rural economies and livelihoods, including access to quality public and private services.

Cross-cutting issues

69. *International labour standards:* ILO action will be guided by and promote the application of international labour standards on the fundamental principles and rights at work, as well as the Rural Workers' Organisations Convention, 1975 (No. 141), and the Plantations Convention, 1958 (No. 110).
70. *Social dialogue:* A key focus is building the capacity of constituents to engage in social dialogue on rural development strategies and to improve the organization and representation of rural stakeholders to enable them to effectively participate in decision-making.
71. *Gender equality and non-discrimination:* Work will address discrimination faced by rural women and men, in particular disadvantaged, marginalized and vulnerable groups, including indigenous and tribal peoples.
72. *End to poverty:* With eight out of ten working poor living in rural areas in low and middle-income countries, the challenge of ending poverty is fundamentally one of ending rural poverty. Promoting employment and decent work, with rights and basic social protection, has proven to be the best way to combat poverty.
73. *Statistics:* Better data will be obtained through the definition and compilation of key data and variables related to employment and decent work in rural areas, with a focus on vulnerable groups and rural development.

External partnerships

74. The ILO will strengthen its partnerships with the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development and the World Bank Group with a clear focus on comparative advantage, and will explore new partnerships with regional banks to foster joint strategies towards integrating and mainstreaming decent work in rural development strategies.

Outcome 6: Formalization of the informal economy

Outcome statement: Tripartite constituents are better equipped to facilitate transitions from the informal to the formal economy.

The problem to be addressed

75. The informal economy comprises around half of the workforce worldwide. This presents a major challenge to inclusive development and has a negative impact on sustainable enterprises, productive employment, workers' rights, working conditions, government revenues and fair competition in national and international markets.

Expected changes

76. Key expected changes are:
- improved national legal and policy frameworks for transitions to formality;
 - strengthened awareness and capacity of constituents to facilitate transitions to formality, drawing on an expanded knowledge base;
 - gender equality and the needs of vulnerable groups in the informal economy are addressed when facilitating transitions to formality.

Key lessons from previous work

77. Key lessons are set out below:
- Economic growth alone is insufficient to reduce informality; public policies have a strong role to play.
 - Strategies for formalization are more effective when they address different patterns of informality, which vary across countries depending on institutional contexts and levels of development.
 - From an operational perspective, policies for formalization need to address the separate components of the informal economy and identify specific categories of workers, enterprises or sectors warranting priority action.
 - Processes involving transitions to formality should preserve opportunities for income security, livelihoods and entrepreneurship.

Means of action and support to constituents

78. The ILO will support advocacy efforts to make formalization a high priority in national policy agendas. It will enhance the capacity of constituents to undertake diagnoses of the informal economy, inform the design of relevant strategies and monitor progress towards formalization. Actions will include strengthening the capacity of national statistical offices to produce statistics on informality and supporting the identification of gaps in regulatory frameworks that generate informality.
79. The ILO will also support targeted actions by national authorities to facilitate the transition to formality of specific categories of workers, economic units or sectors, or to strengthen the role of particular policies that drive formalization. Assistance will include advisory

services, the dissemination of policy resources packages and capacity-building interventions.

80. Depending on country needs, support will be provided to:

- improve compliance with laws and regulations, including through measures such as simplifying registration procedures and the provision of incentives to comply;
- assess the enabling environment for sustainable enterprises to identify barriers to formalization and formulate policy recommendations to overcome them;
- revise national employment policy frameworks with a view to making the formalization of employment a central goal;
- extending social protection to categories of workers who are currently not covered.

81. New research will be undertaken, including on new forms of self-employment and on policies aimed at improving the benefit-cost ratio of formalization.

Cross-cutting issues

82. *International labour standards:* Many international labour standards are relevant to formalization, including the proposed instrument concerning the transition from the informal to the formal economy, and will provide guidance in specific policy areas.³

83. *Social dialogue:* Emphasis will be placed on strengthening the capacity of the social partners to participate in consultations with governments on the design and implementation of policies for the transition to formality.

84. *Gender equality and non-discrimination:* Interventions will strengthen the capacity of constituents to promote gender equality by applying a gender lens in policy formulation and adopting specific measures to facilitate access of vulnerable groups to formal employment.

External partnerships

85. Advocacy work and joint initiatives will be undertaken with various international organizations, including the World Bank (on the production of statistical data on informality), the European Commission (on the prevention of unregistered employment in Europe) and the United Nations Development Programme (on support for countries' actions).

Outcome 7: Promoting workplace compliance through labour inspection

Outcome statement: Labour inspection systems and employers' and workers' organizations are better equipped to achieve workplace compliance with national labour laws, applicable regulations, collective agreements and ratified international labour standards.

³ See ILO: *The transition from the informal to the formal economy*, Report V(1), International Labour Conference, 104th Session, Geneva, 2015.

The problem to be addressed

86. Weak compliance with relevant laws and regulations erodes workers' rights and contributes to poor working conditions and unhealthy and unsafe workplaces. It also has an adverse impact on economic development and productivity and undermines compliant businesses by creating an uneven playing field.

Expected changes

87. Key expected changes are:
- strengthened capacity of labour inspectorates, other national authorities and employers' and workers' organizations leading to measurable improvements in workplace compliance with national labour laws, applicable regulations, collective agreements and ratified international labour standards;
 - improved national institutional, legal and policy frameworks for workplace compliance, with a focus on high-risk sectors, grounded in wider ratification and application of relevant international labour standards;
 - effective collaboration and partnerships among the labour administration and other public institutions, the social partners and the private sector in order to achieve comprehensive responses with regard to workplace compliance.

Key lessons from previous work

88. Labour inspection is central to an overall strategy to achieve and sustain workplace compliance. Through their combined enforcement, consultation and education functions, labour inspectorates can create incentives for and remove deterrents to workplace compliance. Their impact is greater when they work through strategic collaborations with other government entities, the social partners, businesses and the wider public.
89. Legal frameworks are critical but alone are not sufficient to achieve workplace compliance. Effective implementation requires that enforcement institutions have sufficient capacity and reach, which often poses a serious challenge in countries with a large informal economy.
90. ILO experience with the Better Work Programme shows that sectoral programmes that coordinate the efforts of private actors and facilitate their cooperation with public authorities can offer effective solutions to workplace compliance problems, by promoting adherence to national labour laws and core labour standards while enhancing the profitability and productivity of enterprises.

