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Development Cooperation Segment

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SIXTH ITEM ON THE AGENDA

ILO Development Cooperation Strategy 2015–17

Purpose of the document

This updated Development Cooperation Strategy 2015–17 re-emphasizes areas where the Office needs to take action to deliver results on decent work through development cooperation. It takes into account recent developments, such as the Third International Conference on Financing for Development (Addis Ababa, July 2015) and the 2030 Agenda for Sustainable Development (text for adoption dated August 2015), and internal matters (Programme and Budget for 2016–17, the ongoing reform, and the evaluation of the technical cooperation strategy for 2010–15).

The Governing Body is requested to adopt the Development Cooperation Strategy 2015–17 and to request the Office to report on its implementation in March 2017, taking into account the guidance provided by the Governing Body on recent external and internal developments and their implications for the ILO Development Cooperation Programme in its continued implementation of the Development Cooperation Strategy 2015–17 (see paragraph 37).

Relevant strategic objective: Efficient support services and effective use of ILO resources.

Policy implications: The Office will continue implementing the ILO Development Cooperation Strategy 2015–17, as revised.

Legal implications: None.

Financial implications: None.

Follow-up action required: None.

Author unit: Partnerships and Field Support Department (PARDEV).

Related documents: GB.323/POL/5, GB.322/POL/6.

Preamble

The updated Development Cooperation Strategy 2015–17 takes into account the outcome of the Third International Conference on Financing for Development (Addis Ababa, 13–16 July) – the Addis Ababa Action Agenda¹ – and the 2030 Agenda for Sustainable Development,² as well as the decisions taken by the Governing Body at its 322nd Session (November 2014)³ and 323rd Session (March 2015).⁴ The strategy has also been adapted on the basis of lessons learned from the implementation of the ongoing internal reform and the recommendations of the independent evaluation⁵ of the ILO’s Technical Cooperation Strategy 2010–15.⁶

The Development Cooperation Strategy pursues a single overarching objective: to enable the Office to provide better services to constituents so as to better deliver decent work outcomes at all levels. To achieve this objective, the strategy envisions a fuller use of the Organization’s comparative advantages in order to position the ILO to maximum effect in the context of the currently evolving multilateral development cooperation environment. It is built on four components:

- *Focus:* The ILO’s development cooperation programme will be fully aligned with ILO internal frameworks – the Programme and Budget for 2016–17, including relevant centenary initiatives, the Strategic Policy Framework 2010–15 and the Decent Work Country Programmes – which in turn support broader frameworks, principally the sustainable development goals, national development plans and the

¹ Resolution adopted by the General Assembly on 27 July 2015, A/RES/69/313.

² United Nations: Transforming our world: the 2030 Agenda for Sustainable Development, finalized text for adoption (1 August 2015).

³ “The Governing Body: (a) recalled that informal tripartite consultations should be held in matters of strategic importance, particularly for decisions with long-term impact; (b) took note that adjustments to the development cooperation strategy 2015–17 might be necessary to take into account the sustainable development goals, the transitional strategic Programme and Budget for 2016–17, the ongoing internal reform of the Office, as well as the findings of the forthcoming evaluation of the technical cooperation strategy; (1) (c) requested the Office to provide the Governing Body, at its 323rd Session (March 2015), with a document, for decision, on the mechanisms in place to ensure the involvement of constituents in strategic matters pertaining to development cooperation; (2) (d) requested the Office to begin implementing the development cooperation strategy summarized in document GB.322/POL/6, taking into account the guidance given in the discussion; (e) requested the Office to present refined deliverables and/or targets for tables 1, 2 and 4 in document GB.322/POL/6, for adoption, at the 323rd Session of the Governing Body (March 2015); (f) requested the Office to present a revised strategy, for adoption, at the 325th Session of the Governing Body (November 2015). (Document GB.322/POL/6, paragraph 34, as amended.) (1) See GB.322/POL/6, para. 7. (2) See GB.322/POL/6, Appendix II, on ‘country ownership’.”

⁴ “The Governing Body: (a) requested the Office to proceed with the organization of informal, tripartite consultations on strategic matters pertaining to development cooperation, as outlined in paragraphs 1–5 of document GB.323/POL/5 and taking into account the guidance given in the discussion; (b) endorsed the new and revised operating principles as well as deliverables and targets of the ILO’s Development Cooperation Strategy 2015–17. (Document GB.323/POL/5, paragraph 10.)”

⁵ GB.325/PFA/5.

⁶ GB.306/TC/1.

United Nations Development Assistance Frameworks. In so doing, the Office will ensure integrated resource management across all sources of funding, as well as an equitable allocation of such resources to each of the ten policy outcomes. Larger “flagship” programmes are intended to increase the impact and sustainability of ILO development cooperation, while ensuring sufficient flexibility to be able to respond quickly to emerging needs and priorities.

- *Effectiveness*: ILO development cooperation will fully comply with the universal principles of development effectiveness in that it will be results-oriented, transparent and cost-efficient and will use national systems and expertise. This will be supported by enhanced reporting and knowledge management systems, as well as increased staff development in the area.
- *Capacity development*: ILO development cooperation operations will include dedicated capacity-building components based on constituents’ needs, and will enhance constituents’ roles in translating the sustainable development goals into national goals and in implementing national strategies to achieve those goals. This requires a holistic approach to capacity development that simultaneously addresses technical, organizational and institutional competencies. In this context, South–South and triangular cooperation as well as development cooperation opportunities both in and with middle-income countries will be particularly important.
- *Resource mobilization*: In line with the guidance provided by the Addis Ababa Action Agenda, the Office will seek to consolidate its resource base by diversifying its funding partners, including national resources and also turning to the private sector. Ensuring greater predictability of resources, flexibility of voluntary funding and stepping up efforts to increase the visibility of the results and impact of development cooperation will be important in this regard.

These four building blocks of the ILO Development Cooperation Strategy are mutually reinforcing and must be addressed simultaneously. They are realized by means of detailed operating principles and measurable targets and deliverables. These principles, targets and deliverables were endorsed by the Governing Body in November 2014 and in March 2015⁷ and have been maintained in the present document (see Appendix I). This updated Development Cooperation Strategy 2015–17 recalls the areas in which the Office needs to take action to deliver results on decent work through development cooperation, taking into account the abovementioned external and internal developments.

Development Cooperation Strategy 2015–17

I. Introduction

I.1. Decent work at the centre of the sustainable development agenda

1. Decent work is prominently positioned across the 2030 Agenda for Sustainable Development. Member States of the United Nations (UN) have resolved to “create conditions for sustainable, inclusive and sustained economic growth, shared prosperity and decent work for all”. Decent work is also part of their vision: “We envisage a world in

⁷ Tables 1, 2 and 4 were endorsed by the Governing Body at its 323rd Session (March 2015) and table 3 at its 322nd Session (November 2014).

which every country enjoys sustained, inclusive and sustainable economic growth and decent work for all”. Furthermore, decent work is mentioned in the first paragraph of the Addis Ababa Action Agenda, which is itself an integral part of the 2030 Agenda for Sustainable Development: “We will promote peaceful and inclusive societies and advance fully towards an equitable global economic system in which no country or person is left behind, enabling decent work and productive livelihoods for all, while preserving the planet for our children and future generations.” The Addis Ababa Action Agenda also identifies social protection and essential public services for all, full and productive employment and decent work for all, and the promotion of micro, small and medium-sized enterprises as cross-cutting areas that build on synergies among the sustainable development goals.⁸ Of particular relevance to ILO development cooperation are goals 8 – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all – and 17 – Strengthen the means of implementation and revitalize the global partnership for sustainable development – together with their related targets. Furthermore, commitment to the ILO Global Jobs Pact has been renewed in both the Addis Ababa Action Agenda and the 2030 Agenda.⁹

2. Decent work is a mainstreamed priority, with at least 23 targets under the other sustainable development goals that include decent work aspects relating to, among others, social protection, labour standards, youth employment, occupational safety and health, enterprise development, income and livelihoods, child labour, migration and gender equality.
3. With the adoption of the 2030 Agenda for Sustainable Development at the 70th session of the UN General Assembly (New York, September 2015), decent work has become a global aspiration and a universal commitment. This also means that the Organization and its constituents are not the only actors who are promoting decent work. This requires strong leadership from the ILO, given the high expectations placed on it to deliver results on decent work.
4. The ILO should remain *the* global reference for knowledge and expertise, as well as an operational reference for the promotion of decent work, anchored in its standard-setting mandate and tripartite nature, in order to avoid any dilution of the decent work concept covering employment, social protection and social dialogue as well as fundamental principles and rights at work and international labour standards with the cross-cutting theme of gender. Tripartite ILO instruments, such as the Declaration of Philadelphia, the Declaration on Fundamental Principles and Rights at Work, the Declaration on Social Justice for a Fair Globalization, and ILO Global Jobs Pact, remain key in this respect.

1.2. Evolving expectations of ILO development cooperation

5. Human rights and social equality are now commonly presented as purposes of development cooperation. This means that, as a standard-setting agency, the ILO is better positioned in the development cooperation landscape. **International labour standards** are the foundation of the ILO; now, even more than before, they form the basis of its development cooperation programme, and contribute to the advancement of employment, social protection and social dialogue.

⁸ A/CONF.227/L.1, paras 11, 12 and 16.

⁹ A/CONF.227/L.1, para. 16 and sustainable development goal 8.b.

6. **Capacity support for effecting policy change** remains an important modality of development cooperation. This reconfirms the central place of capacity development with and for tripartite constituents in the ILO's development cooperation operations.
7. **Financing for development** consists of multiple combinations of public and private, and international and national resources. They encompass financial and in-kind resources, as well as technology and knowledge transfer. In addition, the ILO should be prepared for new methods of financing and cooperation.
 - International development cooperation is important, especially in the least developed countries and fragile states, but it is not the only means to achieve the sustainable development goals. For instance, foreign direct investment, migrant remittances and other financial flows far outweigh official development assistance. The Addis Ababa Action Agenda recognizes direct investment, including foreign direct investment, as significant, particularly when directed to plans with a high employment potential. National public resources are important, especially in middle-income countries. Commitments to the target of 0.7 per cent of gross national income for official development assistance, and of 0.15 to 0.20 per cent to go to the least developed countries, are reaffirmed in that Agenda.
 - New in the financing for development agenda is the concept of catalytic development cooperation. This means that international public finance, including official development assistance, can be used as a catalyst for additional resource mobilization from other sources, both public and private.
 - In addition, more innovative financing and cooperation mechanisms for development need to be explored. In this regard, South–South and triangular cooperation is important. Solidarity, sharing of good practices, and partnerships are the key principles underpinning this type of international development cooperation.
 - Decent work is in itself a source of financing of sustainable development, as it generates income, which stimulates consumption and savings, which in turn contribute to the national tax base. In this way, income may eventually generate social, economic and environmental investments, such as social security systems, financial services to enterprises and green jobs.
8. **Principles of effectiveness** remain at the core of the Development Cooperation Strategy. They call for more country ownership and results orientation, programme-based approaches, increased transparency and mutual accountability, with enhanced predictability of planned support in the medium term. In this respect, Decent Work Country Programmes remain an important, constituent-led tool.
9. The comparative advantage of the **United Nations** in its support to achieve the sustainable development goals comes into play when it is adequately resourced and operates in a coherent, efficient and effective way. National ownership of operational activities for development should be strengthened and further progress on UN system-wide coherence, including the Delivering as One approach, is needed.
10. The role of **multi-stakeholder partnerships**, involving the private sector, civil society, the scientific community, academia, philanthropy and foundations, parliaments, local authorities, volunteers and other stakeholders is complementary to government efforts in mobilizing human and financial resources, expertise, technology and knowledge. This is reflected both in sustainable development goal 17 on the revitalization of the global partnership for sustainable development and in the Addis Ababa Action Agenda. The latter calls for alignment between multi-stakeholder partnerships that operate in the same area, as

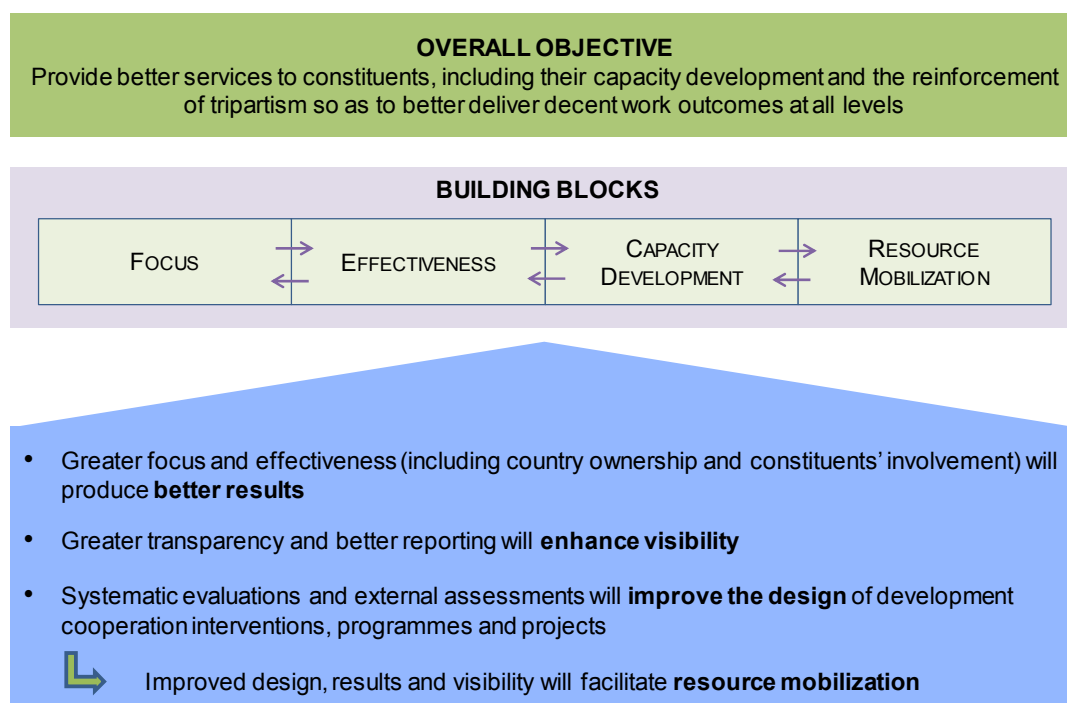
well as for alignment with national systems. For instance, the ILO is a member of the Global Partnership for Effective Development Cooperation through the United Nations Development Group. Examples of ILO initiatives with multi-stakeholder partnerships are the Child Labour Platform¹⁰ and the ILO Global Business and Disability Network.¹¹

11. It is essential to have **data** to ensure better monitoring and mutual accountability within the sustainable development agenda and its financing structure. National statistical systems need to be strengthened in order to support informed and evidence-based policy-making, and to improve impact assessment capacity at the national level.
12. Most of these expectations are not new for the ILO, but they make it all the more important for the Organization to be positioned strategically in the development cooperation landscape.