Means of action and support to constituents

91. Technical assistance and expert advice will be provided to member States on the development of appropriate legal and policy frameworks. Special attention will be paid to enabling government institutions to develop and implement targeted and coordinated labour inspection strategies tailored to the compliance needs, priorities and resources of member States.
92. Partnerships with key actors such as administrative bodies, the judiciary, the social partners and businesses in supply chains will be strengthened to design innovative approaches to workplace compliance at the national and sectoral levels. According to

national needs and circumstances, programmes and tools combining prevention and enforcement actions will be adapted for application in supply chains, small and medium-sized enterprises and the informal economy.

93. Work to strengthen national capacity to collect and disseminate workplace compliance data will continue. The ILO will also provide support with regard to data analysis and the formulation of evidence-based policy responses.

Cross-cutting issues

94. *International labour standards*: The strategy is guided by and promotes the ILO's fundamental Conventions, the Labour Inspection Convention, 1947 (No. 81), the Labour Inspection (Agriculture) Convention, 1969 (No. 129), the Labour Administration Convention, 1978 (No. 150), and relevant Conventions on occupational safety and health.
95. *Social dialogue*: A key focus is better equipping the social partners to engage in workplace compliance actions and strengthening social dialogue institutions that can effectively support workplace compliance.
96. *Gender equality and non-discrimination*: Legal and policy analyses, policy development and capacity building for labour inspectors and other actors will pay special attention to discrimination at the workplace and measures to address it.

External partnerships

97. The ILO will leverage partnerships with other UN agencies, funds and international organizations, such as the World Health Organization and the World Bank Group, regional organizations and multinational enterprises to address improved workplace compliance. Partnerships and collaboration with business and trade union research networks and national and regional research centres will be further strengthened.

Outcome 8: Protecting workers from unacceptable forms of work

Outcome statement: Tripartite constituents are better equipped to protect women and men workers from unacceptable forms of work.

The problem to be addressed

98. Work situations that deny fundamental principles and rights at work or that put at risk the lives, health, freedom, human dignity or security of workers or subject households to conditions of poverty are unacceptable. They have high economic, social and political costs for society in any country. Across all regions, some categories of workers are more vulnerable to being trapped into unacceptable forms of work than others.

Expected changes

99. Key expected changes are:
- member States provide more effective protection for the most vulnerable workers through measures aimed at realizing fundamental rights at work, promoting health and safety at work and the provision of a minimum living wage;

- constituents are more effective in mobilizing action and leveraging policy influence for the protection of workers from unacceptable forms of work through partnerships with national, regional and international institutions.

Key lessons from previous work

100. Action to protect workers from unacceptable forms of work is more effective when it:

- involves a comprehensive approach that focuses on specific categories of workers and involves four complementary levels of intervention: at the workplace, and at the sectoral, national and international levels;
- is complemented by initiatives addressing the root causes of vulnerability, such as poverty, ill health, limited access to education and skills training, low productivity and income insecurity;
- goes hand in hand with the empowerment and organization of workers vulnerable to unacceptable forms of work;
- is anchored on a shared understanding of what unacceptable forms of work are, what causes them, and how they manifest themselves in different economic contexts and regulatory environments.

Means of action and support to constituents

101. Work will focus on categories of workers for which protection needs are acute, in particular migrant construction, agricultural and domestic workers.

102. In the context of DWCPs, country interventions will promote integrated and gender-responsive strategies that, through legal and policy advice and institution building, will enable constituents to address gaps in the protection of these workers more effectively. This goal will also be pursued through the closer alignment and integration of interventions tackling different dimensions of unacceptable forms of work, for example child labour and forced labour, or the absence of freedom of association and collective bargaining with regard to health and safety and labour-income issues, in particular in sectors with high-impact occupational safety and health risks.

103. A global strategy for the ratification and implementation of the Protocol of 2014 to the Forced Labour Convention, 1930, will be implemented. Through dedicated campaigns and capacity building, awareness regarding unacceptable forms of work will be raised and action to close gaps in protection will be undertaken at the national and regional levels. Up-to-date data and tools, such as practical guides and training manuals, anchored on empirical evidence and good practices, will be produced and customized to constituents' needs.

Cross-cutting issues

104. *International labour standards:* The fundamental and governance Conventions and other relevant international labour standards will guide national action to be taken to address unacceptable forms of work.

105. *Social dialogue:* Policies and strategies will be designed and implemented through social dialogue to ensure that they are well adapted to different economic, regulatory and cultural contexts.

- 106.** *Gender equality and non-discrimination:* There will be a focus on groups of workers most typically discriminated against in the labour market, including low-income women workers, migrant workers, people with disabilities and those who face discrimination on grounds of race, ethnicity or HIV/AIDS status.
- 107.** *Poverty:* The strategy contributes to the end to poverty centenary initiative by addressing the denial of fundamental principles and rights at work and serious work-related injuries or diseases, which are both a consequence and a cause of intergenerational poverty.

External partnerships

- 108.** Collaborative work with UN bodies, as well as with donors and international organizations with similar or complementary mandates, will focus on leveraging knowledge, expertise and resources to mobilize action and catalyse policy influence for the protection of workers from unacceptable forms of work.

Outcome 9: Promoting fair and effective labour migration policies

Outcome statement: Labour migration governance is strengthened to ensure decent work for migrant workers, meet labour market needs and foster inclusive economic growth and development.

The problem to be addressed

- 109.** Labour migration can make an important contribution to well-functioning labour markets, growth and development. Yet the costs and benefits of migration are not equitably distributed. The abuse of migrant workers is all too commonplace and a lack of decent work opportunities makes migration a necessity rather than a choice. Migration governance at the national, regional and multilateral levels does not yet effectively address migrant workers' protection and labour market needs.

Expected changes

- 110.** A key expected change is the strengthened capacity of ILO constituents to engage in evidence-based policy-making that results in the implementation of fair and rights-based labour migration policies for all workers, and in well-governed labour mobility in regional integration processes and major migration corridors.

Key lessons from previous work

- 111.** Key lessons are set out below:
- Fair migration governance that responds equitably to the interests of origin and destination countries, and protects all workers, including migrant workers, hinges on policy coherence between national, regional and global frameworks based on ILO standards. Technical assistance with regard to the collection and utilization of labour migration statistics can strengthen evidence-based policies, while improved partnerships and communication can advance ILO rights-based approaches.
 - Migration is fundamentally about employment. Experience of tripartism in subregional bodies in Africa, Asia and Latin America shows that ministries of labour

and the social partners can contribute significantly to policy coherence between employment, social protection, migration and broader development objectives.