II. ILO development cooperation: The way forward

13. The key elements of the ILO Development Cooperation Strategy 2015–17, represented in figure 1, remain relevant. However, the central place of decent work in the 2030 Agenda for Sustainable Development, together with the expectations placed on the ILO, require renewed emphasis on the way in which the Organization implements development cooperation. This will be discussed for each of the four building blocks of the ILO’s strategy: focus, effectiveness, capacity development and resource mobilization. For each building block, the endorsed guiding principles, deliverables and targets are found in Appendix I; for ease of reference, the guiding principles are recalled at the beginning of the relevant sections. The Programme and Budget for 2016–17 provides the framework for the strategy. The sections below also refer to the ongoing internal reform of the ILO and the evaluation of the Technical Cooperation Strategy 2010–15.

Figure 1. Schematic representation of the ILO Development Cooperation Strategy 2015–17



¹⁰ See <http://www.ilo.org/ipec/Action/CSR/clp/lang--en/index.htm>.

¹¹ See http://www.ilo.org/pardev/partnerships/public-private-partnerships/WCMS_193805/lang--en/index.htm.

A. Focus

Guiding principles

- Alignment with global goals and ILO priorities, including international labour standards.
 - Integrated resource management and balanced distribution.
 - Preparedness and flexibility (fragility, special situations).
 - Larger programmes.
14. The ILO will continue its transition towards greater focus and fewer outcomes, deepening results and increasing long-term impact. The rights-based elements of the 2030 Agenda for Sustainable Development provide justification for focusing operations on the advancement of decent work. Now more than ever, ILO development cooperation should promote among constituents the implementation of international labour standards at the national level, thereby improving people's working lives.
15. The Office will ensure coherence between the relevant sustainable development goals, targets and forthcoming indicators on the one hand, and on the other, programming frameworks at the global level (Strategic Policy Framework, programme and budget) and country level (such as the Decent Work Country Programmes and United Nations Development Assistance Frameworks).
16. The ILO is establishing analytical country groupings to develop targeted development cooperation services. However, such country groupings should not overlook the specificities of individual countries. Advisory services and country visits increase the knowledge base that is crucial to delivering services suited to various country typologies. Moreover, the focus on inequality within and between countries and the focus on excluded or discriminated groups in any labour market, in both the North and the South, should remain a relevant objective. For instance, middle-income countries can be receivers as well as providers of international development cooperation.
17. More agility is required in the ILO's response to particular needs and emergencies in supporting countries' transitions from humanitarian to development approaches. Examples of such circumstances include the occupational safety and health challenges in Bangladesh, the floods in the Philippines and the earthquakes in Haiti and Nepal. Redeployment of technical experts as well as financial resources at short notice should produce immediate and lasting results. Emerging issues, such as mass movements of migrant workers and refugees, and labour rights in large-scale sports events, need special attention.
18. The ILO is continuing its programme-based approach to increasing resource integration for development cooperation. Larger programmes and the flagship methodology are both important means of scaling up the impact of the ILO's development cooperation.

B. Effectiveness

Guiding principles

- High quality and results.
- Take action on performance challenges.

- Decentralization.
 - Value for money.
 - Staff development on development cooperation.
19. The ILO can expect to be requested to play a leadership role in facilitating support to countries by the multilateral system. This will call for enhanced ILO action to foster policy coherence among development partners on matters related to decent work. The Office will explore opportunities to appoint country managers in non-resident countries that register very substantial extra-budgetary technical cooperation resources (XBTC).¹²
 20. The ILO will improve the design of its development cooperation operations and aim to have projects extending beyond the usual two- to three-year funding period, while ensuring that they can be handed over to national counterparts for better sustainability.
 21. Development cooperation has to be an ILO-wide responsibility. The Office will therefore continue with its decentralization policy. Initiatives include locating more XBTC-funded projects in the field, and improving capacity and providing guidance and training to staff on matters related to development cooperation, in collaboration with the Human Resources Development Department (HRD) and the International Training Centre of the ILO (the Turin Centre). Already, various capacity-building programmes have been implemented and others have been scheduled.
 22. The ILO is stepping up its efforts to ensure data accessibility, reporting, transparency and visualization. For instance, the ILO Gateway now includes project data at the country level. Using ILO communication systems and providing such information in the public domain contributes to greater awareness and appreciation of decent work outcomes. The Office has also made additional efforts to provide data in line with the standards established by the International Aid Transparency Initiative (IATI) and the Development Co-operation Directorate of the Organisation for Economic Co-operation and Development (DCD-DAC). Appendix II provides data on decentralization, Office-wide delivery rates and other performance aspects of the management of voluntary contributions.

C. Capacity development

Guiding principles

- Compliance with the capacity-development approach of constituents.
 - Increased and consistent quality of the Organization's and the Turin Centre's capacity development activities.
23. While the sustainable development goals are universal, each country will draw up its own strategy on how to achieve them and will report on results. It is therefore important for constituents to increase their influence in this process. Hence, capacity development should render constituents capable of influencing national policies and participating in national processes to monitor and review the sustainable development goals. Thus, development cooperation must increasingly be driven by constituents' needs and more from the bottom up. Capacities to promote decent work should also be developed in cooperation with and for other national development actors, such as ministries of finance, central banks and macroeconomic policy-makers. Development of institutional and organizational capacities

¹² See GB.325/PFA/6.

with and for ILO constituents provides the best prospects for sustainable results. It is also important to share policy experiences, which can be done through separate and combined modalities, such as capacity development programmes, public–private partnerships¹³ and South–South and triangular cooperation.¹⁴

24. The Office has continued and expanded the implementation of the South–South and triangular cooperation strategy,¹⁵ for which the outcomes endorsed and guidance provided by the Governing Body at its 313th and 316th Sessions (March and November 2012, respectively) remain valid. South–South cooperation arrangements in the ILO also include triangular cooperation (“South–South–North” exchanges) in the fields of child labour, forced labour and social protection. Such cooperation remains a key and complementary dimension of the ILO Development Cooperation Strategy, as is reflected in the Programme and Budget for 2016–17. The ILO will also continue to promote horizontal and peer-to-peer exchanges between least developed countries, middle-income countries, fragile countries, and regional and interregional groupings,¹⁶ between least developed and middle-income countries, as well as through triangular cooperation.
25. The ILO will pay special attention to stepping up development cooperation interventions aimed at enhancing national statistical capabilities in labour matters, to better place constituents to take part in informed policy-making, reporting and accountability processes.
26. The evaluation of the Technical Cooperation Strategy 2010–15 underscored the need for sustainable and high-impact capacity development. This requires a holistic approach covering the full range of systems that are required for an institution to perform its functions beyond the duration and scope of external funding.
27. In response to the growing demand for high-quality and high-impact capacity development in development cooperation programmes and projects, the Turin Centre, in collaboration with HRD, has designed a Training of Trainers Certification Programme to enable ILO officials involved in training and capacity-development initiatives to acquire skills and techniques for training and facilitation that are certified in accordance with internationally recognized quality standards.