Means of action and support to constituents

112. ILO services to constituents will focus on:

- country-specific advisory services to promote the ratification and application of migrant-related standards;
- technical assistance with regard to policies, institutions and mechanisms to protect migrant workers' rights, while creating enabling environments for employment opportunities, including through sustainable enterprise and cooperative development;
- support for harmonized data collection under internationally agreed concepts and standards on labour migration statistics;
- expanded partnerships with international agencies, including on the contribution of migrant workers to economic and social development and on reducing labour migration costs and enhancing benefits;
- capacity development and training activities at the national, subregional, regional and global levels, including with the Turin Centre, on ILO approaches to an agenda for fair migration, and an expanded resource mobilization strategy.

Cross-cutting issues

113. *International labour standards:* The strategy is guided by the Migration for Employment Convention (Revised), 1949 (No. 97), the Migrant Workers (Supplementary Provisions) Convention, 1975 (No. 143), and other related instruments, the ILO Multilateral Framework on Labour Migration (2006), the conclusions of the Tripartite Technical Meeting on Labour Migration (2013), the ILO agenda for fair migration (2014) and the General Survey 2016 (instruments concerning migrant workers).

114. *Social dialogue:* The ILO will actively support national, subregional and regional social dialogue processes related to migration, together with measures to enable constituents to engage effectively in labour migration policy and tripartite dialogue.

115. *Gender equality and non-discrimination:* In accordance with the ILO's universal values of equal treatment and non-discrimination, special attention will be paid to better equipping constituents to develop and implement gender-responsive labour migration interventions.

External partnerships

116. The ILO will continue to promote the labour dimensions of migration and the positive role of tripartite constituents in global, regional and national forums, including through the Global Migration Group and its design of guidance relating to the United Nations Development Assistance Framework (UNDAF). It will also promote ILO approaches with other agencies, including the International Organization for Migration, and strengthen interregional dialogue on an agenda for fair migration.

Outcome 10: Strong and representative employers' and workers' organizations

Employers' organizations

Outcome statement: Increased representativeness and organizational and analytical capacity of employers' and business organizations to influence national, regional and international policy-making.

The problem to be addressed

117. For some employers' organizations, significant capacity challenges exist in relation to their representativeness, governance and management and their capacity to engage in policy-based advocacy. In the context of a changing external environment, many employers' organizations are evolving beyond the traditional role of being partners in industrial relations processes towards a more comprehensive role as the voice of business and the private sector, advocating policies across a range of areas and with a large number of different partners.

Expected changes

118. Key expected changes are:

- enhanced capacity of the governance bodies, membership management structures and leadership of employers' organizations to adapt to a changing policy environment and fulfil their representative functions;
- improved and innovative service mix offered by employers' organizations in order to retain and recruit members and to improve business performance;
- improved analytical capacity of employers' organizations to engage in evidence-based policy advocacy on a broad range of policy issues affecting business.

Key lessons from previous work

119. Effective employers' organizations are adapting their structures and services to remain relevant to diverse membership needs. Experience from ILO work on developing the capacity of these organizations shows that:

- given the evolving external environment, capacity building is an ongoing need and support must be based on in-depth knowledge and understanding of the organization in its operating environment;
- interventions must be adapted to the country context and to identified needs in order to ensure the ownership and commitment of the organization and its members;
- one-off, top-down interventions stand little chance of having an impact;
- assessing the impact of capacity building goes beyond a two-year measurement framework;
- creativity and innovation, strong organizational membership, representativeness and a solid financial base are key factors in sustaining the benefits of any capacity building beyond ILO support.

Means of action and support to constituents

120. The ILO will carry out a needs analysis in order to identify capacity gaps, agree on priorities and define expected results with each employers' organization. Building on evaluation results, a renewed focus will be placed on enhancing representativeness and improving organizational leadership.
121. Work will centre on assessing the business environment and promoting policy discussions through the ILO's Enabling Environment for Sustainable Enterprises (ESEE) tool. A new focus will be on the impact assessment of these interventions. The organizational development audit tool contained in the ESEE toolkit will be used more effectively to monitor and evaluate capacity development and provide meaningful baselines for tracking progress.
122. Global training offers such as the "Effective Employers' Organization" training package will be updated and put online with an accompanying website to develop a community of practice of employers' organization leaders.
123. The membership database management tool produced in collaboration with the Turin Centre will be used to improve the marketing strategies of employers' organizations and the analysis of membership needs and to achieve higher retention and recruitment rates.
124. ILO collaboration and engagement with enterprises will be facilitated through the efficient management of the entry point and relationship management role.

Cross-cutting issues

125. *International labour standards*: Further work is planned to extend the existing online tool on relevant international labour Conventions. The aim of this tool and the accompanying training is to help organizations better understand key ILO Conventions and participate in dialogue on their application at the national level.
126. *Social dialogue*: This outcome is a building block of effective social dialogue in that it strengthens the capacity of the representatives of the private sector to engage in bipartite and tripartite dialogues.
127. *Gender equality*: In line with the women at work centenary initiative, and building on previous work, advocacy with employer and business organizations will continue to make the business case for promoting gender equality and diversity in the workplace, increasing participation of women in governance structures and fostering women entrepreneurship.

External partnerships

128. Partnerships with academic and training institutions will support knowledge- and capacity-building approaches, especially in leadership development. Business networks, such as networks of practitioners on corporate social responsibility and supply chains, and on industrial relations, will be used to leverage expertise and knowledge.

Workers' organizations

Outcome statement: Increased representativeness and organizational capacity of independent workers' organizations to improve respect for workers' rights, particularly freedom of association and collective bargaining.

The problem to be addressed

129. In a rapidly changing world of work, the rights of workers and of organizations representing them are increasingly being undermined. In many countries, there is a rise in the exploitation of workers, including in export processing zones and global supply chains, and an increasing number of obstacles to action by workers' organizations, especially regarding freedom of association and collective bargaining.

Expected changes

130. Key expected changes are:

- stronger capacity of workers' organizations to retain and organize new members and to develop well-functioning organizations at all relevant levels;
- improved representational and bargaining capacity to influence policy agendas relevant to workers' rights and conditions at the national, regional and international levels;
- effective use of international labour standards at the national, regional and international level to ensure decent work and life for all.

Key lessons from previous work

131. Key lessons are set out below:

- Activities bringing together workers' organizations at the regional, subregional and national levels are fundamental to facilitate the exchange of knowledge and experiences, shape common national action platforms and increase effectiveness in influencing governments and employers, shaping policies and instigating change. Pursuing these initiatives at the national level and in the context of growing regional integration processes is an ongoing necessity.
- Knowledge of international labour standards, the ILO's supervisory mechanism and relevant jurisprudence in national jurisdictions can make a significant difference in the protection and promotion of workers' rights, in the reduction of inequalities and in improving income security. International labour standards have helped workers' organizations to organize, engage in collective bargaining and campaign for the revision of labour laws.