Box 1

The Turin Centre’s impact assessment of capacity development activities with and for constituents

In order to understand how participants use the knowledge and competencies they acquire, the Centre carried out in the first half of 2015 a post-course evaluation of 54 standard activities implemented in 2014. It surveyed 1,094 former participants representing workers’ and employers’ organizations, labour ministries or other governmental and public institutions. Those participants represented 28 per cent of the total 3,952 ILO constituents who participated in a training activity during the second half of 2014. Of the 357 respondents, 98 per cent reported that their job performance had improved at least slightly as a result of their participation in the training. Respondents classified the degree of improvement in their job performance, ranging from “no improvement” to “very large improvement”. Fifty-four per cent indicated a large or very large improvement in job performance. Only seven respondents stated that their job performance had not improved. Disaggregating the

¹³ See <http://www.ilo.org/pardev/partnerships/public-private-partnerships/lang--en/index.htm>.

¹⁴ See <http://www.ilo.org/pardev/partnerships/south-south/lang--en/index.htm>.

¹⁵ GB.313/POL/7 and GB.316/POL/5.

¹⁶ Such as the Common Market of the South (MERCOSUR), the Association of Southeast Asian Nations (ASEAN) and the groupings of India, Brazil and South Africa (IBSA) and Brazil, Russian Federation, India, China and South Africa (BRICS).

results by type of organization, as in previous years the most positive results were seen among participants from workers' organizations, 66 per cent of whom reported a large or very large improvement, compared with around 50 per cent of participants from employers' organizations, and around 52 per cent for labour ministries or other governmental and public institutions.

Source: Board of the Centre (78th Session, Turin, 29–30 October 2015) – 2015 Interim Implementation Report.

D. Resource mobilization

Guiding principles

- Consolidation and diversification.
 - Greater predictability.
 - Flexibility.
 - Local resource mobilization.
 - Converging efforts.
 - Visibility.
28. Sustainable development goals will form the basis of many and diverse partnerships, and thus funding and other resources for ILO development cooperation. In taking up its responsibilities to facilitate the implementation of goal 8, the ILO needs to be outward looking and cultivate strategic partnership opportunities.
 29. ILO development cooperation is funded from Regular Budget (RB), Regular Budget Technical Cooperation (RBTC), Regular Budget Supplementary Account (RBSA) and Extra-Budgetary Technical Cooperation (XBTC) resources, as well as non-funding partnerships and modalities.
 30. The Office will continue to promote RBSA as a valuable means of funding, which provides flexibility in resource allocation within the ILO's global and country-level outcome frameworks.
 31. The funding environment is expected to become more competitive. UN system-wide funding of sustainable development goals is under consideration and may become available. Therefore, the Office will consolidate its existing partnerships and increase its influence in multi-partner initiatives. The Office also aims to increase diversifications of its funding base. In 2014, domestic development funding had more than doubled as compared to 2013.¹⁷ Domestic resource mobilization contributes to sharing Office responsibilities in resource mobilization, and would benefit from the involvement of national constituents.
 32. The number of public–private partnerships continues to increase. Not only do they provide financial resources, but they have also helped to enhance the ILO's advocacy work and visibility, creating new opportunities to influence public and private sector investment policies and practices aiming at sustainable growth and poverty reduction. Public–private partnerships that enhance South–South cooperation and domestic public–private partnerships are emerging forms.

¹⁷ See Appendix II, figure 7. This increase is explained by a substantial direct trust fund from one country.

33. The ILO needs to adjust its information technology infrastructure and business and administrative processes in order to respond better to the realities of new forms of development partnerships and funding modalities. It is expected that the ongoing review of administrative and business processes will help the Office to explore ways to address these challenges without jeopardizing the core principles of fiscally responsible management of the resources entrusted to the Organization.

III. Conclusions

34. Development cooperation will be central to the realization of the 2030 Agenda for Sustainable Development and, more specifically, to making decent work a daily reality for all. The Office, together with its constituents, needs to enhance the ILO's strategic positioning in the development cooperation landscape. The ILO should make better use of its comparative advantages, supported by a greater drive for sustainability and impact. These comparative advantages include, among others: its tripartite constituency; its standard-setting function – which anchors development cooperation even more firmly in international labour standards, while maintaining an integrated approach towards all dimensions of decent work; and its expertise, cutting-edge knowledge and operational, tripartite experience. These factors are particularly relevant for the ILO's leadership of sustainable development goal 8 and other relevant sustainable development goals and targets, and help the Organization to reap the advantages of a competitive funding environment.
35. Capacity development should place constituents in a position to influence national policies. Bottom-up and needs-based approaches are vital to sustain impact.
36. The ILO should be bold in consolidating and diversifying its partnerships and resource base. Cooperation with the UN system is an important path to follow. Domestic development funding is a priority, in particular in support of constituent-led Decent Work Country Programmes. South–South and triangular cooperation and public–private partnerships are other means of diversifying ILO partnerships and need to be continued. New forms of partnerships need to be supported by improvements in administrative and business processes. The implementation of the strategy will include mechanisms for operational monitoring and reporting.

Draft decision

37. The Governing Body:

- (a) adopts the revised Development Cooperation Strategy 2015–17 and requests the Office to report on its implementation at its 329th Session (March 2017);*
- (b) requests the Office to take into account the guidance provided by the Governing Body on recent external developments (the Addis Ababa Agenda for Action and the 2030 Agenda for Sustainable Development) and on internal developments (the Programme and Budget for 2016–17, the evaluation of the Technical Cooperation Strategy 2010–15, and the ongoing internal reform) and their implications for the ILO Development Cooperation Programme in its continued implementation of the Development Cooperation Strategy 2015–17.*

Appendix I

ILO Development Cooperation Strategy 2015–17: Tables

These tables contain the refined principles, deliverables and targets as endorsed by the Governing Body at its 322nd Session for table 3 and at its 323rd Session for tables 1, 2, and 4.