Means of action and support to constituents

132. As a priority, the ILO will work towards:

- continuing to support workers' organizations in identifying and addressing gaps in the ratification of Conventions and monitoring the application of ratified Conventions, including through a global programme on international labour standards involving the provision of advisory services and capacity-building support to workers' organizations, particularly in their campaigns and organizing activities;
- strengthening regional platforms to enhance collaborative action and political influence on issues of workers' concern, including migration, workers' rights in global supply chains and export processing zones and effective transitions to the formal economy;

- promoting strong social dialogue structures, including international framework agreements, regulatory frameworks and contractual arrangements among constituents, in addition to cross-regional research, knowledge-sharing and training initiatives and the promotion and revision of existing training materials;
- using the social media, information technology (IT) and e-learning to help workers' organizations in their organizing efforts and institutional building activities, giving renewed attention to the improvement of working and living conditions through mutuals and cooperatives.

Cross-cutting issues

- 133. *International labour standards:*** Special emphasis will be placed on the ratification and application of standards on freedom of association and collective bargaining. Core labour standards and instruments on issues such as social security, minimum wages, occupational safety and health, labour migration, the employment relationship and the termination of employment will be at the heart of the policy development agenda.
- 134. *Social dialogue:*** A key focus will be establishing and strengthening social dialogue structures, at the bipartite and tripartite levels, in order to influence policy agendas at all levels. Exchanges of social dialogue experiences at the regional level will be promoted.
- 135. *Gender equality and non-discrimination:*** Building on previous work in the context of organizational and representational activities related to vulnerable workers, including migrants and workers in export processing zones and global supply chains, the strategy specifically targets women. It will also support the empowerment of women's representation and participation at all levels of workers' organizations.

External partnerships

- 136.** Greater coherence across the multilateral system will be promoted by ensuring respect for international labour standards, stronger governance and greater participation of workers' organizations in inter-agency initiatives. Regional integration institutions will be approached to strengthen the inclusion of workers' views and concerns through social dialogue. Partnerships for research will continue with academic institutions and different networks.

IV. Cross-cutting strategies

- 137.** A number of issues or cross-cutting themes are relevant to all or several of the policy outcomes. International labour standards, social dialogue, and gender equality and non-discrimination in the world of work are fundamental means to achieve the ILO's constitutional objectives. These are promoted and applied through actions under all the policy outcomes. Putting an end to poverty, ensuring equality of opportunity and treatment of women at work, and promoting a transition to the green economy are among the ILO's centenary initiatives; work on them will be stepped up in the biennium with a view to equipping the Organization to take up successfully the challenges of its mandate at the start of its second century. The future of work centenary initiative will itself inform various aspects of ILO work in 2016–17. The cross-cutting strategies and issues are briefly discussed below.

International labour standards

- 138.** Promoting the ratification of international labour standards and ensuring their effective national application are the most important means of achieving the constitutional objectives of the ILO. International labour standards alone do not improve conditions in practice. However, their ratification and effective implementation provide the essential legal framework that is the first step towards achieving progress in promoting rights at work, creating decent jobs, improving working conditions, extending social protection and supporting sustainable enterprises, while the ILO's supervisory system provides an avenue for continuing active dialogue.
- 139.** There is an urgent need to promote a spirit of ownership among ILO constituents, in order to encourage ratification and effective national application, as well as the adoption of standards that respond to the world of work and the needs of the ILO's tripartite constituents. International labour standards are both an outcome in their own right and a means of action to achieve the other outcomes set by ILO constituents.
- 140.** The standards centenary initiative underpins and drives the strategic direction of work in the biennium with a view to ensuring an authoritative supervisory system and a Standards Review Mechanism. Standards-related services across all outcomes will focus on: (i) better equipping constituents to effectively participate in the preparation, adoption, ratification and implementation of relevant standards; (ii) increasing the ratification of standards relevant to the outcome; and (iii) improving the application of ratified Conventions and of Recommendations at the national level.

Social dialogue

- 141.** Social dialogue and the practice of tripartism between governments and representatives of employers and workers are the ILO's governance paradigm for promoting social justice, fair workplace relations and decent work. At the heart of social dialogue lies freedom of association and collective bargaining.
- 142.** The role of the social partners in stable economic and social development is frequently undervalued. The effective recognition and exercise of freedom of association and collective bargaining rights remains a challenge. Addressing these challenges requires mainstreaming social dialogue and tripartism in all policy outcomes. To do this, the ILO will strengthen the actors of social dialogue; enhance the role and impact of social dialogue institutions; promote the ratification and application of ILO Conventions relevant to social dialogue; and reinforce the role of tripartism and social dialogue as key methods for implementing the strategic objectives of the Organization.
- 143.** ILO services across all outcomes will focus on: (i) building up the institutional and technical capacities of constituents, individually and jointly, to effectively fulfil their role in social dialogue processes; (ii) facilitating the effective participation of employers' and workers' organizations in ILO programmes; and (iii) strengthening social dialogue institutions and practices.
- 144.** To deliver quality evidence-based policy advice to tripartite constituents, the ILO will scale up its research programme, including by expanding data collection and analysis on social dialogue and collective bargaining trends.

Gender equality and non-discrimination

145. The ILO's fundamental Conventions and other ILO instruments on equality and non-discrimination provide the overarching framework for this strategy. ILO work in the biennium aims at supporting constituents in the realization of gender equality and the elimination of discrimination, including in the context of the post-2015 development agenda.
146. The women at work centenary initiative will include a set of specific outputs that cut across the policy outcomes, which will also contribute to the follow-up to the Beijing +20 review process. The initiative will involve a major stocktaking of the conditions of women in work with a view to mapping out a renewed ILO strategy and to engaging tripartite constituents in action to achieve full, genuine and lasting equality and the elimination of discrimination.
147. Work will be undertaken to assess and address the discriminatory impact of seemingly neutral processes, institutions, laws and policies, including with respect to employment policies, skills programmes, enterprise development initiatives and the design of wage policies and other conditions of work. Services to constituents will include interventions to: (i) overcome the social, policy, legal and institutional obstacles facing groups of workers who are particularly vulnerable to discrimination, which could include, among others, women, persons with disabilities, members of indigenous communities or ethnic minorities, persons living with HIV or affected by HIV or AIDS, and migrant workers; (ii) address the deficits in the representation of and give a voice to excluded and marginalized groups; and (iii) promote an enabling environment for gender equality and non-discrimination, including by extending equal pay for work of equal value, strengthening the role of collective bargaining, promoting women in business and leadership, ensuring adequate social protection coverage for disadvantaged groups, designing inclusive maternity, paternity and childcare policies, and promoting inclusion and diversity.