Table 1. Development cooperation focus for 2015–17

Focus	
Operating principles	Deliverables and/or targets
<p>i. Alignment with global goals and ILO priorities, including international labour standards. Development cooperation supports the programme and budget outcome areas as ILO's contribution to the post-2015 sustainable development goals, and development cooperation programmes and projects contribute to the achievement of Decent Work Country Programmes (DWCPs) and country outcomes that are aligned with national policy frameworks, including the United Nations Development Assistance Framework.</p> <p>ii. Integrated resource management is further enhanced, combined with the above principle (i), through a better oversight of allocation decisions of regular and voluntary resources, while ensuring a balanced distribution across ILO's programme and budget Outcomes.</p> <p>iii. Preparedness and flexibility are required to make development cooperation responsive to needs in countries facing fragility and special situations. See box 2 in document GB.322/POL/6.</p> <p>iv. Larger programmes enhance the programmatic approach to development cooperation as well as resource integration. At the country level, they facilitate better synergies between projects. See box 3 in document GB.322/POL/6.</p>	<ul style="list-style-type: none"> ■ By the end of 2017, existing decent work committees in at least 15 ILO member States with substantial development cooperation portfolios (in terms of number of projects and total budget) will encompass the oversight of ILO projects in that country. * ■ A fund for kick-starting and coordinating responses to fragility and special situations, as well as a global team will have been set up by the end of 2015. ** ■ A maximum of five global flagship programmes will have been designed by the end of 2015, responding to the criteria provided in box 3 in document GB.322/POL/6.
<p>* GB.317/POL/6, para. 16(b), and GB.317/PV, paras 112, 116 and 121.</p> <p>** GB.320/POL/9.</p>	

Table 2. Development cooperation effectiveness 2015–17

Effectiveness	
Operating principles	Deliverables and/or targets *
<p>v. High quality and results. All development cooperation activities are built on a theory of change to ensure the focus is on attaining results and on providing a relevant, high-quality service mix, including research, knowledge, networks, policy, capacity building and direct support.</p> <p>vi. The Office takes action on challenges in its performance as outlined by evaluations and reviews of development partners.</p>	<ul style="list-style-type: none"> ■ A system improving knowledge sharing and workflows will be launched and implemented for project cycle management, including an improved version of the ILO development cooperation (DC) dashboard, in line with IATI ** transparency standards, by the end of 2015. ■ The share of projects managed by field offices will reach 80 per cent by the end of 2017 (69 per cent in 2013).

Effectiveness

Operating principles

- vii. **Decentralization:** enforce the rule that projects must be managed where activities take place, that is, in the field, with the DWCPs as service delivery mechanisms.
- viii. **Value for money:** the Office delivers development cooperation in an effective and cost-efficient way.
- ix. **Improve efficiency and impact gains of staff development on development cooperation.**

Deliverables and/or targets *

- From 2015 to 2017, the Office-wide delivery rate will not descend below 80 per cent (81.2 per cent in 2013).
- A comprehensive development cooperation training programme for up to 75 ILO staff in the field and at headquarters to be piloted and evaluated in 2015.

* Baseline figures may need to be updated.

** International Aid Transparency Initiative to which the ILO adhered in 2013.

Table 3. Capacity development of constituents 2015–17

Capacity development

Operating principles

- x. **Compliance** with the capacity-development approach of constituents: demand-driven, in line with the DWCPs, and covering technical, organizational and institutional content. *
- xi. **Increased and consistent quality** of the Organization and the ITC–ILO's capacity-development activities with constituents, enhancing the impact and sustainability of development cooperation operations.

Deliverables and/or targets

- Specific programmes on capacity development for each constituent are developed.
- Bipartite and tripartite capacity-building programmes are included in large development cooperation operations.
- Learning-related standards defined and applied by the end of 2017.

* GB.317/POL/6.

Table 4. Resource mobilization 2015–17

Resource mobilization

Operating principles

- xii. **Consolidation and diversification:** consolidate partnerships with the top 20 contributors (see Appendix I in document GB.322/POL/6) while developing alternative funding sources such as domestic trust funds, international finance institutions, the private sector and partners from emerging economies.
- xiii. **Greater predictability:** the Office seeks to conclude a greater number of multi-annual partnerships with core funding partners, as well as with emerging and private partners.
- xiv. **Flexibility:** the Office continues its efforts to increase the number of partners willing to provide RBSA funding and will follow up on the RBSA review recommendations. In addition, lightly earmarked funding enables the Office to flexibly allocate resources to country and global priorities associated with programme and budget outcomes, and to report on results in the programme implementation report.
- xv. **Local resource mobilization** is pursued including through DWCP resource mobilization plans.

Deliverables and/or targets *

- Extra-budgetary resources (XBTC and RBSA) available to the Office will have increased up to US\$288,500,000 by the end of 2017 (baseline US\$267,376,000 annual average XBTC and RBSA contribution 2012–14).
- Consolidation and diversification:

Development partners	Annual average XBTC and RBSA (2012–14 ¹)		Targets for 2017	
	US\$ thousands	% share	US\$ thousands	% share
OECD–DAC members	204,016	76.3	205,000	71.1
Non OECD–DAC members	5,200	1.9	10,000	3.5
International financial institutions	10,710	4.0	14,000	4.9
Domestic development funding	12,445	4.7	14,000	4.9
UN organizations and agencies/other intergovernmental organizations	25,015	9.4	25,000	8.7

Resource mobilization

Operating principles

xvi. Converging efforts: the Organization has the potential to reinforce resource mobilization by the Office. Constituents can support the case for decent work funding with development partners at national, regional and global levels.

xvii. Visibility: the Office pursues and extends communication on results and human impact.

Deliverables and/or targets *

Public-private partnerships	9,823	3.7	20,000	6.9
Social partners	167	0.1	500	0.2
Total	267,376	100.0	288,500	100.0

¹ Preliminary 2014 data.

- The share of un-earmarked and lightly earmarked resources as a percentage of total voluntary contributions have increased to 15 per cent by the end of 2017 (in 2012–13, 10 per cent).
- Regional Offices have developed and/or updated a regional resource mobilization strategy in line with the current Office-wide strategy and the regional specifics by the end of 2015.
- The share of resources mobilized locally have increased to 50 per cent by 2017 (46 per cent in 2013).
- Communication material (web-based, audio-visual or printed) on results and development partners; and global and regional results reports published at least each biennium.

* Baseline figures may need to be updated.

Appendix II

Data and trends of the ILO's development cooperation programme, 2005–14

Figure 1. Extra-budgetary development cooperation expenditure and approvals, 2005–14