End to poverty

148. The ILO has a long commitment to eliminating poverty and addressing the challenge of reducing inequality and social injustice. The Declaration of Philadelphia states that "poverty anywhere constitutes a danger to prosperity everywhere". The ILO has a unique employment-centred approach to combating poverty, based on promoting rights at work, employment, an adequate living wage and social protection. The message that the ILO consistently upholds is: decent work is the surest way out of poverty.
149. The end to poverty centenary initiative will consolidate ILO work under the different outcomes with a view to achieving greater synergies and critical mass. Analytical work and operational interventions in the areas of rights at work, employment, the informal economy, the rural economy and social protection floors, in particular, will be developed from an end-to-poverty perspective with full attention being given to the contribution the ILO can make to improving well-being of the poor.
150. Work in the above areas will be implemented in the light of the sustainable development goals, following their finalization by the UN General Assembly in September 2015 and as guided by the Governing Body.

Just transition to a green economy

- 151.** The strategy is guided by the conclusions concerning achieving decent work, green jobs and sustainable development adopted at the 102nd Session (2013) of the International Labour Conference, as well as by the strategic action plan endorsed by the Governing Body in October 2013, which spells out a long-term vision in the context of the ILO's green centenary initiative.⁴ The objective is to build global leadership and the capacity to assist constituents in addressing the challenges and opportunities of climate change faced by enterprises, workers and vulnerable groups, while ensuring a just transition towards low-carbon and resource-efficient development strategies.
- 152.** The ILO will support national actions to give effect to the agreement to be reached at the United Nations Climate Change Conference in Paris in 2015, and will emphasize the implications for enterprises, workers and the labour market more generally.
- 153.** Work will focus on: (i) assessing the employment impact of green economy investments and strategies; (ii) providing technical assistance and expert advice for the greening of employment policies, enterprise development and entrepreneurship promotion, skills enhancement, sectoral strategies and social protection; (iii) assisting constituents with the application of a "just transition" framework in a limited number of pilot countries and sectors; and (iv) strengthening the global knowledge base and developing the capacity of constituents with regard to the greening of economies, enterprises and jobs, with an expanded role for the Turin Centre.

V. An overview of regional priorities

- 154.** The ILO's work at the regional level is based on the country-level demands expressed through DWCPs, the ten policy outcomes proposed in this preview and the conclusions of the Regional Meetings. Each of the five regions comprises great diversity both in terms of the specific socio-economic and political contexts of the member States and the nature of the challenges they face. The need to promote strong and effective employers' and workers' organizations and the ratification and application of international labour standards are common areas of work across all regions. The following paragraphs present the priorities identified for the ILO in each region.

Africa

- 155.** Africa has recorded impressive and reasonably sustained economic growth rates over the past decade. However, this growth has neither been inclusive nor has it resulted in significant and transformative job creation, particularly for young women and men. Limited employment opportunities and a lack of decent work, combined with widening socio-economic inequalities and human insecurity, as well as demographic trends, have led to increased migration pressures. The following policy outcomes are of particular importance in the Africa region: more and better jobs for inclusive growth and improved youth employment prospects; creating and extending social protection floors; and promoting fair and effective labour migration policies.
- 156.** Within the region, for low-income countries, policy-level support will be complemented by extra-budgetary technical cooperation projects for capacity building at different levels. A special productive employment promotion initiative for conflict prevention, reconstruction

⁴ GB.319/INS/3/2 and GB.319/PV, para. 63.

and recovery will be developed and implemented in several fragile States, largely in Central, North and West Africa, as well as in the Horn of Africa. Youth entrepreneurship will be an important area of work. The focus in middle-income countries will largely be on evidence-based policy guidance, South–South networks and cross-learning, including interregional cooperation among Brazil, the Russian Federation, India, China and South Africa. In addition, emphasis will be placed on the optimum use of local resources and knowledge, drawing on national funding and technical support and the leveraging of available national expertise. Labour migration initiatives will target the regional economic communities that have prioritized the issue.

- 157.** It is expected that first generation DWCPs will be finalized in about five countries. In addition, the next generation of DWCPs will be developed in about 16 countries.

Latin America and the Caribbean

- 158.** In the last 10–15 years, most Latin American and Caribbean countries have gone through a period of significant economic growth and job creation, leading to a decrease in unemployment, in a process that has recently lost momentum. The current situation shows persistently high levels of informality and inequality, in particular for young people, women and vulnerable groups. ILO work in the region will focus on: more and better jobs for inclusive growth and improved youth employment prospects; the promotion of sustainable enterprises; and the formalization of the informal economy.

- 159.** The overarching goal in the region will be the promotion of social inclusion and development through formalization. With this purpose, the ILO will implement an integrated approach encompassing all the policy outcomes, since the creation of more and better formal jobs requires the promotion of international labour standards, sustainable enterprises, social protection and effective labour inspection. A special focus on rural areas, labour migration and unacceptable forms of work is necessary to reach the most vulnerable workers in the region.

- 160.** A strong emphasis will be placed on knowledge management and capacity building in collaboration with the Inter-American Centre for Knowledge Development in Vocational Training (CINTERFOR) network. The ILO will take advantage of regional integration mechanisms to push critical elements of the Decent Work Agenda forward and facilitate policy advice. It will adapt and streamline existing tools for technical assistance, especially on formalization, sustainable enterprises (with a focus on small and medium-sized enterprises), freedom of association, collective bargaining and social dialogue. It will consolidate its Programme for the Promotion of Formalization in Latin America and the Caribbean (FORLAC) and will develop a similar flagship initiative on labour migration. It will also support South–South cooperation, for example through the regional initiative for Latin America and the Caribbean free of child labour and projects on forced labour, child labour, migration and green jobs.

- 161.** It is expected that at least 12 DWCPs will be active in the biennium.

Asia and the Pacific

- 162.** Asia and the Pacific remains a diverse and dynamic region encompassing the majority of the world's population and including least developed, middle-income and developed countries, as well as small island States. Although the economic performance has stayed strong overall, it has slowed down in a number of countries previously characterized by high growth rates. Among the key issues of continued significance in most countries of the

region are high or increasing inequality, massive youth populations, insufficient social protection (particularly evident in the context of frequently occurring natural disasters), and migration. Low rates of ratification of international labour standards, in particular core Conventions, remains a concern. Given the regional diversity, work will focus in particular on: more and better jobs for inclusive growth and improved youth employment prospects; creating and extending social protection floors; promoting sustainable enterprises; promoting workplace compliance through labour inspection; protecting workers from unacceptable forms of work; and promoting fair and effective labour migration policies.