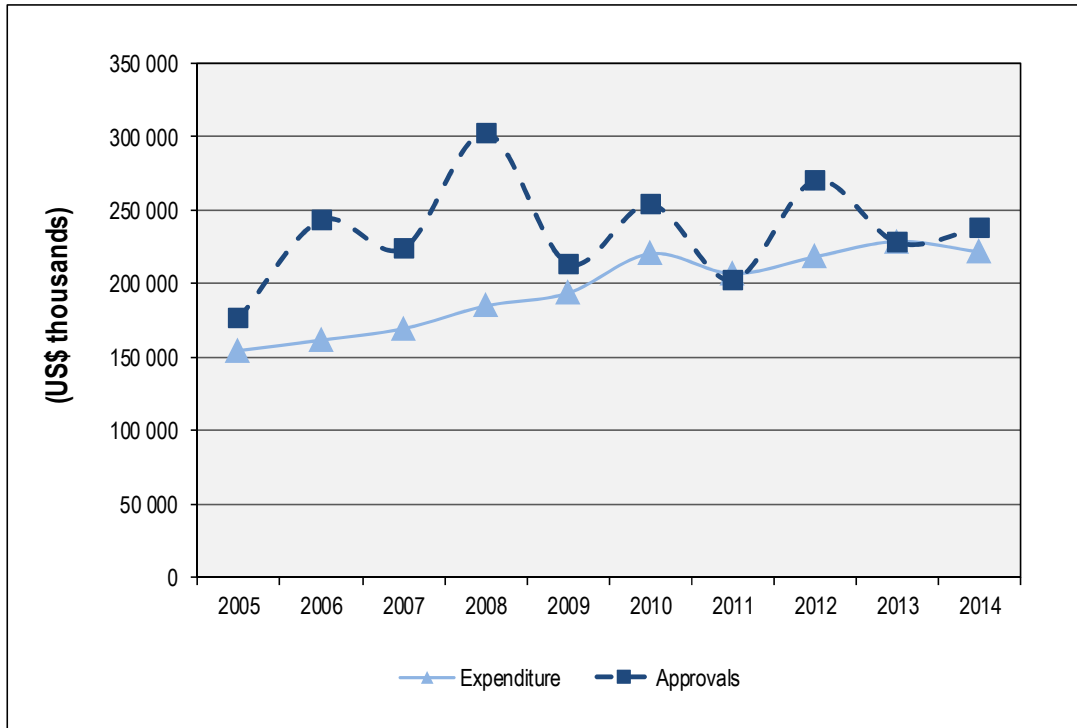


Figure 2. Extra-budgetary development cooperation expenditure by strategic objective, 2005–14

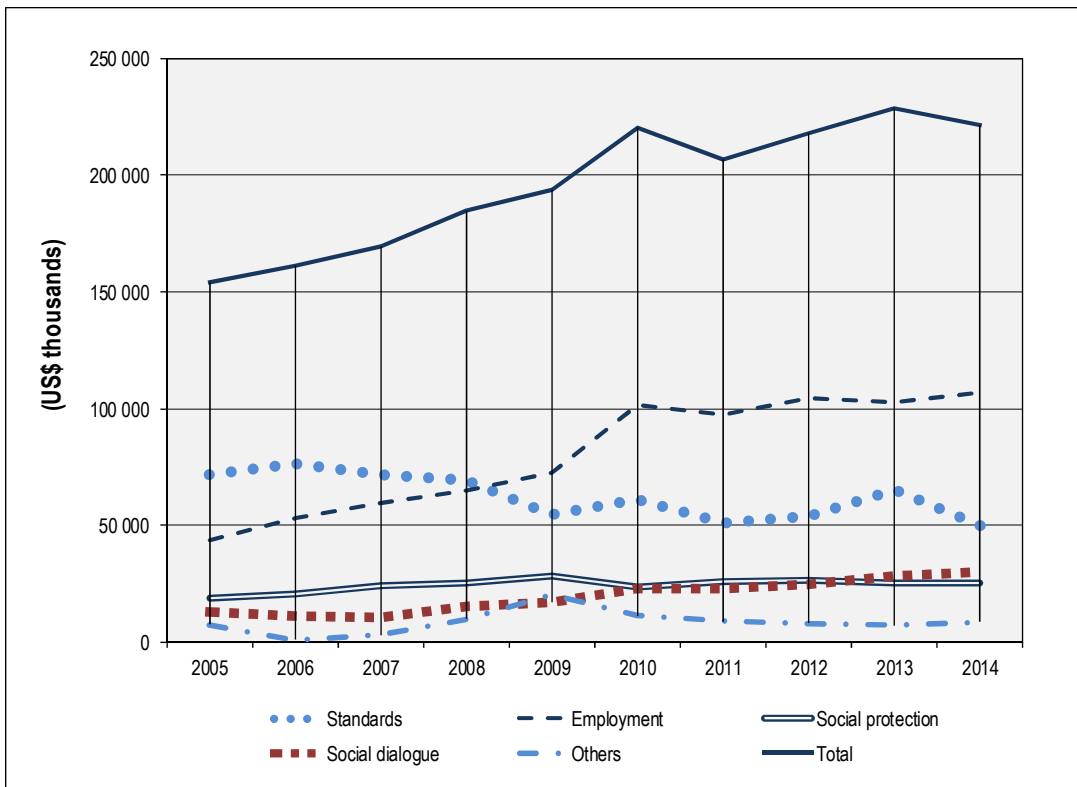


Figure 3. Extra-budgetary development cooperation expenditure by region, 2005–14

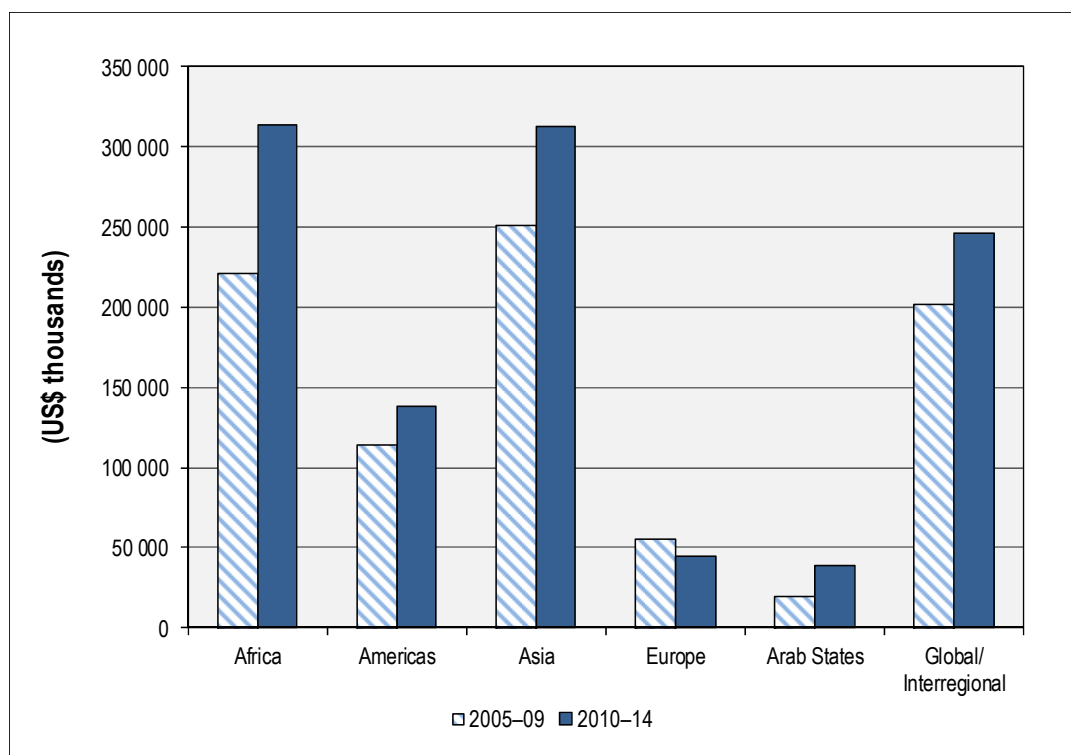


Figure 4. Percentage share of extra-budgetary development cooperation expenditure by administrative responsibility, 2005–14