- 163.** ILO services to constituents will need to be adapted to the economic and social diversity of member States in the region. There will be an increasing need for high-level policy advice for the growing number of middle-income countries, while developing and implementing technical cooperation support will be the main means of action in least developed countries and fragile States. Targeted interventions are required for countries that are affected by natural disaster, coupled with long-term support to improve sustainable livelihoods. Work will be undertaken to address the low rate of ratification of international labour standards in certain countries.
- 164.** A number of DWCPs in the region will expire in 2015 and 2016 and the region is likely to see the development of new ones in some ten countries.

Arab States

- 165.** Persistently high unemployment rates, particularly for young people, low labour force participation rates of women and widening inequalities are among the key socio-economic challenges faced in the Arab States region. They are compounded by overall volatility and protracted crises in a number of countries. The creation of decent jobs, the enhancement of social dialogue, the promotion of gender equality and the reduction of poverty are critical priorities. Work will address the need for more and better jobs for inclusive growth and improved youth employment prospects; creating and extending social protection floors; and promoting fair and effective labour migration policies.
- 166.** The regional approach will be articulated through agile, specialized services based on extensive expert networks in areas where the ILO has a strong comparative advantage. This will be particularly relevant for high-income countries of the Gulf Cooperation Council, in which peer-to-peer support and policy coherence will be systematically promoted, with strong elements of knowledge exchange built into all interventions. Crisis-affected countries, characterized by various degrees of fragility, exacerbated by weak institutional capacities and the limited policy influence of ILO constituents, will remain a strong focus of ILO work in the region – notably the provision of integrated technical support to strengthen the resilience of labour markets and communities affected by the degradation of socio-economic conditions. Renewed effort will be made to promote the ratification and application of international labour standards.
- 167.** DWCPs will be strengthened through a realignment of resources to core priorities, which will be supported by extensive outreach strategies. Clearly articulated capacity development components for constituents will be implemented, with the further strengthening of established tripartite committees. Five countries are expected to roll out a new or next-generation DWCP during the biennium.

Europe and Central Asia

- 168.** Despite very diverse socio-economic contexts and political situations, countries in the region face similar challenges: job insecurity, unemployment and underemployment especially for young people, income inequalities, informality and undeclared work, unequal access to the labour market in particular for women, poor working conditions, unacceptable forms of work, environments that are not conducive to sustainable enterprises, gaps in social protection, unsustainable social security systems and failure to realize the fundamental principles and rights at work. Sluggish economic growth, or recession, has created or exacerbated these problems, often affecting the most vulnerable in society. Given the diversity of the region, work will cover a number of policy outcomes including: more and better jobs for inclusive growth and improved youth employment prospects; creating and extending social protection floors; promoting sustainable enterprises; formalization of the informal economy; promoting workplace compliance through labour inspection; and promoting fair and effective labour migration policies.
- 169.** Work under the policy outcomes related to international labour standards, the rural economy and unacceptable forms of work will also be implemented. There will be a stronger focus on providing policy advice to strengthen social dialogue and close existing legislative gaps in line with national policies and technical assistance to address specific labour issues and develop the capacity of the social partners. Efforts will continue to better link ILO work to national development frameworks. The ILO will collaborate with relevant European institutions and the European social partners on policy matters. It will also facilitate the sharing of knowledge and experience within the subregions by conducting comparative studies and analysis, developing subregional networks and communities of practice among constituents and peer reviews. A Regional Meeting for Europe and Central Asia is expected to take place in early 2017.
- 170.** DWCPs and tripartite agreements are expected to be renewed or reviewed during the biennium in around 14 countries.

VI. An agenda for research, knowledge, labour statistics and capacity development

- 171.** Research, knowledge and labour statistics are essential means to support the achievement of the policy outcomes. Together with capacity development, they are core components of the services that the ILO provides to constituents in countries, regions and globally.

Research and knowledge

- 172.** Research in the ILO is undertaken to generate knowledge to inform on emerging patterns in the world of work, to guide the ILO's policy advice and technical assistance and for the purposes of advocacy.
- 173.** The ILO must be in a position to generate, access and share empirical evidence and sound analysis to underpin its policy advice and capacity-building work under each of the policy outcomes and to enhance the advocacy of decent work. Lessons from ILO research suggest that governments and the social partners can benefit considerably by formulating policies based on solid analysis of what works and what does not work, and under what circumstances, depending on levels of development and country contexts.

- 174.** To this end, the research function is being strengthened so that the ILO is recognized as being a principal source of expertise on key employment and social policy issues, both globally and nationally. It is crucial that ILO research findings be accessible to constituents and the general public, including through the ILO Knowledge Gateway.
- 175.** The creation of the Research Department and the launch of an ILO-wide research agenda – offering new opportunities for interdepartmental cooperation – will contribute to ensuring that:
- the ILO becomes a more influential participant in the global policy debate on employment and social issues, notably as regards development, job-rich growth and income inequalities;
 - constituents are provided with evidence-based advice on policies that are effective in tackling employment and social policy challenges, including at the national level;
 - there is a better understanding of the trends shaping the world of work, a range of policy options to address these trends and an improved capacity of governments and employers’ and workers’ organizations to seize new opportunities.
- 176.** To achieve this goal, major trends – including new technologies, demographic change, the scarcity of natural resources, the emergence of green economies, the evolving role of finance and emerging patterns in development and globalization – will be assessed in relation to their socio-economic impact. This will also provide important context and a substantive analytical contribution to the Director-General’s future of work centenary initiative, and will shed light on the interlinkages between the seven centenary initiatives.
- 177.** Core research issues include the assessment of “what works” (notably as part of the policy outcomes and the centenary initiatives), especially:
- approaches that help create higher levels of better quality employment on a sustained basis;
 - strategies that have proven successful in reducing income inequalities and gender gaps;
 - policies and programmes to facilitate transitions from micro- to small and medium-sized enterprises that produce gains for both entrepreneurs and workers;
 - macroeconomic, green and trade policies and their interactions with employment and social goals;
 - approaches that help eradicate poverty and promote development through decent-work friendly strategies;
 - effective policies for boosting jobs and career opportunities for underemployed and vulnerable groups, notably young people;
 - effective combinations of social protection, labour market participation and development policies;
 - well-designed wage formation systems, labour taxation policies, employment regulations and arrangements to implement the right to collective bargaining, consistent with the relevant standards.