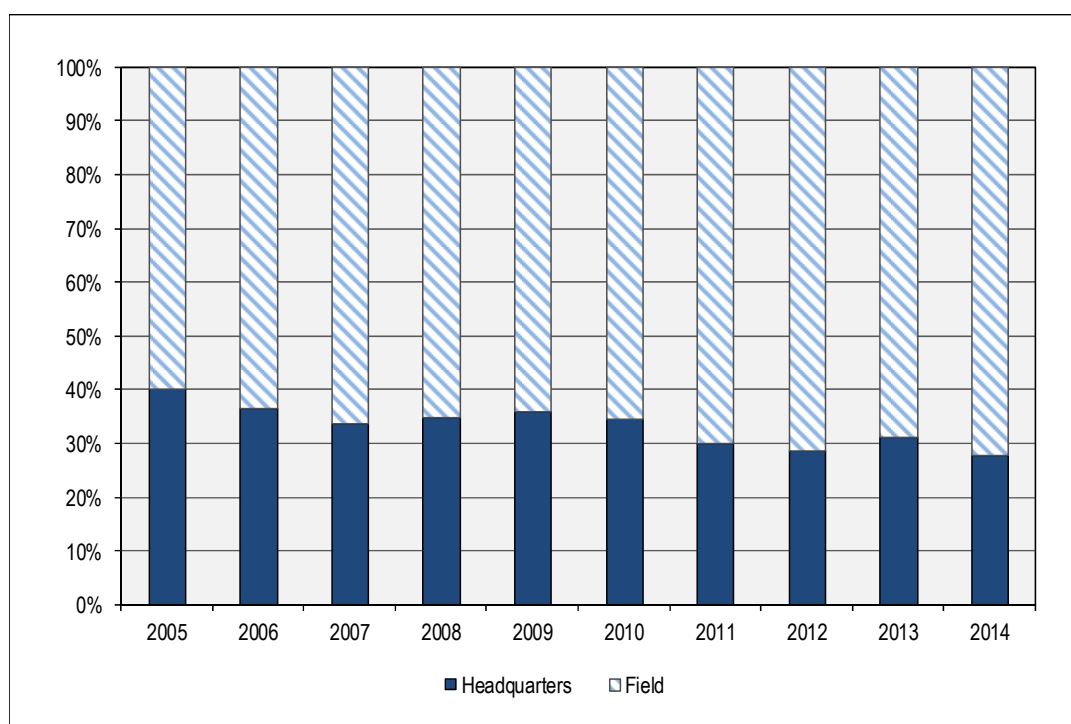


Figure 5. Headquarters, field and total Office extra-budgetary development cooperation delivery rate percentage, 2005–14