178. The launch of a single flagship publication, namely the *World Employment and Social Outlook* (merging the *Global Employment Trends* and *World of Work Report*), and the production of policy briefs will provide valuable tools for disseminating research findings and enabling the ILO to contribute meaningfully to relevant global forums such as the International Labour Conference, the G20 and others, as well as in national dialogues.
179. The establishment of a Research Review Group will provide oversight of research work and contribute to enhancing quality control.
180. Steps will be taken to foster the dissemination and application of research. Close collaboration with the Turin Centre will continue, notably with regard to capacity building for constituents. The Office will deepen its engagement with research networks, think tanks and institutions such as the World Bank, the International Monetary Fund, the United Nations Department of Economic and Social Affairs, and regional development banks. The *International Labour Review* will continue to provide a crucial link with the academic community.

Labour statistics

181. The goal is to uphold the position of the ILO as the world's reference on labour statistics, and as the main repository of timely data on decent work. A particular focus will be on harmonized criteria for international comparisons and better global and regional estimations.
182. Existing statistical databases will be consolidated into one single ILO database of all the main indicators of decent work. This will be an important pillar of the ILO Knowledge Gateway. A quality assurance framework on labour statistics will be defined in order to achieve coherence across the statistical work of the Office.
183. Services to constituents will continue to focus on technical assistance and capacity building to enable them to produce, compile and disseminate accurate data on employment and labour issues. Through the International Conference of Labour Statisticians, work will be pursued to set statistical standards on labour statistics.
184. A key focus is monitoring and reporting on the indicators accompanying the post-2015 sustainable development goals. Partnerships with other international agencies will be strengthened to enhance policy coherence in labour statistics.

Strengthened collaboration between the International Training Centre of the ILO in Turin and the ILO

185. The strategic partnership between the Centre and the ILO will be strengthened in three ways, as described below.
186. The Centre will adapt its training programmes for ILO constituents to the policy outcomes of the transitional strategic plan for 2016–17. For each outcome, the comparative advantage of the Centre as a global knowledge hub will be combined with regional and national expertise through learning partnerships with regional and national service providers. Services will be reoriented to reflect different categories of learning needs arising from different stages of social and economic development. This will require accelerating the roll-out of blended and IT-enhanced learning approaches, as well as increasing language capacity and thematic expertise.

187. A learning task force, comprising representatives of the Centre and the ILO's Human Resources Development Department, will facilitate strategic and coherent planning and enhance complementarity in the area of ILO staff development. One of the key roles of this task force would be to design multi-step learning paths for different categories of ILO staff, using a modular approach where staff can assemble their individual learning journeys by choosing from a suite of learning modules.

188. The learning services of the Centre and its wider outreach will be deployed to facilitate the integration of ILO priorities into the emerging post-2015 development agenda. In this context, the Centre will accelerate the pace of networking with other training providers and academic institutions in the field.

VII. Advocacy, governance and support outcomes

Outcome A: Effective advocacy of decent work in the world of work

The issue to be addressed

189. In order to ensure continued broad support for the Decent Work Agenda, the ILO needs to effectively inform and influence international organizations, governments, constituents, non-State actors and the media with solid analytical work, practical policy advice and targeted and coordinated advocacy.

Expected changes

190. The expected changes ensuing from the planned interventions are:

- an increase in the number of member States that make the goal of decent work more central to policy-making;
- enhanced collaboration to mainstream the Decent Work Agenda into the policies and programmes of international agencies and multilateral and regional institutions;
- strong engagement with decision-makers, opinion leaders and agenda setters such as the G20, the UN and other high-level policy forums, research networks and think tanks, to amplify ILO advocacy efforts and visibility;
- increased use by external parties of the ILO Knowledge Gateway, which will contain more information for an increased number of countries.

Key lessons from previous work

191. The Office has engaged in a wide variety of advocacy efforts to promote the Decent Work Agenda and its policy priorities. It has achieved notable successes when combining sustained engagement with decision-makers and opinion leaders with convincing policy analysis based on strong empirical evidence and data. Impact is further enhanced by influencing high-level agendas and by partnering with constituents at the country and global levels to help steer policies towards decent work approaches. Being realistic about advocacy objectives, identifying and targeting key stakeholders and clearly articulating the

specific changes being sought, based on robust empirical evidence, are fundamental requirements for effective interventions.

- 192.** There is considerable potential for further ILO engagement with the emerging UN post-2015 sustainable development goals and for the expansion of joint programmes within the “One UN” framework to mainstream decent work into national development agendas.

Means of action

- 193.** In making the ILO the reference point on the world of work, the Office will:

- optimize the ILO’s comparative advantage by enhancing the access of the constituents, decision-makers and opinion leaders to relevant, up-to-date information on employment, rights, social protection and social dialogue, including via the Knowledge Gateway;
- engage with key government ministries and departments, including finance and planning ministries, in addition to labour and employment ministries, to promote coherence in economic, labour and social policies;
- deliver to target audiences persuasive, evidence-based and solution-oriented highlights of major reports and policy briefs;
- use a diverse range of communication tools and resources to increase the ILO’s relevance, profile and engagement with its constituents and other core audiences at the global, regional and national levels;
- continue to increase the ILO’s capacity in research, statistics and policy analysis;
- strengthen the functional link between headquarters and ILO offices in the regions to coordinate engagement with national decision-makers;
- provide strategic advice on appropriate channels to communicate effectively ILO policy lessons and recommendations to core audiences;
- support tripartite constituents in their own advocacy efforts to engage directly with decision-makers and opinion leaders, by developing their capacity in collaboration with the Turin Centre, updating guidance and tools and organizing forums to help leverage policy influence.

External partnerships

- 194.** The ILO will engage in partnerships to expand the policy dialogues and advance the Decent Work Agenda, including by:

- ensuring effective partnerships within the “One UN” framework to promote ILO policy outcomes in the post-2015 environment, including in countries through improved alignment of DWCPs with UNDAFs and national development frameworks;
- working with UN regional commissions, regional banks and regional institutions;
- engaging with the G20 and other global and regional policy forums.

Outcome B: Effective and efficient governance of the Organization

The issue to be addressed

195. This outcome relates to how the ILO is directed and guided, and how those responsible are held accountable. It aims to ensure the optimized functioning of the ILO governing organs and to improve Office monitoring and oversight to ensure the accountability of the Office with regard to effectively and efficiently using the resources entrusted to it.

Expected changes

196. The key actions and interventions to be implemented will contribute to:

- enhanced agenda-setting mechanisms and wide and high-level participation and deliberation of the tripartite constituents for priority setting and policy decision-making;
- the more efficient functioning of the International Labour Conference, Governing Body and Regional Meetings;
- the further enhancement of oversight, to support the accountable and transparent operation of the Organization with well-functioning risk control and management;
- the strengthened quality and use of evaluations to inform the Organization's governance and programme implementation.

Key lessons from previous work

197. In recent years, the ILO has taken initiatives to strengthen its governance processes and enhance its institutional practices. Reforms of the functioning of the Governing Body have clearly shown the importance of the adequate planning and management of sessions to enable a focus on governance decisions, resulting in significant savings. These lessons will be further tested with the reform of the functioning of the International Labour Conference. Encouraging progress in managing the number of documents and their lengths and print runs suggests that further enhancements are possible. With the increasing volume of recommendations made by oversight bodies, follow-up capacity has merged as a key consideration.

Means of action

Governance organs

198. The Office will continue to support the reform of the functioning of the International Labour Conference, the Governing Body and the Regional Meetings, enhancing efficiencies and building on feedback from constituents and the deliberations of the Working Party on the Functioning of the Governing Body and the International Labour Conference. Strengthened efforts will be made to provide timely, concise and quality documents. Consideration will be given to improved methods of time management for official meetings as well as to the development of an efficient and accessible paper-smart model. The Office will continue to provide quality and timely legal services to facilitate the functioning of the governance organs, including by making necessary amendments to the Standing Orders of the Conference.

Oversight

- 199.** Internal and external audits, independent evaluation, the Independent Oversight Advisory Committee and the oversight role of the Office of the Treasurer and Financial Comptroller are critical governance functions which foster a culture of transparency, accountability and organizational learning. The Office will continue to give full attention to their recommendations, aiming at their due implementation within available resources. Following the full implementation of the International Public Sector Accounting Standards in previous years, focus will be placed on monitoring developments in that regard and adapting to new standards as they are promulgated in future years. The Office will implement a statement of internal control as a key accountability initiative.
- 200.** The ILO's enterprise risk management capability has been strengthened by the appointment of an official dedicated to the development and implementation of enterprise risk management procedures, guidelines and training. Risk registers will be established for highly exposed programmes, projects and activities, for review by that official. A high-level risk register will be maintained.
- 201.** The 2011–15 results-based evaluation strategy will be extended, with milestones and targets for 2016–17. The role and functioning of the Evaluation Advisory Committee will be strengthened, as will impact assessment of selected ILO programmes. An independent external evaluation of the evaluation function will be conducted.
- 202.** The Office will review the functioning of internal advisory committees to ensure that they remain fit for purpose.

External partnerships

- 203.** Close relations and good coordination with UN institutional bodies will be maintained and strengthened. These include the Joint Inspection Unit, the International Civil Service Commission, the United Nations System Chief Executives Board for Coordination and, in particular, its High-Level Committee on Management, to ensure that the Office adheres to the highest possible international standards and benefits from sharing good governance practices.

Outcome C: Efficient support services and effective use of ILO resources

The issue to be addressed

- 204.** To enable the Office to deliver its programme in an effective, efficient and responsive manner, there is a need to strengthen and streamline support services at headquarters and in the regions.

Expected changes

- 205.** The expected changes ensuing from the planned interventions are:
- a strong programming framework based on the application of results-based management;
 - better value for money from support services through more efficient managerial and administrative systems, practices and teamwork across the Office;

- enhanced talent and leadership development;
- a targeted resource mobilization strategy;
- efficient facilities management.

Key lessons from previous work

206. The redesign of clearly defined business operations and IT solutions should lead to efficiency gains. These gains are reliant on the introduction of new levels of teamwork, involving both the regions and headquarters, and wide consultations and preparations, as well as investments in process re-engineering and IT. The experience gained and lessons learned from the implementation of reforms, including of field operations and structure, from previous and current change management projects, and from the ACIs introduced in 2014–15, will further enhance management and support services.

Means of action

Results-based management and programming

207. The Office will further deepen the application of results-based management to its programming instruments and procedures. The design and implementation of DWCPs will be improved, in particular as regards measurement indicators. The reduced number of policy outcomes, with a new set of performance indicators, will strengthen the programming and tracking of outputs and expected results. Extra-budgetary technical cooperation resources, including from the Regular Budget Supplementary Account, will be better integrated into the ILO's programming and implementation framework.

208. Collaboration with UN country teams will continue to expand, leading to greater ILO participation and policy influence in UNDAFs.

Administrative processes

209. Administrative processes will be reviewed to identify opportunities to improve service levels, the speed of decision-making and efficiency gains, consistent with effective risk management. Where appropriate and feasible, benchmarking will be undertaken and key performance indicators will be developed.

210. Building on previous initiatives, further business process reviews will be conducted to determine the optimal means of delivering essential services. The work will include reviewing the feasibility, costs and benefits and other implications of:

- further decentralizing certain functions to regional or country offices, ensuring that work is performed closer to where service delivery takes place;
- centralizing certain functions to obtain economies of scale and processing efficiency through the Integrated Resource Information System (IRIS) and other IT applications;
- expanding collaboration on service delivery with UN bodies; and
- leveraging further benefits from the use of IT.

211. These changes will enable the ILO to further redeploy resources from administrative support to policy, technical and analytical work, thereby enhancing the quality of services to constituents. A simplified results framework with clarified roles and responsibilities will

enable the ILO to strengthen teamwork in fewer but larger programmes and thus achieve value for money.

Enhanced talent and leadership

- 212.** The Office will foster improved performance management and the enhanced functional and geographical mobility of staff. The benefits of the reform plan of action in the area of human resources management approved by the Governing Body in March 2014 will be fully harnessed in 2016–17. Training will further enhance managerial capacities and strengthen the skills required for effective teamwork. Global technical teams will ease the flow of technical knowledge and enhance cooperation between ILO specialists in support of larger programmes. A robust induction programme for all new staff will be put in place.

Effective resource mobilization for development cooperation

- 213.** The Office will pursue increased levels of voluntary contributions directly linked to and in support of the policy outcomes. A key objective is to diversify the donors to the ILO programme, including through emerging partners and the private sector. The Office will be guided by the Governing Body discussion in November 2014 of the ILO's technical cooperation strategy.

Improved maintenance and utilization of ILO facilities

- 214.** The Office will renovate the headquarters building within the established schedule and the resources available for this purpose. Building maintenance plans for all ILO-owned premises will be updated in order to reduce the Office's carbon footprint. The Office will monitor compliance with the minimum operating security standards in all offices.

External partnerships

- 215.** Collaboration with UN system agencies in delivering common services in the regions and at headquarters will be pursued. The ILO contribution to the funding of the UN Resident Coordinators will allow greater participation and leverage in UN country teams.