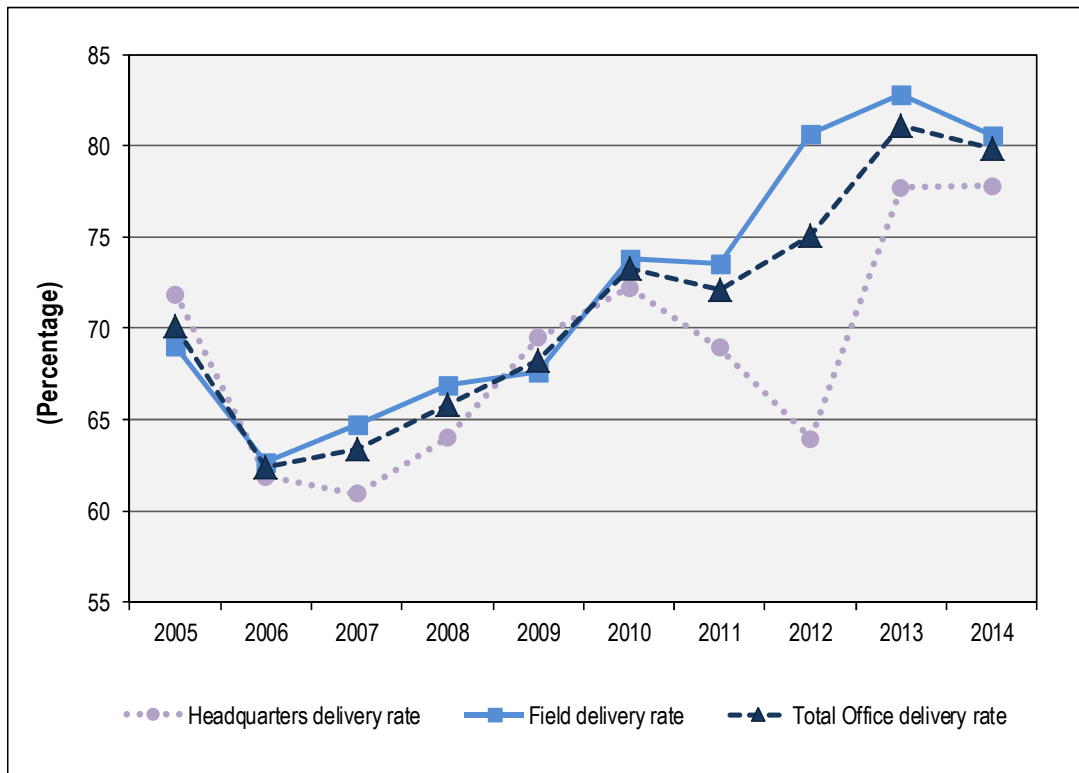
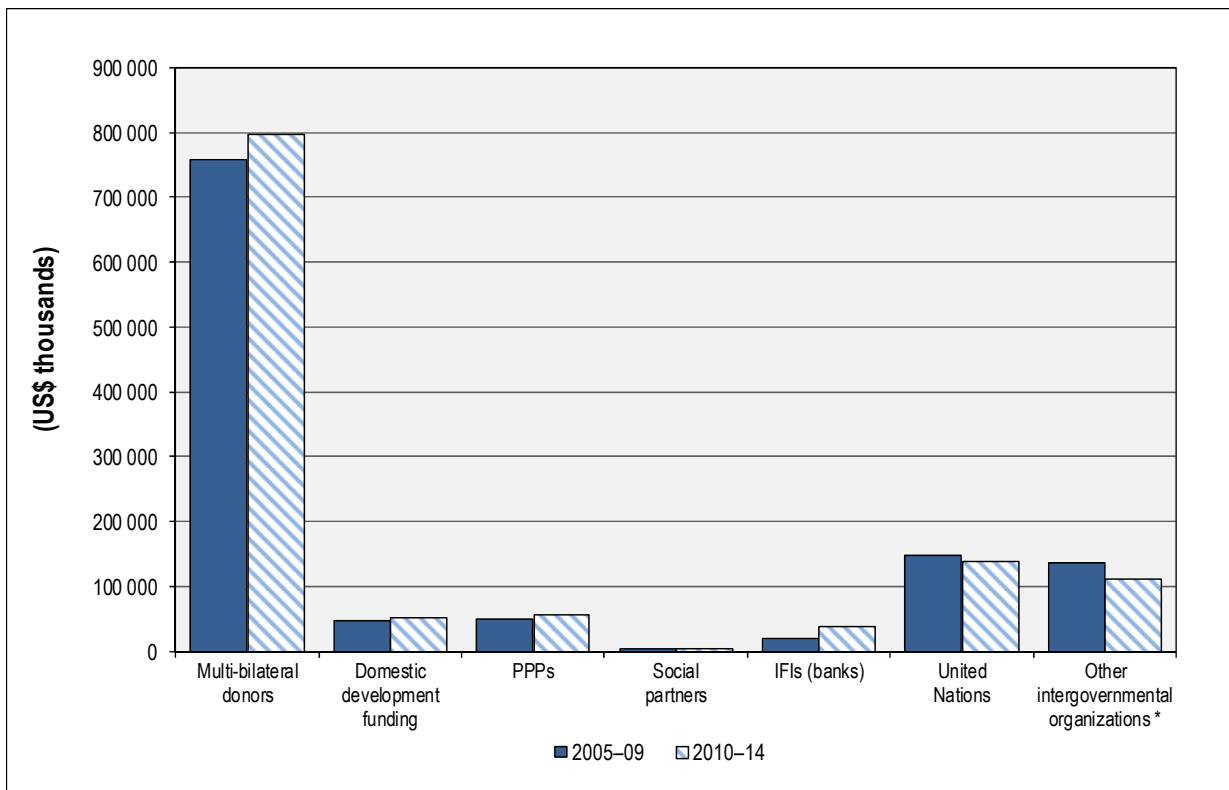
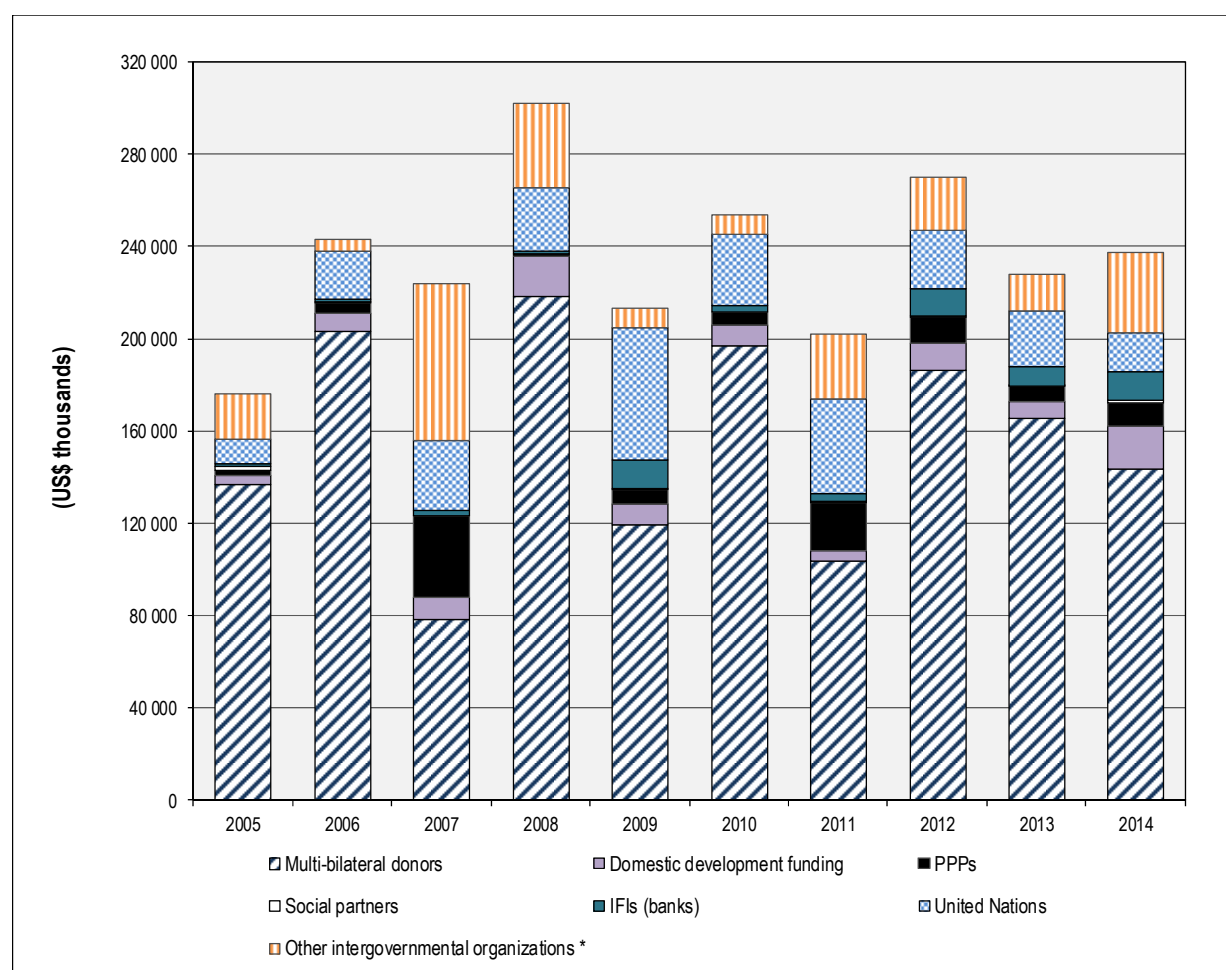


Figure 6. Extra-budgetary development cooperation approvals by funding source, 2005–14



* Including the European Commission.

Figure 7. Extra-budgetary development cooperation approvals by funding source, 2005–14

* Including the European Commission.

Table 1. Development cooperation portfolio 2000–14, number of projects and development partners

	2000	2010	2014
Annual DC expenditure in US\$ millions	82.5	220.3	221.4
Number of projects	1 319	754	720
Number of development partners	84	116	120

Table 2. Top 20 contributors to the ILO's extra-budgetary funding (XBTC and RBSA) in 2010–14

Contributor	US\$ thousands
United States	193 139
UN organizations and agencies	138 614
European Commission	100 878
Netherlands	97 182
Australia	94 505
Norway	88 705
Denmark	60 242
Public-private partnerships	54 167

Contributor	US\$ thousands
Canada	53 585
Sweden	53 123
Domestic development funding	51 294
Belgium *	42 905
International financial institutions	38 032
Switzerland	30 813
Ireland	25 890
Japan	25 136
Spain	24 495
United Kingdom	22 483
France	18 165
Germany	17 797
Total	1 231 151

* Including contributions from Flanders.

Table 3. Top 20 recipient countries of current XBTC funding *

Recipient country	US\$ thousands
Bangladesh	60 409
Timor-Leste	49 804
South Africa	32 776
Egypt	28 770
Viet Nam	22 569
United Republic of Tanzania	22 525
Zambia	17 967
Indonesia	16 380
Myanmar	15 827
Philippines	12 371
El Salvador	11 933
Tunisia	11 799
Colombia	10 134
Sri Lanka	10 027
Haiti	9 979
Pakistan	9 939
Afghanistan	9 174
Ethiopia	8 618
Cambodia	8 417
Somalia	8 284
Total	377 702

* Current funding refers to the total budget of all active projects in IRIS, as at 31 August 2015. It includes stand-alone country projects and some country components of global, regional and interregional projects according to the country programme outcome.